



Local Area 60

Triangle South Workforce Development Board

**Local and Regional
Plan of Service**

Title I

Workforce Innovation and Opportunity Act

**Four-Year Plan
July 1, 2016 – June 30, 2020**

Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each workforce development board to develop and submit, in partnership with the local chief elected official, to the state a comprehensive four-year plan. The WIOA four-year plan will be effective July 1, 2016 - June 30, 2020.

The local and regional plan will support the alignment strategy described in the draft NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. Workforce Development Boards shall comply with WIOA Sections 106 through 108 in the preparation and submission of the plan.

Federal and State Requirements for Local Administration of the Workforce Innovation and Opportunity Act

Local Workforce Development Boards should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov

North Carolina policy information is available at www.nccommerce.com/workforce. Local Workforce Development Boards may reference the draft North Carolina WIOA Unified State Plan. WIOA Title I Acronyms and WIOA Title I Helpful Definitions have been provided as Appendices A and B to this document for easy reference.

Plan Submission and Due Date

The Local Plan must be submitted through WISE. ***The due date is May 9, 2016.*** Each attachment is provided as an individual Word document and should be submitted separately. Forms requiring original signatures may be mailed to the assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, N.C. 27699-4316.

I. Local Area Outline

A. Local Area Overview

The Local Area Overview provides important contact information that is used throughout the Division. It is important this section remain current. Updates should be submitted to the Division Planner when changes occur especially to contact names and addresses in questions Section A 1-10.

1. Provide the Local Area's official (legal) name as it appears on the local Consortium Agreement established to administer the Workforce Innovation and Opportunity Act (WIOA) or, if not a Consortium, in the formal request for Local Area designation. If the Local Area is a Consortium, attach a copy of the current Consortium Agreement. Name document: Local Area Name Consortium Agreement.

The Triangle South Workforce Development Consortium
See the attached agreement.

2. Provide the name, title, organization name, address, telephone number and e-mail address of the Workforce Development Director.

Rosalind M. Cross
Director of Workforce Development and WIOA Programs
1105 Kelly Drive (Mailing)
900 S. Vance Street (Physical)
Sanford, NC 27330
(919) 777-7795
rcross@cccc.edu

3. Provide the name, elected title, local government affiliation, address, telephone number and e-mail address of the Local Area's Chief Elected Official.

Mr. Jim Burgin
Chief Elected Official
Harnett County Board of Commissioners
P.O. Box 1685 (Mailing)
53 S. Broad Street East (Physical)
Angier, NC 27501
jburgin@cdinsnc.com or jburgin@harnett.org

4. Provide the name, title, business name, address, telephone number and e-mail address of the individual authorized to receive official mail for the Chief Elected Official, if different than question 3.

N/A

5. Provide the name, address, telephone number of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds. This is the entity responsible for the disbursal of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

**Central Carolina Community College
1105 Kelly Drive
Sanford, NC 27330
(919) 775-5401**

6. Provide the name, title, organization name, address, telephone number and e-mail address of the Administrative/Fiscal Agent's signatory official.

**Dr. T. E. Marchant
President - Central Carolina Community College
1105 Kelly Drive
Sanford, NC 27330
(919) 718-7246
bmarchant@cccc.edu**

7. Attach a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'. Name document: Administrative Entity Name Organizational Chart. -**See the attached**
8. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website (<https://www.sam.gov/ccr/>) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7]. -

Registration for CCCC is 071568299/0T5H9 - See the attached

Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at Appendix C.

9. Provide the Workforce Development Board member's name, business title, business name and address, telephone number and e-mail address. The first block is reserved to identify the Board chairperson. Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List.

See the attached

Note: Check the block on provided form certifying compliance with required WIOA local Workforce Development Board business nomination process.

* Use form provided and identify categories as indicated on the form. Do not change required category names.

10. Attach the Workforce Development Board By-laws including date adopted/amended. Name document: Local Area Name WDB By-laws.

See the attached

11. Describe how the Workforce Development Board meets the Sunshine Provision.

Sunshine Provision - The local board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the Local Plan prior to submission of the Plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the local board. [WIOA Section 107(e)]

The director of the Triangle South Workforce Development Board makes presentations to the Board of Commissioner's in each of the four counties regarding information and activities of the local board. Additionally, a bi-monthly newsletter is sent out that showcases the activity of the board. The Local Plan is posted on the board's website that allows for public comment and is also linked to the administrative entity's website so that the public is well informed. Details regarding membership, one-stop operators and eligible providers are provided in an open forum during regularly scheduled board meetings. Board meetings are sent out via press release and email by the administrative entity and are often picked up by local newspapers regarding the time and location of the meetings.

12. Describe how the workforce development board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

Public Comment - The workforce development board shall make copies of the proposed Local Plan available to the public through electronic and other means, such as public

hearings and local news media; allow for public comment not later than the end of the 30 day period beginning on the date the proposed plan is made available; and, include with submission of the Local Plan any comments that represent disagreement with the Plan. [WIOA Section 108(d)]

The Local Plan is announced on the board’s website and allows for a 30-day comment period as required. The Plan is made available in an electronic format for interested parties.

- 13. Attach a copy of the Local Workforce Development Board’s organizational chart with an ‘effective as of date.’ Include position titles. Name document: Local WDB Name Organizational Chart.

See the attached

- 14. Provide the Local Workforce Development Board’s planned meeting schedule to include time, dates and location. -See the attached.

**Triangle South Workforce Development Board
Meeting Dates-2016**

Location: CCCC-Harnett Co. Campus-Multipurpose Room (subject to change)

Time: 4:30 pm – 6:00 pm

February 18, 2016

April 21, 2016

June 16, 2016

August 18, 2016

October 20, 2016

****December 7, 2016 (Wed)**

- 15. List the county/counties that comprise the Local Area. List the July 1, 2016 population estimates by county (ies) in the Local Area. (Reference: North Carolina State Demographics “County/State projections,” found at www.demog.state.nc.us or, if another source is used, identify source.)

Counties	Population	Source (www.demog.state.nc.us)
Chatham	69,851	North Carolina State Demographics “County/State projections,” (2015 Provisional County Population Estimates)
Harnett	127,986	North Carolina State Demographics “County/State projections,” (2015 Provisional County Population Estimates)

Lee	59,202	North Carolina State Demographics "County/State projections," (2015 Provisional County Population Estimates)
Sampson	64,516	North Carolina State Demographics "County/State projections," (2015 Provisional County Population Estimates)

Information listed below is obtained from NC Office of State Budget and Management
Population (<http://ox.osbm.prod.nc.gov/facts-figures/demographics>).

County	July 2010	July 2015	July 2020	July 2025	July 2030	July 2035
Chatham	63786	69851	75494	81136	86776	92418
Harnett	115724	127986	139259	150535	161808	173080
Lee	57879	59202	59242	59282	59324	59363
Sampson	63463	64516	65108	65698	66289	66879
STATE	9574917	10054722	10574718	11095319	11609883	12122640

The information listed below is obtained from NCWorks Online (www.ncworks.gov).

Population for Multiple Areas in 2015

Population Table

The table below shows the annual Population data for Multiple Areas in 2015.

Area	Population
Chatham County	71,053
Harnett County	133,746
Lee County	61,957
Sampson County	64,345

Source: Decennial Census
Downloaded: 04/25/2016 3:56 PM

- Attach a copy of the signed 'Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions' (form provided). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants' responsibilities.] Name document: Local Area Name Debarment Form.

Note: Document must bear the original signature of the Administrative Entity signatory official. Mail the signed Certification form original to Division Planner.

See the attached.

17. Submit the original Workforce Development Board and Chief Elected Official (CEO) Signatory Page (form provided), bearing the original signatures of the Chief Elected Official(s) and the Workforce Development Board Chairman and attach a copy of the signed document. Name document: Local Area Name Signatory Page.

Note: Mail the signed original Signatory Form to Division Planner.

See the attached.

B. Local Area Planning

Each local Workforce Development Board shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is encouraged to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Plans will require a modification at least every two years to reflect labor market changes and economic conditions.

1. Provide a description of the Workforce Development Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

The Triangle South Workforce Development Board envisions an efficient labor market that offers well-paying jobs for area residents, provides a well-educated and well-trained workforce for area employers, and attracts new businesses that facilitates economic development. This will be accomplished by combining area employment, training, and supportive services and programs into a system that meets the needs of jobseekers and employers, using various strategies to include planning, data collection, and continuous improvement efforts. Additional strategies include maximizing the efficiency of the local labor market; surpassing customer's expectations, and exceeding federally required and state determined performance standards.

The Board will address the needs of the youth and individuals with barriers to employment by using a holistic and individualistic approach that will be adjusted dependent upon the needs of the client.

The Board will rely heavily upon data that is extracted from the NCWorks Perform System to track performance in the areas of:

- **The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program**
 - **The percentage of program participants who are unsubsidized employment during the fourth quarter after exit from the program**
 - **The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program**
 - **The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within one year after exit from the program**
 - **The percentage of program participants who, during a program year are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.**
2. Taking into account the analyses described in the Regional Strategic Planning section, describe strategies to work with the entities that carry out the core programs that align resources available to the Local Area to achieve the strategic vision and goals described in B.1. [WIOA Section 108(b)(1)(F)]

Our goal is to continue to work within the workforce development system by making all programs and services available to our clients and participants without duplicating services. This will allow for us to continue to forage and develop relationships/partnerships within the Local Area. When possible, partner staff will have a place to work within the Career Centers. Otherwise, a strong referral system will be used to ensure that core programs and resources are adequately aligned to support the strategic vision and goals as listed in C.1.

3. Describe Local Area's workforce development system, including identifying the programs included in the system, and how the Workforce Development Board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). [WIOA Section 108(b)(2)]

The Triangle South WDB's workforce development system is comprised of partners and programs to include community colleges, external training providers, vocational rehabilitation, social services and economic development. TSWDB's workforce development system makes available the core programs authorized under WIOA to include the adult, dislocated worker and youth programs,

NCWorks Career Center partner programs, and all other programs providing employment and training services.

The Board has existing partnerships with the administrators of Career and Technical Educational programs, including the public school system, community colleges and area employers. Many of the programs of study have already been recognized as in-demand occupations and are approved through various training providers for the provisions of services. Recognizing that the global economy demands that more employees possess some postsecondary degree training or industry recognized credential, we will continue to work with the various funding streams to eliminate silos and separation.

4. Provide a description of how the Workforce Development Board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

Access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment will be addressed through partnerships with key players within the current workforce system. The board will ensure a renewed focus on career pathways with multiple entry and exit points via collaboration with the Adult Education and Literacy providers within the local area. Existing partnerships will be reviewed to ensure that the needs of our customers are met without the duplication of services.

We have held meetings with the Adult Education and Literacy programs to develop a referral network and partnership for co-enrollment activities in core programs that will improve access to programs that lead to postsecondary credentials that will allow clients to secure and advance in employment with family-sustaining wages and to provide employers with skilled workers. We are well on our way with the implementation of a Memorandum of Understanding with all required partners as specified under WIOA guidelines.

Additionally, TSWDB board staff and WIOA program staff have collaborated with HRD and Continuing Education program staff at local community colleges on referral and partnerships between WIOA, human resource development and post-secondary educational programs. WIOA program staff has attended HRD programs and classes and enrolled WIOA participants in HRD programs/courses.

Furthermore, collaboration has been made to enroll HRD program participants in WIOA and then into customized training programs at the local community colleges. We have also had discussions for a referral network and partnership between Basic Skills Plus and College and Career Readiness Departments with WIOA programs.

5. Describe how the Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108(b)(5)]

Triangle South maintains relationships with partners who serve microenterprises. These partners include the small business centers, community colleges as well as small business incubators located throughout the Triangle South WDB service area. When opportunities arise for program participants to consider engaging in exploring small business opportunities, they are referred to the microenterprise support centers. These partners are focused on driving the growth of skills related to successful entrepreneurial activities for budding business owners and those who aspire to own their own business.

Additionally, TSWDB maintains a strong relationship with microenterprises that serve the community through proactive outreach including, providing information, and training regarding the business and employer services that are available to them. Board staff engages in special projects upon request and is available to design and implement customized business seminars that address topics that are specific to the needs of the microenterprise community and the local service area.

6. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals' career advancement.

Currently Triangle South Workforce Development Board is engaged in expanding the Registered Apprenticeship programs that are available in our local area. The initial success with apprenticeship programs were piloted by Lee County Schools, Central Carolina Community College and Caterpillar, LLC.

Triangle South is engaged in the next phase of the Registered Apprenticeship Programs by helping our education partners expand the Central Carolina Apprenticeship Works program (CCAW). CCAW is engaged on multiple fronts including overseeing the first cohort of a machining apprenticeship program as well as a welding apprenticeship program in Harnett County. Additionally to help facilitate a larger population of prospects eligible for the apprenticeship programs,

TSWDB is assisting in the creation of an Advanced manufacturing Academy for high school freshmen and sophomores.

Finally, TSWDB is continually reviewing opportunities to provide additional resources to promote Registered Apprenticeship Programs in our local area.

7. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)]

Due to the time sensitive and highly impactful nature of a Rapid Response event, Triangle South coordinates very closely with State and local partners to bring a full portfolio of support services to the affected population.

When a business closing or mass staff reduction initiates a Rapid Response, Board staff attends the initial employer meeting with state officials and local workforce development partners including the local community college and NCWorks Career Center managers. During the initial meeting, it is determined which additional steps should be taken to organize a resource oriented event for informing the affected employees of services that are available to them during the layoff period. In the initial meeting, an overview is given of which additional local partners are available for the potential rapid response event(s)

In the interim, between the initial meeting and the rapid response events, Triangle South reviews the rapid response questionnaire and uses an excel tool to determine which services are a high priority to the affected population. Board staff then works very closely with the organization experiencing the layoff to bring in local area partners such as, local job search groups, employment services, training providers, social services and others that are requested by the affected population.

Additionally Triangle South's rapid response portfolio of services includes integrating feedback from business services partners to identify business that potentially have a need of members of the affected population. If the employer experiencing the staff reduction allows for alternative employers at the resource event, then staff coordinates their inclusion as well.

8. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in

the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

Because key partners are required to be a part of the NCWorks Career Center, duplication of services are easily avoidable. The State has implemented Integrated Services Delivery (ISD) within the Centers, in which TSWDB has two certified sites and two additional Centers that are undergoing the integration process. With that stated, TSWDB has plans and strategies in place as a result of ISD, which is inclusive of Wagner-Peyser services.

With ISD, our primary focus is customer service and is organized around services to customers, not discrete programs offered in silos. WIOA Title I Adult and Dislocated Worker programs and the Wagner-Peyser Employment Services are the operational backbone of our Career Centers.

Our system deploys integrated staffing and, integrated technology, via NCWorks, to generate an integrated customer pool and customer flow. Staff is organized by function and is cross-trained so that center staff has the capacity to serve all customers and is knowledgeable of services that the center offers. Our system also uses electronic filing system within NCWorks for documentation obtained for program eligibility and participation within all the programs under Integrated Services Delivery and within the NCWorks Career Center system. An Individual Employment Plan and Objective Assessment for all these programs are entered within the integrated technology, via NCWorks and shared among programs.

9. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

The Board has relationships with local providers of Adult Education and Literacy (ABE) activities to include Triangle South Literacy Works, Chatham Literacy, Central Carolina Community College and Sampson Community College. We currently rely upon the community colleges within the Local Area to test clients on the Test for Adult Basic Education (TABE) and have established a testing schedule for each of the four counties in which we serve. If an individual demonstrates basic skills deficiencies, the college or referral ABE provider works with the client to help increase their skills levels. Depending upon the program of study and background, we are able to devise a plan or course of action for additional training needs.

10. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Workforce Development Board and other local entities described in Section

101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

Triangle South WDB staff and WIOA program staff within the Local Area have regular contact through meetings, training and referral networks with Vocational Rehabilitation staff in efforts to enhance the provision of services to individuals with disabilities and to other individuals. NCWorks Career Center partner meetings and partner training allows for efforts at cooperation, collaboration, and coordination to be reviewed, developed and monitored. Staff from Vocational Rehabilitation programs also participate in Integrated Service Delivery and spend a certain amount of time each month within the career centers and provide technical assistance and sharing of information with other program staff. Weekly career center meetings facilitate cross training of staff. TSWDB business services staff maintains an ongoing and comprehensive dialog with area employers. The employers provide feedback and direction to the board directly and via the board staff. This guidance directly impacts business related policies and activities. The cooperative efforts are designed to align TSWDB and employer efforts to positively impact industry sectors with high demand needs.

11. Provide a detailed description of the competitive process used to award subgrants and contracts in the Local Area for activities carried out under WIOA Title I. [WIOA Section 108(b)(16)]

Procurement by Competitive Proposals – Competitive procurement shall be the method of procurement of workforce services, except as provided for in situations described under the noncompetitive procurement section.

RFPs shall be publicized for a minimum of five (5) consecutive days on the Board's website that will provide for a general circulation throughout the area served. This public notice will be made at least six (6) days prior to the release of the RFP. This public notice shall also contain information on the bidders' conference. A bidder's list shall be maintained of all entities that have indicated in writing an interest in providing workforce services in the WDB's service area. This list shall be updated biannually. A notice indicating the service or activity being procured, date, time, location of the RFP release, etc., shall be sent to all individuals on this list, all existing service providers, and others as applicable who have expressed an interest in being notified about RFP releases.

At the WDB's discretion, the WDB may procure either single or multi-year program proposals and enter single or multi-year contracts. Multi-year contracts may not exceed a three (3) year period. Such multi-year contracts shall include provisions for first year funding and activity levels and provisions and conditions for the negotiation of subsequent year funding and activity levels.

Proposers are required to submit their qualifications to be a service provider. The provider, at a minimum, shall submit a brief description of the following: 1) organizational structure and experience; 2) personnel standards; 3) financial system; 4) latest audit; 5) bonding coverage; 6) procurement procedures; and, 7) monitoring procedures.

In concert with the WDB and its committees, the local WDB staff shall conduct technical evaluations and review proposals received and make recommendations for selecting contractors based on established evaluation criterion, available as part of the RFP at the time release. The WDB may use either of the following two methods in reviewing RFPs to insure timely implementation of program services.

Method One: Using the evaluation criteria contained in the RFP, the proposal review will be conducted by WDB staff and the members of a WDB committee created for that purpose. The committee members will be familiar with the programs and activities being solicited and understand what is being requested of the bidders. WDB staff shall provide training, guidance, and/or technical assistance on an as-needed basis to the review committee.

Method Two: Using the evaluation criteria contained in the RFP, the local WDB staff will review all proposals that meet the submission requirements and may submit summary reports of all proposals received to the WDB committee and select the agency or service provider it deems best able to operate the program efficiently and effectively, with price and other factors considered.

After evaluation and recommendation of the proposals received by the WDB staff and/or WDB committee or the Youth Standing Committee, the final selection of service providers will be made by the WDB. The WDB will have the final authority for selection of service providers.

Final selections will primarily be based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services.

A letter will be sent to each successful and unsuccessful bidder that contains the WDB decisions related to that procurement.

SELECTION OF SERVICE PROVIDERS

The primary consideration in selecting agencies or organizations to deliver services will be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, in terms of the likelihood of meeting performance goals, cost, quality of training, and characteristics of participants. Selection in considering agencies or organizations shall also include time management of participant files and case management. Determinations will take into consideration such matters as whether the organization has:

1. Adequate financial resources or the ability to attain them;
 2. The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
 3. A satisfactory record of past performance (in employment and training related activities), including demonstrated quality of training, the ability to provide or arrange for appropriate supportive services, retention in employment at follow –up and earning rates of participants;
 4. The ability to provide services that can lead to long–term unsubsidized employment for participants with identified deficiencies;
 5. A satisfactory record of integrity, business ethics and fiscal accountability;
 6. The necessary organization, experience, accounting and operational controls;
 7. The technical skills and time to perform the work; and
 8. An adequate plan to provide services and all related aspects of providing services as described in the offeror’s proposal.
12. Describe methods used to track Adult, Dislocated Worker and Youth performance measures throughout each Program Year and plans for continuous improvement of performance.

Methods used to track Adult, Dislocated Worker and Youth performance measures throughout Program Year 2015 include running reports from NCWorks Online and FutureWorks along with reports provided by NC Department of Commerce, Division of Workforce Solutions. Plans for continuous improvement of performance include monitoring of performance reports, discussions on methods of improvement based on performance data and implementation of improvement procedures in areas where improvement is needed. Additionally, WIOA Adult, Dislocated Worker and Youth Service Providers in Triangle South LA send required forms to Program Coordinators and the Performance and Communications Coordinator prior to soft exits with information on the reason for exit, date of last service, credential obtainment, employment information and other necessary information for data

validation and performance purposes. This also allows TSWDB staff to monitor performance and outcomes data.

13. Provide a brief description of the actions the Workforce Development Board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the NCWorks Commission. [WIOA Section 108(b)(18)]

As aligned with the NCWorks Commission, we have created an integrated, customer-centered and seamless workforce system that is responsive to the changing needs of the economy. We are prepared to provide services under the Workforce Innovation and Opportunity Act that will prepare workers to succeed in the NC economy and continuously improve their skills using data, primarily through NCWorks Online, to drive strategies and to ensure accountability. The Board and board staff will closely monitor performance and outcomes via the NCWorks Performs System also. The board will remain a high performing board as a result of the above-mentioned strategies. Any area of concern that impact performance will be addressed accordingly by staff of the board. Additionally, the board is working on development of a communications committee and strategies for branding and marketing of WIOA programs and Career Center services in the community. The board also encourages success stories from the workforce programs in the Local Area and opportunities for additional training and technical support. The board has consistent employer panels and reports on programs and news from educational providers that are used to examine opportunities to collaborate with other programs and market workforce programs to employers and job seekers.

14. Describe how Performance Data, Data Validation, and NCWorks Online oversight is provided by the local Workforce Development Board?

Triangle South Workforce Development Board staff including the WIOA Adult Services, Youth Services and Performance & Communication Coordinators provide oversight for Data Validation and NCWorks Online through official and unofficial monitoring visits, desk audits and technical support. Additionally, TSWDB staff provide annual training opportunities and regular meetings to discuss documentation and data entered in NCWorks Online and recording of Data Validation information. Any revisions or releases of TSWDB policies are discussed with WIOA contractors and confirmed to have been reviewed by the contractors. The WIOA Performance & Communications Coordinator for TSWDB reviews performance data from reports run through NCWorks Online, Future Works or received through Department of Workforce Solutions and maintains success stories for the TSWDB newsletter and annual reports.

C. NCWorks Career Centers (One-Stop Delivery System)

The Workforce Innovation and Opportunity Act (WIOA) establish a one-stop workforce delivery system and require there be at least one One-Stop location (NCWorks Career Center) in each local workforce development area. These NCWorks Career Centers provide workforce development services as well as access to other programs and activities carried out by One-Stop partners identified in the WIOA.

A Tier 1 NCWorks Career Center is a physical location, open full-time as defined by the local Workforce Development Board, at which integrated services delivery is fully implemented and where services on-site include at least Trade Adjustment Act, Veterans Employment Services, Wagner-Peyser, Title I WIOA Adult and Title I WIOA Dislocated Worker.

A Tier 2 NCWorks Career Center is a physical location, open to the public at least 16 hours a week, at which paid; trained staff is available to serve customers during all hours of operation. These are locations whose primary purpose is to provide workforce services and are considered by the workforce development board to be a part of their one-stop delivery system. These locations are staffed by at least two paid, trained staff personnel who are paid by a federal workforce funding stream.

WIOA authorizes career services for adults and dislocated workers. There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer.

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- *Individuals employed less than full-time who are seeking full-time employment;*
- *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
- *Individuals who are employed who meet the definition of a low-income individual in WIOA Section 3(36); and*
- *Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment.*

Individuals who are underemployed and meet the definition of low-income individual may receive career and training services under the Adult program on a priority basis (Also reference Priority of Services pages 16-17).

Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include initial assessment of skill levels including literacy, numeracy, English language proficiency, as well as aptitudes, abilities (including skills gap), supportive service needs, and more.

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all one-stop centers.

Individualized Career Services include outreach, intake and orientation, initial assessment of skills levels, labor exchange services (job search and placement, in-demand occupation information); business services for employers; and appropriate referrals to partners and workforce programs. Additional services include specialized assessment, in-depth interviewing, development of an individual employment plan, career planning; internships and work experiences; financial literacy services; English language acquisition and follow-up services for not less than 12 months after the first day of employment.

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the workplace is an appropriate type of follow-up service.

After receiving an interview and evaluation, adults and dislocated workers who are determined unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services, or be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; or have the skills and qualifications to successfully participate in the selected program of training services; and who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate; and who are determined to be eligible in accordance with the priority system may be enrolled for Training Services.

Training Services may include occupational skills training, on-the-job training, skill upgrading and retraining, entrepreneurial training; transitional jobs or job readiness training, adult education and literacy activities, including activities of English language acquisition, and more.

1. Provide a brief description of the NCWorks Career Center system and include how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

The NCWorks Career Center system in the Local Area is made up of five workforce offices in the four counties served (Chatham, Harnett, Lee and Sampson). There is one career center located in each of the four counties except Harnett County which

has two career centers located in Dunn and Lillington. Sampson and Lee County NCWorks Career Centers have been certified by the NCWorks Commission as Tier 1 Centers. Currently, board staff is working with the career centers in Harnett and Chatham counties on their applications for certification.

Career services shall be made available to customers in each TSWDB Career Center. The decision on which career services to provide and the timing of their delivery (mix and sequence) may be made on a case-by-case basis depending on the needs of the individual. Career services with staff involvement will include an initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs.

Career services may be provided to WIOA eligible adults and dislocated workers who are unemployed and unable to obtain employment. Services may also be made available to adults and dislocated workers who are employed, but who are determined to be in need of career services to obtain or retain employment that allows for self-sufficiency. Career services are provided through the Career Center through Center personnel and through contracts with services providers which may include contracts with public, private for profit and private non-profit services providers approved by the Workforce Development Board.

Career Services include:

- **Determination of eligibility to receive assistance**
- **Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the Career Center**
- **Initial assessment of skill levels, aptitudes, abilities, and supportive service needs**
- **Job search and placement assistance, and where appropriate, career counseling**
- **Provision of labor exchange services**
- **Referrals to programs offered by local agencies that serve community members**
- **Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including job vacancy listings in such labor market areas, information on job skills necessary to obtain the jobs, and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations**
- **Provisions of performance information and program cost information on eligible providers of training services provided by programs and eligible providers of youth activities, providers of adult education, providers of post-secondary vocational education activities and vocational education activities**

available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act

- Provisions of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the Career Center delivery system in the local area
- Provision of accurate information on and referrals to supportive services, in formats that are usable by and understandable to one-stop center customers, such as childcare, child support, medical, child health assistance, TANF, SNAP (Food Stamps), and Earned Income Tax Credit
- Provision of information and assistance regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for Welfare-to-Work activities, programs of financial aid assistance for training and education programs that are not funded under the Workforce Innovation and Opportunity Act and are available in the local area and
- Follow-up services including counseling regarding the workplace for participants enrolled in Workforce Innovation and Opportunity Act (WIOA) activities who are placed in subsidized employment for not less than 12 months after the first day of employment as appropriate

Career Services that are staff assisted can include the following:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, providing information on eligible training services, and career pathways to attain career objectives
- Group counseling
- Individual counseling and career planning
- Short-term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training
- Internships and work experiences that are linked to careers
- Out-of-area job search assistance and relocation assistance
- Financial Literacy Services
- English Language Acquisition and integrated education and training programs
- Workforce Preparation Services

Services such as literacy training, out-of-area job search assistance, and relocation assistance may be provided based on needs of the individual job-seeker.

Training Services

Training services are defined as services designed to equip individuals to enter the workplace and retain employment. WIOA participants can have access to training services immediately upon enrollment into Adult or Dislocated Worker programs. Self-service, informational, group, staff-assisted, and one-on-one “career services” are not required for initiation of training services. Training Services may be provided to WIOA eligible adults and dislocated workers who:

- have met the eligibility requirements
- after an interview, evaluation, or assessment, and career planning, have been determined by a one-stop operator or one-stop partner to be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services or be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment and be in need of training services
- have need of training services and to have the skills and qualifications to successfully participate in the selected program of training services
- selected programs of training services that are directly linked to the employment opportunities in the local area involved or in another area in which the adults or dislocated workers receiving such services are willing to commute or relocate
- meet the qualification requirements, and
- are determined to be eligible in accordance with the priority system

Qualification requirement:

- Services shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants or require assistance beyond the assistance made available under other grant assistance programs, including Federal Pell Grants
- Training services may be provided to an individual who meets the qualifications while an application for a Federal Pell Grant is pending, except that if the individual is awarded a Federal Pell Grant, appropriate reimbursement shall be made to the local area from the Federal Pell Grant

The Career Center will make the State list of eligible training providers available to all individuals receiving training services with a description of the programs through which the providers may offer the training services and the information

identifying eligible providers of on-the-job training and customized training. The performance information and performance cost information relating to eligible providers of training services will also be made available to all individuals receiving training services.

Training services may include:

- Occupational skills training, including training for nontraditional employment, provided through pre-approved training agencies for adults and dislocated workers
 - On-the-job training
 - Incumbent worker training in accordance with subsection
 - Programs that combine workplace training with related instructions, which may include cooperative education programs
 - Skill upgrading and retraining
 - Entrepreneurial training
 - Transitional jobs in accordance with subsection
 - Job readiness training provided in combination with other training
 - Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with (other training) services
 - Customized training conducted with the commitment by an employer or group of employers to employ the individual upon successful completion of the training
2. Describe how local Workforce Development Boards determine the need for enrollment in Training Services.

Training services are defined as services designed to equip individuals to enter the workplace and retain employment. WIOA participants can have access to training services immediately upon enrollment into Adult or Dislocated Worker programs. Self-service, informational, group, staff-assisted, and one-on-one “career services” are not required for initiation of training services. Training Services may be provided to WIOA eligible adults and dislocated workers who:

- have met the eligibility requirements
- after an interview, evaluation, or assessment, and career planning, have been determined by a one-stop operator or one-stop partner to be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services or be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment and be in need of training services

- **have need of training services and to have the skills and qualifications to successfully participate in the selected program of training services**
- **selected programs of training services that are directly linked to the employment opportunities in the local area involved or in another area in which the adults or dislocated workers receiving such services are willing to commute or relocate**
- **meet the qualification requirements, and**
- **are determined to be eligible in accordance with the priority system**

Training services are provided in a manner that maximizes consumer choice in the selection of an eligible service provider. Training is provided to eligible adults and dislocated workers through the use of Individual Training Accounts through which a participant chooses among qualified training providers with the exception of on-the-job training, customized training, or when the Workforce Development Board determines there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training accounts, or the local Board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

Training services are directly linked to occupations that are in demand in the local area or in another area to which an adult or dislocated worker receiving such serves is willing to relocate, except that a local board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.

3. Describe how follow-up services are provided through the NCWorks Career Centers.
[WIOA Section 134(c)(2)(xiii)]

Follow-up services are provided, as appropriate, for participants placed in unsubsidized employment and other participants, as deemed necessary, for up to 12 months after the first day of employment or after soft exit from NCWorks Online. All follow up contact attempts and services provided are recorded within NCWorks Online. All supplemental data of credential and/or employment status is scanned into or recorded within follow up and outcomes in NCWorks Online. Counseling about the work place, job retention skills and income improvement plans are all appropriate services to provide in follow up.

4. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system, dual enrollment of customers in WIOA Titles I & III and have full access to NCWorks.gov and the timeline for accomplishing the training for new staff.

Describe the staff development activities that reinforce and improve the initial training efforts.

NCWorks Career Center staff is trained in the integrated services delivery system through cross-training in multiple programs including Wagner-Peyser, Workforce Innovation and Opportunity Act (WIOA), TAA/Trade, Veterans Services, Unemployment Insurance and other partner programs including Vocational Rehabilitation and the Adult Education and Literacy Act. New NCWorks Career Center staff is trained on the mission and vision of the Career Center and the services available to customers along with the flow plan of services provided to customers in an integrated environment. Methods for training involve one-on-one training with a program supervisor, possibly co-workers and Local Area WDB staff of the services and partners programs/services available to customers in the career center and how to enter and record data in NCWorks Online. Content of new staff training can range from case management skills, methods of assessment, development of an Individual Employment Plan, goal setting, determining eligibility and suitability for programs along with necessary knowledge of eligibility and data validation documents. Timeline for accomplishing training can vary depending on the new staff members' knowledge and experience in the workforce development system. NCWorks Career Center Coordinators/Managers or Program Supervisors can request full access to NCWorks.gov from the Super User for new NCWorks Career Center staff after training is completed and a Request for Access form is submitted. Additionally, all NCWorks Career Center staff are encouraged to complete Integrated Service Delivery training and any other available training through the NCWorks Training Center. NCWorks Career Center staff receives technical support from TSWDB staff on dual enrollment of customers in WIOA Titles I & III, electronic filing systems and NCWorks Online questions or concerns.

5. Describe how the Workforce Development Board works to improve Career Center operations by working with state and regional Division of Workforce Solutions staff.

The Director and the Regional Operations Directors are in frequent contact regarding the provision of services within the Centers. Staff and consumer concerns are discussed as deemed necessary and appropriate, then addressed accordingly.

6. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.

The Board collects bi-monthly reports from the Center operators and our contractors. The reports details the activities based upon a two month period in which data is collected regarding participant enrollments, expenditures rates, NCWorks enrollments, employment data, etc. Upon review, the board has the

ability to track activities and ask questions as necessary. This is all handled during our regularly scheduled board meeting or during the Executive Committee meeting.

7. Describe how the Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system, including remote areas, through the use of technology and through other means. [WIOA Section 108(b)(6)(B)]

We will continue to rely upon access, virtual and in person, via NCWorks Online. Services provided through the NCWorks Career Center delivery system, including remote areas, are available within NCWorks Career Centers provided by staff and through the virtual one-stop system, NCWorks Online. The NCWorks Career Center delivery system, including remote areas, also uses a referral network and resources list which facilitates access to services among Career Center partners and services.

NCWorks Online also allows employers to post job orders and view resumes and applications from applicants within the systems. Jobseekers can view job openings, apply to jobs, post their resume and set up a Virtual Recruiter in NCWorks Online. NCWorks Online is a Virtual OneStop developed by Geographic Solutions, Inc. for NC Department of Commerce.

8. Describe Local Area strategies and services that will be used to strengthen linkages between the NCWorks Career Center system and unemployment insurance programs. [WIOA Section 108(b)(4)(A)(iv)]

The unemployment insurance programs in North Carolina through NC Department of Commerce, Division of Employment Security requires that all unemployment insurance claimants register and are active in NCWorks Online (NCWorks.gov) to receive benefits. Therefore, unemployment insurance claimants are registered for work in the NCWorks Career Center system and are able to access services and resources available through the Virtual OneStop system. An unemployment insurance claimant can create a resume, job search, apply for jobs, look at labor market information, gain information on training providers/programs, complete assessments and create job alerts through self-service in the NCWorks Online system. Furthermore, NC Department of Commerce, Division of Employment Security requires that unemployment insurance claimants attend an Eligibility Assessment Interview (EAI) within four weeks after the first payment is released and claimants provide work search records and complete an Objective Assessment as part of the EAI. Unemployment Insurance Claimants that do not attend the scheduled EAI appointment or submit completed work search records will have their benefits stopped. Unemployment Insurance Claimants who attend their EAI appointments at the NCWorks Career

Center are introduced to the services and programs available to them at the Career Center, which in turns, strengthens our linkage within the workforce system. NCWorks Career Center staff provides information to customers on how to apply for and/or submit required documentation for an unemployment insurance claim. Additionally, staffs operating the Trade Adjustment Assistance (TAA) program and the Reemployment Eligibility Assessment program which are programs for Unemployment Insurance claimants are housed within NCWorks Career Centers and are part of NCWorks Integrated Services Delivery.

9. Describe how the Local Workforce Development Board connects NCWorks integrated services to:

a) persons with disabilities;

The Local Area connects NCWorks Career Center integrated services, including Wagner Peyser and WIOA, to persons with disabilities through referrals from partner agencies including Vocational Rehabilitation and local non-profit agencies such as Johnston Lee Harnett Community Action and Lee County Industries. Additionally local community colleges and public school systems refer persons with disabilities to NCWorks Career Center services, including WIOA.

b) returning veterans and skilled military retirees;

The NC Department of Commerce, Division of Workforce Solutions issued Policy Statement 12-2014 Priority of Service for Veterans and Eligible Spouses in all U.S. Department of Labor Job Training Programs which rescinds DWS PS 16-2013. The U.S. Department of Labor has specified in Training and Employment Guidance Letter 10-09 that Priority of Service for Veterans and Eligible Spouses in all Qualified Job Training Programs Funded in whole or in part by the U.S. Department of Labor (DOL) are required.

On November 7, 2002, the Jobs for Veterans Act (JVA), Public Law (P.L.) 107-288 was signed into law. One provision of the JVA, established a priority of service requirement for covered persons (i.e., veterans and eligible spouses, including widows and widowers, as defined by this statute) in qualified job training programs.

According to the broad definition of veteran, found in 38 U.S.C 101(2), the term “veteran” means a person who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the

National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (State mobilization usually occurs in response to events such as natural disasters).

Eligible spouse means the spouse of any of the following:

- a. Any veteran who died of a service-connected disability;**
- b. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:**
 - i. Missing in action;**
 - ii. Captured in the line of duty by a hostile force; or**
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;**
- c. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or**
- d. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran service or service member.**

ACTION:

Centers will ensure that veterans and eligible spouses, at the first point of contact, are made aware of the following as described in the Career Centers in Triangle South Local Area: 1) Their entitlement to priority of service; 2) The full array of employment, training and placement services available; and 3) Applicable eligibility requirements for programs and services.

The NCWorks Online system will hold job postings for eligible veterans and spouses on VetHold for 24 hours during which time referrals will be made for them only.

Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for federally funded services. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-

covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person.

Returning veterans and skilled military retirees are referred to WIOA services and career center partner services such as Department of Social Services, Veterans Upward Bound, and Vocational Rehabilitation, when applicable.

c) Temporary Assistance to Needy Families (TANF) recipients;

The Local Area connects One-Stop integrated services, including WIOA, to Temporary Assistance to Needy Families (TANF) recipients through referrals from partner agencies including Department of Social Services and local non-profit agencies such as Johnston-Lee-Harnett Community Action. Additionally, county Department of Social Services' require TANF participants to register for work at the One Stop Career Center and connect with One Stop integrated services, as part of the program requirements to determine if participants are job ready or not job ready. Department of Social Services' staff for the TANF program refers clients to the WIOA programs in each county. TANF recipients are public assistance recipients and receive priority of service under the WIOA Adult program.

d) Trade Adjustment Act (TAA) and Rapid Response Activities;

The Local Area connects NCWorks Career Center integrated services, including WIOA, to Trade Adjustment Act (TAA) through direct referrals and coordination of services between TAA/Trade program coordinators/staff and other partner and program staff in NCWorks Career Centers. All customers who enter the One-Stop Career Center are offered One-Stop integrated services and dual enrollment Wagner Peyser services and in WIOA career service activities and services. Referrals are made to WIOA career and training service providers. NCWorks Career Center services and programs, including TAA and WIOA, are explained to participants during Rapid Responses activities.

e) individuals with other barriers to employment; and

NCWorks Career Centers and WIOA program staff will focus on increased outreach and services targeted to jobseeker populations with barriers to employment. NCWorks Career Center and WIOA staff will proactively recruit and provide creative outreach efforts with community partners to assist targeted groups in obtaining employment with a path to self-sufficiency that eliminates reliance on public support and develops career pathways that lead to stackable credentials and work based learning opportunities.

f) additional specific populations, if applicable

The Local Area connects with community based organizations, chambers, church groups, government programs and school systems to connect career services to other specific populations.

10. Describe how entities within the NCWorks Career Center system, including Career Center operators and partners, will comply with Section 188, if applicable, and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. [WIOA Section 108(b)(6)(C)]

As a part of ISD, Centers are required to show ADA compliance. All Career Centers are equipped for physical access of facilities. Programs and services, technology and materials for individuals with disabilities are readily adjustable based or easily adaptable, based on need. The statement, Equal Employer/Program, “Auxiliary aids and services are available upon request to persons with disabilities”, is written and placed in conspicuous places so that individuals can view and request additional services to assist them. The “Equal Opportunity is the Law” notice is made available to individuals with disabilities in some of the following ways:

- **Large print, Braille and audiocassette versions of the notice are available to persons with visual impairments;**
- **Where notice has been provided in an alternative format to individuals with a visual impairment, a record is made that such notice has been given and is made part of the participant's file;**
- **Readers are made available to the visually impaired for use with websites where the notice is electronically posted at the workforce site;**
- **When requested, sign language interpreters are made available to persons with hearing impairments should they have questions about the notice or the filing process.**

Each Career Center’s resource room provides auxiliary aids and services such as:

- **Assistive listening headsets;**
- **Closed and open captioning on videos;**
- **Telecommunication devices for deaf persons;**
- **Computers that allow voice input and output;**
- **Readers;**
- **Taped texts;**
- **Video-text imaging displays; and**
- **Transcription services**
- **Access to certified interpreters;**

- Larger screen monitors for the visually impaired
- Vocational Rehabilitation service
- Partnerships with services for the blind

Service providers must indicate that a TDD/TTY number, or an equally effective means of communicating with individuals with hearing impairments, is noted on its local recruitment and marketing materials whenever a phone number is included. All public information includes the tag, “auxiliary aids and services are available upon request to individuals with disabilities,” on local recruitment and marketing materials. The Career Center is monitored at least yearly for being physically and programmatically accessible (including telecommunication and computer accessibility) to individuals with disabilities.

11. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: *Local Area Name Service Flow Chart 2016*. See the attached.

Services Integration Basics: The center has adopted a service delivery approach to organize center staff around primarily career and training services with four groups of functional work teams:

- Customer Welcome Team
- Skills Development Team
- Employment Services
- Employer Services

The **Customer Welcome Team** welcomes and directs the customer, conducts a basic oral assessment (triage), collects initial registration data and connects the individual to another One Stop team or outside resource based upon customer need.

The **Skills Development Team** conducts a skills analysis, assessment testing, support requirements, career counseling, soft skills training, and referral to occupational skills training. (Staff that makes decisions on training referrals is normally funded directly through WIOA.)

The **Employment and Employer Service Teams** provides services to job ready customers and to employers that are hiring. These functions include customer job search, job development, job matching and customized recruitment efforts.

The integration and use of both functional and formal supervision of the members of the functional workgroups are applied. Formal supervision refers to

organizational structure and job classification as defined by each individual's employer. Formal supervisors have responsibilities such as approval of time and attendance, performance evaluations, processing of leave requests, etc. Functional supervision applies to the organizing, coordinating, and directing the day-to-day activities of individuals assigned to the team the functional supervisor oversees.

An initial one-on-one interview with a customer, including NCWorks.gov registration, skills assessments, and determination of further services can occur during the welcome and/or training services provided through an NCWorks Career Center.

12. Attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix D). [WIOA Section 121(b)(A)(iii)]. Name document: *Local Area Name NCWorks Career Center MOU*.

See the attached.

13. Describe how the Workforce Development Board uses a portion of funds available to the Local Area to maintain the NCWorks Career Center system, including payment of the infrastructure costs of Career Centers. [WIOA Section 121(b)(1)(A)(ii) and (h)]

The board will continue to share the cost of technology for permanent partner staff that is located within the Career Centers. The board anticipates sharing in other infrastructure expenses to include technology upgrades within the Centers, signage, and other efforts as a part of the state branding.

14. Describe the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 108(b)(6)(D)]

Note: Per USDOL FAQ January 28, 2016, local agreements for funding one-stop infrastructure costs must be in place by Program Year 2017 and must satisfy the requirements of WIOA Section 121(h).

Employment opportunities are shared by partner agencies using the NCWorks online system. Partners are trained initially at orientation and are kept abreast of changes and the use of the system for job referrals, job searches and documentation of information. Information on potential employment opportunities are shared with partner agencies through staff meetings, partner meeting and individual telephone conversations. The Center staff also has designated individuals on staff whose primary job duties include an emphasis on employer relations. In addition, various partners have weekly, monthly scheduled

visits on-site to provide services to jobseekers and employers. Other referrals are made as deemed necessary. The Career Center and partner agencies are committed to providing center services to customers and to sharing costs/resources based on resources available within each individual agency/organization. Additional services beyond those provided by the partner agencies are identified during annual evaluations, partner meetings and as the need arise. Staff and Managing Partners solicit the addition of these services through outreach efforts to other providers, volunteers, and technology enhancements. We also have a strong referral process for customers to our partners for assistance with training and/or supportive services and our partners likewise refer their job seeking customers to Career Center staff. These referrals may occur via telephone, email or a printed referral form, when applicable. NCWorks Career Center partners have been coordinating with Career Centers and TSWDB to ensure Career Center and WIOA program staff attend and present information on the programs at partner events. Additionally, Job Fairs and Resource Fairs, including a Veterans Resource Fair and Stand Down, have been coordinated between career center partners, career center staff and TSWDB staff.

15. Describe the Workforce Development Board's method for planning oversight, review process and frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service. [WIOA Section 121(a)(3)]

The Workforce Development Board's method for planning oversight of the NCWorks Career Center system in the Local Area involves monitoring performance reports and customer, staff and partner program operators' feedback. Customer satisfaction surveys and comment cards along with direct employer feedback is the processes that will be used for ensuring quality customer service. The review/oversight process that each and every career center in the Local Area is required to complete performance based reports on a bi-monthly basis which are included in board packets and then are required to present to the board on the career centers' performance and successes.

16. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]

Programs carried out under WIOA such as Adult, Dislocated Worker and Youth programs and programs carried out by NCWorks Career Center partners such as Wagner Peyser, TAA/Trade and Veterans Services use NCWorks Online for

reporting and accountability purposes and the tracking of participant/client information.

17. Identify NCWorks Career Center location(s) including Tier 1 and Tier 2 sites; on-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use form provided. [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.

See the attached

D. WIOA Title I Programs

Adult and Dislocated Worker Services

1. Describe the local Workforce Development Board's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

Triangle South WDB is in the final stages of forming two committees on the board to address communication regarding programs and services along with transportation concerns for serve eligible individuals. High level goals, outreach strategies, service delivery and expected outcomes include providing quality services and programs to our participants which will strengthen the local economy through an employer-focused workforce system. Our goal is to also improve job placements that correlate to the funding that was spent on training.

2. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

The weaknesses of the existing Dislocated Worker education and training services are lower amounts of education and training funds expended on these and other Dislocated Worker participants. The strengths of the existing Adult education and training services are that there are higher numbers of Adults who are eligible and suitable for the Adult Program in the Local Area and all funds for the Adult program are expended for the active Adult participants. Plans to address weaknesses identified are to move financial amounts from Dislocated Worker to

the Adult Program when needed to allow for increased enrollments and financial expenditures for education and training services for the Adult program. Triangle South Workforce Development Board staff and WIOA Service Providers for the Local Area work directly with employers in the communities served at local and community events such as Chamber of Commerce events, Economic Development meetings, TSWDB board meetings, business expos and career fairs. TSWDB staff and WIOA Service Providers build relationships with employers by asking about their human resource needs. We also market OJT, Work Experience and Apprenticeship programs that are available to them. TSWDB has the capacity to address the identified education and skill needs of the workforce through close collaboration and partnership with local community colleges, chamber of commerce, economic development, nonprofit organizations and other community organizations.

3. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that insures an arm's length relationship between the Workforce Development Board and service delivery. Include any service provider contract extensions.

The Triangle South Workforce Development Board released a Request for Proposals (RFP's) for operation of Workforce Innovation and Opportunity Act Title I Adult and Dislocated Worker Programs for Chatham, Harnett, Lee and Sampson Counties. The RFP was advertised on the board's website, as well as the website of the administrative entity's website during the month of March 2015. The RFP notice was sent to an extensive bidder's list via email. The notice detailed the programs that were out for bid and gave detailed information regarding the bidder's conference which required attendance from agencies seeking access to the RFP packet. The bidder's conference was held on March 19, 2015 which provided a detailed overview of the RFP. Proposals were required to be submitted by April 20, 2015 for any agency interested in operating the WIOA Adult, Dislocated Worker and Youth Programs. Proposals underwent board and staff review and the full board agreed to the recommendations from the reviewing committee. Approved service providers were notified and contracts were awarded based upon a two-year commitment with the second year based upon performance. TSWDB does not operate any programs in house. We were able to competitively procure service providers for all programs with an exception to the Youth Program in Chatham County. The board opted to enter into special contracting with an existing provider. This program is currently out for bid for the PY 2016 Program Year.

Note: While NPRM Section 679.410(b) and (c) provide exceptions to the competitive procurement process, WDBs *must* have an arm's length relationship to the delivery of services.

4. Provide the date and process for the competitive procurement of the One-Stop Operator(s).

Note: By June 30, 2016, every Local Board must demonstrate it is taking steps to prepare for competition of its one-stop operator. [NPRM Sec. 436.635(b)]

The Board anticipates the beginning phase of this project by June 30, 2016.

5. Attach the Local Workforce Development Board's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2016. Name document: Local Area Name Adult and DW Providers 2016.

See the attached

6. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers. [Division Policy Statement 21-2015]

See the attached.

7. Provide a description of how the Workforce Development Board will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Section 108(b)(6)(A)]

The Triangle South WDB will ensure the continuous improvement of eligible providers of services and ensure that each provider meets the employment needs of local employers, workers and jobseekers through the monitoring of provider performance. An annual review of the training providers' performance for continued eligibility must show the training program is still authorized by the appropriate oversight agency to operate and must include successful performance data.

8. Describe how the Workforce Development Board will meet all federal and state Adult and Dislocated Worker performance outcomes and training expenditure requirements.

The Board will establish benchmarks through the RFP process to track outcomes and training expenditure requirements. While it is the goal for the TSWDB to meet all federal and state Adult and Dislocated Workforce performance outcomes and training expenditures requirements, the board fully understands that federal and state policies and economic conditions are often times beyond the board's ability to control. We will continue to rely upon data from NCWorks Online, DWS reports and FutureWorks to better gauge performance outcomes. The board will continue to review and track financial reports on a monthly to bi-monthly bases. Coordinators will continue to conduct regularly scheduled desktop reviews for compliance and performance purposes.

Youth Services

Note: A reference to Youth Services and Activities is provided as Appendix E.

9. Provide an analysis of Title I WIOA eligible youth by Local Workforce Development Board area. Include the following information for the local Workforce Development Board area:

- In-School Youth Analysis
 - a. Number of Youth ages 14-21 –See Chart Below
 - b. Youth ages 14-21 represent what % of the population? –See Chart Below
 - c. What percentage of these youth are low-income (eligible for WIOA In-school program)? –See Chart Below
 - d. Current school dropout statistics –See Chart Below

- Out-of-School Analysis
 - a. Number of Youth ages 16-24 –See Chart Below
 - b. Youth ages 16-24 represent what % of the population? –See Chart Below
 - c. What are the general educational levels of this age group? –See Chart Below
 - d. What is the general employment status of this age group? –See Chart Below

- **Number of Individuals Ages 14-24**

Triangle South Workforce Development Board Area comprises the counties of Chatham, Harnett, Lee, and Sampson within North Carolina. North Carolina Office of State Budget and Management (OSBM) demographic data indicates the estimated population within the four counties is three hundred, twenty-one thousand, five hundred, fifty-five (321,555).

County	14	15	16-17	18-19	20-24	Total
Chatham	846	836	1,536	1,380	3,193	7,791
Harnett	1,949	1,958	3,739	3,905	8,911	20,462
Lee	797	873	1,634	1,578	3,762	8,644
Sampson	925	987	1,860	1,757	4,197	9,726
Total	4,517	4,654	8,769	8,620	20,063	46,623

Source: NC Department of Commerce: ACCESSNC
<http://accessnc.commerce.state.nc.us/EDIS/demographics.html>

- **Percentage of Population Individuals Age 14-24**

Forty-six thousand, six hundred twenty-three persons or 14.49% of the population were reported as age 14-24.

County	Total Population	Total Youth (Age 14-24)	Percentage
Chatham	69,851	7,791	11.15%
Harnett	127,986	20,462	15.98%
Lee	59,202	8,644	14.60%
Sampson	64,516	9,726	15.07%
Total	321,555	46,623	14.49%

Source: NC Department of Commerce: ACCESSNC
<http://accessnc.commerce.state.nc.us/EDIS/demographics.html>

- Low-Income Youth

County	Percentage of Persons Below the Poverty Level
Chatham	14.4%
Harnett	18.2%
Lee	18.7%
Sampson	24.7%

Source: United States Census: Fact Finder- 2010 – 2014 American Community Survey 5-Year Estimates

http://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

- Drop-Out Statistics

LEA #	LEA or Charter School	Counts			Rates	
		2013-14	2014-15	% Change	2013-14	2014-15
190	Chatham County	45	54	20.0%	1.88	2.11
430	Harnett County	218	218	0.0%	3.47	3.46
530	Lee County	89	73	-18.0%	2.94	2.35
820	Sampson County	89	108	21.3%	3.34	4.00

Source: <http://www.ncpublicschools.org/research/dropout/reports/>

Secondary Education data, compiled by Access NC, on individuals enrolled in grades Kindergarten through 12th shows fifty-one thousand, one hundred, sixty-one (51,161) students during May 2016. There are sixteen high schools within the Triangle South Workforce Development Board Local Area. North Carolina Department of Public

Instruction 4-year Cohort Graduation Rate Report for 2014-2015 shows three-thousand, four hundred, sixty-five students (3465) in the four year graduation cohort group; and of these, two thousand, nine hundred, fourteen (2914) or 84% of seniors graduated. County data is as follows:

- Chatham County has nine-thousand, four-hundred and forty-five (9,445) students who attended Kindergarten through 12th grade during 2014-2015. Chatham County has four high schools: Chatham Central High (regular school); Jordan Matthews High (regular school); Northwood High (regular school), and SAGE Academy (alternative school). Sixty-five percent (65%) of high school graduates took the SAT during 2015: the average SAT score was 1,412. The North Carolina Department of Public Instruction 4-year Cohort Graduation Rate Report for 2014-2015 indicates Chatham County had six hundred 630 students in the four-year cohort; and of these, approximately eighty seven point three percent (87.5%) graduated high school.
- Harnett County has twenty-thousand, two hundred, sixty-nine (20,269) students who attended Kindergarten through 12th grade during 2014-2015. Harnett County has four high schools: Harnett Central High (regular school); Overhills High (regular school); Triton High (regular school); and Western Harnett High (regular school). Thirty-eight percent point eight percent (38.8%) of high school graduates that took the SAT during 2015: the average SAT score was 1,374. The North Carolina Department of Public Instruction 4-year Cohort Graduation Rate Report for 2014-2015 indicates Harnett County had 1,456 students in the four-year cohort; and of these, approximately eighty-one point five percent (81.5%) graduated high school.
- Lee County has nine thousand, nine-hundred, thirty-six (9,936) students who attended Kindergarten through 12th grade during 2014-2015. Lee County has three high schools: Lee County High (regular school); Lee Early College (regular school); and Southern Lee High School (regular school). Thirty-seven point two percent (37.2%) of high school graduates took the SAT during 2015: the average SAT score was 1,405. The North Carolina Department of Public Instruction 4-year Cohort Graduation Rate Report for 2014-2015 indicates Lee County had 746 students in the four-year cohort; and of these, approximately eighty-nine point one percent (89.1%) graduated high school.
- Sampson County has eleven thousand, five hundred, eleven (11,511) students who attended Kindergarten through 12th grade during 2014-2015. Sampson County has five high schools: Hobbton High (regular school), Lakewood High (regular school), Midway High (regular school), Sampson Early College High (regular school) and Union High (regular school). Thirty-nine point eight percent (39.8%) of high school graduates took the SAT during 2015: the average SAT score was 1,360. The North Carolina Department of Public Instruction 4-year Cohort Graduation Rate Report for 2014-2015 indicates Chatham County had 633

students in the four-year cohort; and of these, approximately eighty point nine percent (80.9%) graduated high school.

- General Education

County	Education Attainment	Percentage of Population
Chatham	At Least A High School Graduate	86.2%
	At Least a Bachelor's Degree	36.2%
Harnett	At Least A High School Graduate	84.7%
	At Least a Bachelor's Degree	18.9%
Lee	At Least A High School Graduate	81.5%
	At Least a Bachelor's Degree	20.2%
Sampson	At Least A High School Graduate	74.2%
	At Least a Bachelor's Degree	12.1%

Source: NC Department of Commerce: ACCESSNC
<http://accessnc.commerce.state.nc.us/EDIS/demographics.html>

- Employment Status

Chatham County	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Population 16 years and over	53,607	+/-214	60.1%	+/-1.5	54.2%	+/-1.4	9.8%	+/-1.4
AGE								
16 to 19 years	2,552	+/-250	34.6%	+/-8.2	25.7%	+/-7.6	25.8%	+/-14.5
20 to 24 years	2,959	+/-184	75.2%	+/-8.1	54.7%	+/-9.2	27.2%	+/-9.4

Harnett County	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
	Population 16 years and over	91,521	+/-199	61.3%	+/-1.0	49.5%	+/-1.1	12.3%
AGE								
16 to 19 years	6,954	+/-216	33.0%	+/-4.4	22.5%	+/-3.7	31.5%	+/-6.3
20 to 24 years	8,609	+/-106	69.8%	+/-3.8	53.1%	+/-3.9	17.5%	+/-3.6

Lee County	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
	Population 16 years and over	45,481	+/-178	63.7%	+/-1.4	55.9%	+/-1.5	11.2%
AGE								
16 to 19 years	3,023	+/-228	38.5%	+/-7.7	27.9%	+/-6.6	26.9%	+/-10.2
20 to 24 years	3,623	+/-145	84.3%	+/-5.1	67.7%	+/-6.5	19.2%	+/-6.2

Sampson County	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
	Population 16 years and over	49,687	+/-170	60.8%	+/-1.6	53.4%	+/-1.7	12.0%
AGE								
16 to 19 years	3,372	+/-221	43.0%	+/-6.6	27.2%	+/-6.0	36.7%	+/-8.4
20 to 24 years	3,841	+/-98	75.8%	+/-5.4	54.4%	+/-5.9	27.8%	+/-5.8

10. Describe the local Workforce Development Board’s new vision for serving the WIOA eligible Youth to include high level goals, outreach strategies, planned interactions, service delivery, concepts and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

A. Workforce Development Board’s new vision for serving WIOA Eligible Youth

Goal 1 – Research and Analysis – Collect, analyze, and utilize workforce and labor market information for the local area and region to meet the education and employment needs of eligible youth.

Goal 1- Objectives

- Carry out the analysis of economic conditions in the region including identification of labor market trends for economic growth and self-sufficiency

- Identify the current labor market needs within the region including the knowledge, skills, and abilities needed within the labor market to meet employment needs of employers
- Identify the availability of and access to education, training, and community-based services to youth including accessibility of services to individuals with barriers to employment and individuals with disabilities

Goal 1- Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Eligible and non-eligible youth will be provided labor market information as pre-enrollment activity as a part one stop center service. Services are made available to all youth at one-stop or youth workforce development center locations.
- Eligible and non-eligible youth are assisted with completing the Individual Profile in NCWORKS to identify and track:
 - demographic information including residence, school status, employment status and if the youth is inclusive in a special population group;
 - self-assessment information including each youths' needs, career interest, values, skills, and job related experience for job matching including in-demand occupations;
 - preferred communication preference of each youth including preferred notification method (mail, email, fax, or social)
- Data from the Individual Profile in NCWORKS is monitored, evaluated, and compiled using NCWORKS Reports Profile by local area board staff for the development of continuous improvement strategies by the local area board and standing youth committee.

Goal 1- Outcomes:

- Improved economic growth and self-sufficiency within the region
- Improved job matching between jobseekers and employers
- Increased accessibility and availability of community resources including those resources available to individuals with disabilities

Goal 2 – Alternative and Evidenced-Based Programs – Support the development of alternative and evidenced based programs and other activities that enhance the choices available to eligible youth.

Goal 2 –Objectives:

- Youth re-enter and complete secondary education
- Youth enroll in postsecondary education and advanced training
- Youth progress through a career pathway
- Youth enter into unsubsidized employment that leads to economic self-sufficiency

Goal 2 – Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Eligible and non-eligible youth are assisted with completing the Employment Plan and Training Profile in NCWORKS to determine the educational, training, and employment needs.
- Eligible and non-eligible youth are assisted with identifying occupational information to assist in determining career pathway entry.
- Linkage is made between jobseekers and employers to facilitate both subsidized and unsubsidized employment leading to talent acquisition, development, and retention.

Goal 2 – Outcomes

- Increase the number of individuals holding at least a high school diploma within the local area region
- Increase the number of individuals entering postsecondary and advanced training within the local area region
- Increase the number of individuals entering into career pathways
- Increase the number of youth in unsubsidized employment leading to economic self-sufficiency

Goal 3 – ***Career Services in the one-stop delivery system***- Delivery of career services through young adult workforce development or one-stop career centers.

Goal 3 – Objectives:

- Assist eligible and non-eligible young adults identify available education and training providers within the local area region including those provided under other WIOA Title programs and partner services
- Establish collaboration and linkage with secondary and postsecondary institution to act as an intermediary, as appropriate, in the implementation of an effective career pathway system including the development of career pathways, sector strategies, and employer engagement
- Provide youth access to one stop career center services, for the provision of career, training, and education services, as appropriate
- Provide career planning services to youth enrolled in workforce investment activities including preparation and coordination of comprehensive employment plans and the provision of job, education, and career counseling during program participation and follow-up services to youth after placement in employment, training, military, or postsecondary education

Goal 3 - Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Eligible and non-eligible youth receive information and referral services that are tracked using the NCWORKS Referral to Provider Screen. Services are provided to youth at One Stop Career Centers or Youth and Young Adult Workforce Development Centers.
- Youth are made of aware of both community, state, and federal resources to address needs, training, employment, and education using NCWORKS Youth Resources and available community resource guides
- Youth enrolled in Youth Workforce Investment Activities are assisted with completing the Objective Summary to address needs, training, employment, and education. Ongoing referral to services and service coordination are provided. The viability of the resource is determined to ensure each service is available and accessible. In cases were resources are not readily available or accessible, supportive services are provided.
- Youth are assisted within understanding the Career Pathways System within the local area including navigating career ladders and lattices
- Employer input is gained in the development of education and training services needed to increase the skills necessary for career entry and retention
- Employers are assisted in completing the Employer Profile within NCWORKS to track and referrals are tracked using case notes or the referral to employer screen within NCWORKS.
- Youth enrolled in Youth Workforce Investment Activities are assisted in the development of strategies, leading to placement in employment, and training, military, or postsecondary education. The development of strategies is documented using the Individualized Service Strategy Plan (ISSP). The goals and objectives outlined in the ISSP are tracked in NCWORKS using the Staff's Profile. The effectiveness of service strategies used to attain goals and objectives are documented in NCWORKS using case notes and other support documents.

Goal 3 - Outcomes

- Increase youth knowledge of available resources to meet needs including employment, education, and training
- Increase the number of youth who successfully enter a career pathway or make progress within a career pathway
- Increase the number of personal, academic, workplace, industry, occupation, and managerial skills gained by youth for career entry and retention
- Increase the number of employers who assist in the development of academic, workplace, industry, occupation, and managerial skills gained by youth for career entry, development, and retention

- Increase the number youth access to available resources through one stop service delivery at local one stop centers or young adult and youth workforce development centers
- Increase the number of youth who develop and successfully complete Employment and Training Plans that lead to placement in unsubsidized employment and self-sufficiency

Goal 4 – **Financial Literacy**- Provision and support of Financial Literacy.

Objectives:

- Support the ability of participants to create household budgets, initiate savings plans, and make inform financial decisions about education, retirement, home ownership, wealth building, or other saving goals
- Support the ability to manage spending, credit, debt, including credit card debt effectively
- Increase awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy and how to correct inaccuracies in the reports and their effect on credit terms
- Support the ability to understand, evaluate, and compare financial products, services, and opportunities
- Support activities that address the particular financial literacy needs of non-English speakers, including providing the support through development and distribution of multilingual financial literacy and education materials

Goal 4 - Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Youth are provided financial literacy and education material through one stop career or youth and young adult workforce development centers
- Youth assisted in identifying and obtaining provider services that address financial literacy
- Youth enrolled in Youth Workforce Investment Activities, including those who are non-English speakers, are provided Financial Literacy as a services based upon the Objective Assessment Summary.

Goal 4 - Outcomes

- Increase the financial, household, of life skills management of youth within the local area
- Reduction in the number of youth, within the local area, who experience economic disparities as a result of spending
- Reduction in the number of youth, within the local area, who are not aware of the availability of credit report and credit scores

- Increase the skills and ability of youth enrolled in Youth Workforce Investment Activities to number of youth who are able to use credit reports and credit scores in obtaining credit, including determining their accuracy and how to correct inaccuracies in the reports and their effect on credit terms
- Improve the ability of youth, within the local area, to understand, evaluate, and compare financial products, services, and opportunities
- Increase the skills and ability of youth who are non-English speakers, enrolled in Youth Workforce Investment Activities, to use credit reports and credit scores in obtaining credit, including determining their accuracy and how to correct inaccuracies in the reports and their effect on credit terms

Goal 5 – **Technology** – The provision of technology to facilitate remote access to services provided through youth and young adult workforce development centers as a part of the one stop service delivery system.

Objectives:

- Facilitation of one-stop center services including access in remote areas
- Improve access to services and programs that improve digital literacy
- Leveraging of resources and capacity within the local area in providing services to individuals with barriers to employment

Goal 5 - Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Promote NCWORKS online including how to gain web and mobile access
- Assist youth, within the local area, with accessing employers and training providers using NCWORKS or other web-based applications
- Assist youth, who are enrolled in Workforce Investment Activities, with gaining the necessary information, system, and technology skills needed to improve digital literacy
- Assist WIOA Title I partner organizations, service organizations, and training providers with registering within NCWORKS.
- Track services rendered by partner organizations, service organizations, and training providers using NCWORKS provider information screens

Goal 5 - Outcomes

- Increase youth access to one stop center services within the local area using digital technology
- Increase the number of individuals using digital technology to access employer and training information
- Increase the information, system, and technology skills of youth enrolled in WIOA youth services

- Increase the number of partner organizations, service organizations, and providers who register within NCWORKS as providers of services

Goal 6 – ***Program Design*** – Provision of pre-enrollment, framework, and case management services to youth.

Goal 6 - Objectives:

- Provide pre-enrollment activities to eligible and non-eligible youth within the local area
- Provide framework services to youth who are enrolled in youth workforce investment activities
- Provide service coordination to youth who are enrolled in youth workforce investment activities
- Provide case management to youth who are enrolled in youth workforce investment activities
- Provide pre-enrollment, framework, service coordination, and case management services in manner that promotes transparency and accountability
- Provide pre-enrollment, framework, service coordination, and case management services in manner that promotes: client rights; adheres to federal, state, and local governance; and the satisfaction of employers and job seekers as consumers

Goal 6 - Outreach Strategies, Planned Interaction, Service Delivery, and Concepts

- Monitor the effectiveness of pre-enrollment activities provided to eligible and non-eligible youth within the local area region including those related to recruitment, intake, initial assessment, eligibility determination, and referral services
- Monitor the effectiveness of framework services including the completion of an objective assessment and development of service strategies provided to youth who are enrolled in youth workforce investment activities
- Monitor the effectiveness of case management services including the provision of activities that lead to the attainment of secondary school diploma or its equivalency or a postsecondary credential; preparation for postsecondary educational and training opportunities; strong linkage between academic and achievement standards and occupational education that leads to the attainment of recognized postsecondary credentials; preparation for entry into unsubsidized employment opportunities; and as appropriate, effective connections to employers including small employers in in-demand industry sectors and occupations of the local and regional labor markets
- Ensure the usability, reliability, and validity of data and electronic data collected including the assessment tools and services strategies used

implementation of youth workforce investment activities through effective case management, file maintenance, and records keeping

Goal 6 - Outcomes

- Increase awareness of the availability of WIOA Title I-Workforce Development Activities and Title III Wagner-Peyser services within the local area
- Increase awareness of the availability of other WIOA Title Programs within the local area
- Increase number of youth, enrolled youth workforce activities, who attain the performance indicators of placement in employment, training, education, or military; median wage increase; retention of employment; secondary or postsecondary credential; or skills gains.
- Maintenance of accuracy in fiscal and programmatic records used in the implementation of youth workforce investment activities
- Youth Workforce Investment Activities are provided in a manner that warrant client rights; adheres to state, local, and federal policies governing; and assures of employer and job seeker customer satisfaction.
- Youth Workforce Investment Activities are evidenced based to demonstrate replicable best or promising practices

B. Describe how the Workforce Development Board's new vision will improve outcomes for this population.

- Development of the Individual Profile

The new vision fosters the connection between employers and jobseekers. The Individual Profile in NCWORKS helps to identify the needs of young adult job seekers. The new vision improves the employment outcomes for youth and young adults within the local area by providing access to community, training, employment, and education services. Young adults are assisted with gaining personal, academic, workplace, industry-sector, occupational, and management skills needed to acquire and retain career employment.

- Development of the Employer Profile

The Employer Profile within NCWORKS helps to identify the needs of local area employers. Employers assist in identifying skills gaps amongst jobseekers; and, assist with the development of training and service activities to the address these gaps. In addressing skills gaps, employers are better able to acquisition, develop, and retain young adults as workforce talents. Collaboratively, Workforce, Economic, and Community Development Programs within the local area provide

wrap-around services to employers that address their needs, to ensure continued industry growth.

11. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108(b)(9)]

- *Comprehensive Youth Development*

Triangle South Workforce Development Board Youth Services provides comprehensive youth development services as its service delivery model. Comprehensive Youth Development Services assist youth successfully transition to adulthood; assure youth gain education training leading to life-long learning; and assist youth with entry into the workforce. Activities and services address youth physical health, mental health, intellectual health, employability, and civic/social involvement needs. Focused-Futures Youth Development System is referenced as an evidence-based model, supporting best and promising practices in its design, for the development of Comprehensive Youth Development Workforce Services.

Triangle South Workforce Development Board Youth Services follows the recommendations outlined with the National Reporting Service (NRS) and the National Adult Literacy Survey (NALS) to assist youth in the development of foundational skills for increased literacy and numeracy levels. Recommendations outlined in the Career One Stop, Competency Model Clearing House, Building Blocks Model for the development personal effectiveness, academic, workplace, industry-wide, industry-sector, occupation specific, and management competencies is used to assist with skills gains needed for career promotion. An individual's skill deficiencies within a competency area are identified through the use of approved federal, state, and local area assessment instruments. Formal and Informal Assessments must meet the standards. Deficiencies are identified on the Objective Assessment Summary (OAS). The individual is assisted with increasing proficiencies through the development of the Individualized Service Strategy Plan (ISSP). The ISSP must include goals, objectives, and services. Provider services are reviewed by the Local Area to ensure methodologies are evidence-based. Service strategy is reviewed on a monthly basis with participants by the youth case manager with modifications being made as needed. Monthly case notes are required to document outputs and outcomes as related to each individual's

progression toward placement in employment, advanced training, or postsecondary education. The OAS and ISSP/IEP are updated on an annual basis.

- Linkage

Triangle South Workforce Development Board Youth Services establishes collaborative, cooperative, and network agreements with organizations that assist youth with education, training, job placement, and supportive services to strengthen its service delivery model. Collaborators include Workforce Development, Education, Health and Human Services, Community and Faith-based Organizations, Economic Development programs organizations, as well as employers. Triangle South Workforce Development Youth Services acts as an intermediary to help sustain the career pathway system within the local area. Efforts include assisting employer engagement to promote sector growth within local area and regional industries.

12. Will the Workforce Development Board have a standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]

a) *If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided.*

- N/A

b) If yes, please provide a response to the following questions.

1) Provide the committee's purpose/vision

- The Standing Youth Committee purpose and vision is to coordinate youth activities within the Local Area; develop portions of the local plan related to eligible youth, as determined by the chairperson of the Workforce Development Board; recommending eligible youth workforce investment activities service providers, subject to the approval of the Workforce Development Board; conduct oversight with respect to eligible providers of youth workforce investment activities within the Local Area, subject to the approval of the Workforce Development Board; carry out other duties, as authorized by the chairperson of the Workforce Development Board, such as establishing links with educational agencies and other youth workforce investment activities; Share information about youth initiatives underway in the region; and identify issues and challenges relating to current youth programs/activities.

- 2) Provide the planned Program Year meeting schedule.

<i>Month</i>	<i>PY 2016 – 2017</i>	<i>PY 2018 – 2019</i>	<i>PY 2019 – 2020</i>
September	28 th	27 th	26 th
** December	28 th	27 th	26 th
March	30 th	29 th	28 th
June	29 th	28 th	27 th
<i>** Date is subject to change based upon Holiday Scheduling or other Workforce Development Board meetings.</i>			

- 3) List the members to include members' agency/organization, one of which must be a community based organization with a demonstrated record of success in serving eligible youth.

Standing Youth Committee Members			
<i>Member's Name</i>	<i>Title</i>	<i>Organization</i>	<i>County Represented</i>
Scott Daniel	Director	NC Vocational Rehabilitation	Harnett
**Brunell Williams	Chief Financial Officer	Think Smart	Harnett
Deanna Jones	Business Services Representative	NC Vocational Rehabilitation	Chatham
Russell Hieb	Owner/Operator	Russell Hieb Management Consulting	Harnett
Edward Timmons	Director	TarHeel Challenge	Sampson
Kittrane Sanders	Extension Agent	NC Cooperative Extension	Harnett
Anthony Izzard	Coordinator	The Fatherhood Initiative	Chatham

Ginger Stone	Instructor of Education and Technical	Sampson County Schools	Sampson
Sue Faircloth	Workforce Development Coordinator	NC Commission of Indian Affairs	Sampson
Harold Smith	Assistant Manager	NC Career Center	Lee
<i>** Community/Faith-Based Organization</i>			

- 4) Provide the Committee’s Chair information (who must be a Workforce Development Board member.) [WIOA Section 107(b)(4)(A)(ii)]

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13. Provide the Workforce Development Board’s approach to meeting the required 75% minimum youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

- a) Triangle South Workforce Development Board will meet the required 75% expenditure by: 1.) leveling the expenditure rate between out-of-school and in-school youth enrollees; 2.) increasing the number of out-of-school youth enrollments; and 3.) ensure proper development of the Individualized Employment Plan (IEP) contains service elements that best meet the needs of each individual.

Triangle South Workforce Development Board will continue to serve both out-of-school and in-school youth within the Region. Contractors will be allowed to spend no less than 75% and up to 25% of funds on in-school youth. Contractors are required to maintain a monthly budget report that indicates if a youth is enrolled as in-school or out-of-school youth. Once the enrollment status is assigned, monthly

expenditures are to match case notes within NCWORKS to ensure funds are expended from the right category.

Contracts must indicate the number of anticipated in-school and out-of-school recruitments prior to program implementation. The recruitment plan must demonstrate how the Contractor plans to have met eighty-five (85%) of the anticipated recruitment rate by the last day of quarter three of the program year. If not met, the Contractor must demonstrate how the remainder will be met by June 1, of each fiscal year. The number of recruitments per month is reported by the Contractor to the Local Area Board on the TSWDB Board Report. The TSWDB Youth Services Coordinator is responsible for monitoring and for providing technical guidance regarding each Contractor's recruitment rate. Contractors must also demonstrate linkage with partner agencies providing services to out-of-school populations such as Job Corps, Adult Basic Education and Family Literacy, Juvenile Justice, Temporary Aid to Needy Families, LINKS/Foster Care Agencies and Organizations, and Community-Based Organizations.

Objective Assessment Summaries, Individualized Employment Plan, and case notes are randomly reviewed by the WIOA Youth Services Coordinator on a bi-monthly basis. This review is to assess if Youth Service Activities are being implemented that truly address the needs of each individual youth; as well, it assess if services are leading to placement in employment or post-secondary education. If the Objective Assessment Summaries or other documents within an individual's case substantiate a need for services, then the contractor must demonstrate how the need is being met. Case notes should support the youth's need is being met through the development of his or her personal resources; connections with a partner service; through family member support; businesses; faith and community based organizations; or other entities who may serve the interest of the youth. The TSWDB Request for Youth and Support Services is used to document that the youth has attempted to use other resources that are both available and accessible prior to use of WIOA funds. If not readily available or accessible for the youth, then WIOA funds are expended to provide and support the youth services expressed in the IEP as not to disrupt training leading to the achievement of education and employment goals, objectives, and outcomes.

b) Triangle South Workforce Development Board approach to meeting the required 20% minimum for work experience will be to implement both fiscal and programmatic policies that benchmark expenditures, monitor paid and unpaid work experience service provision, and assures compliance with WIOA Section 129 (a)(4)(A) and (c)(4). Also, Triangle South Workforce Development Board will work with Business Services Representatives from Workforce, Economic, and

Community Development Programs to foster employment engagement and sector strategies.

- Fiscal Implementation

The Fiscal Coordinator will monitor expenditures on a monthly basis to assure Youth Service providers maintain an expenditure rate for paid and unpaid work experience that will meet the required 20% expenditure by the end of each fiscal year. Triangle South Workforce Development Board will allocate funds amongst Youth Service providers for paid and unpaid work experience services/activities based upon the guidelines set forth in Training and Employment Guidance Letter (TEGL) 23-14.

Providers of Youth Services must complete the Triangle South Workforce Development Board Paid and Unpaid Work Experience Tracking Form on a monthly basis. At the start of each fiscal year, each Youth Service provider will be given the allocation amount that meets the Local Service Areas 20% expenditure rate for paid and unpaid work experience. The Youth Service provider must have an eighty percent (80%) expenditure rate by the last day in quarter three of the fiscal year. Youth Service providers must submit an expenditure plan that indicates how remaining twenty-percent (20%) of funds will be expended including those used for summer employment opportunities. Any funds earmarked for paid and unpaid work experience that are not expended by the last day of the third quarter will be recaptured by the local area. The funds will be reallocated amongst other Youth Service providers meeting expenditure rates.

The Paid and Unpaid Work Experience Tracking Form will also specify the percentage of time case managers/career services specialist use each month toward the development and implementation of paid and unpaid work experience including time used to develop paid and unpaid work experience training plans, enter contractual agreements with youth and worksite supervisors, counseling related to paid and unpaid work experience, monitoring of worksites, and the processing of payroll.

- Program Implementation

The WIOA Youth Services Coordinator will monitor NCWORKS Activity/Services listing to ensure the Individualized Service Strategy (ISSPs)/Individualized Employment Plans (IEPs) Activity/Services reflect enrollment in Paid and Unpaid Work Experiences. The Objective Assessment Summary (OAS) must be completed on an annual basis and

must reflect the participant's work history, soft skills, and workplace competencies. Deficiencies in one or more of these areas, including not having a work history, must be documented in the OAS.

A formal and informal Assessment of each youth's learning style must be made to determine if the youth is better suited for contextual classroom-based training, contextual work-based learning, or a combination of both. Assessments should determine if the youth's family and community support matrix will sustain the paid and unpaid work experience to avoid delay or interruption of the service/activity.

The Individualized Service Strategy Plan (ISSP)/Individualized Employment Plan (IEP) must have foundational, workplace, and occupational goals. The Paid and Unpaid Work Experience activity/service must be linked to a minimum of one goal within the ISSP. The goal must be supported by one or more objectives that demonstrate step by step strategies leading to progressive skills gains and goal completion.

The Paid and Unpaid Work-Experience activity/service must link to one more objectives within the IEP. The Paid and Unpaid Work Experience activity/service must be an appropriate service strategy that is based upon each individual's service need based upon the OAS, thus must not be arbitrary. Case notes should support monthly evaluation of skills gains leading to goal completion, including placement in unsubsidized employment.

- *Business Services Implementation*

The Youth Services Coordinator in collaboration with the TSWDB Business Services Representative will work to assure Youth Service providers utilize Business Services offered by Economic Development, Community, and/or Workforce Development Services. TSWDB will work to foster employer engagement including the use of employers to develop career pathways leading to comprehensive training that leads to placement, promotion, or a lateral movement within in-demand occupations. Members of private or public sector businesses, with expertise or experience in hiring, supervising, or serving youth populations, will be encouraged to serve on the Youth Standing Committee or the Youth Council.

14. Provide the Workforce Development Board's approach to meeting the required 20% minimum for work experience to include an estimate of expenditures that will be paid wages to youth. [WIOA Section 129(c)(4)]

- Program Design Approach to meeting the required 20% minimum
The Workforce Development Board's approach to meeting the required 20% minimum expenditure for work experience is to utilize best and promising practices from demonstration models on subsidized and transitional jobs regarding the approaches in serving disconnected youth, high risk young adults, and out-of-school population groups. Recently published research reports, such as the May 2015 publication made by the Office of Planning, Research, and Evaluation Administration and Families under the US Department of Health and Human Services, indicate varying subsidized and transitional models yielded different results based upon the population group. Traditionally, the transitional jobs model has been used in Triangle South Workforce Development Board's program design. However, recent research has shown some traditional approaches, such as the transitional jobs model, proved to be effective in the gains of soft-skills; however, did not yield a significant increase in the number of individuals who gained long-term unsubsidized employment. Triangle South Workforce Development Board's Youth Standing Committee will further explore other successful approaches, such as the Modified Transitional Jobs Model, Wage Subsidy Model, and Hybrid Models to determine the feasibility of use of these models in its program design. The WIOA Youth Services Coordinator will work with WIOA Youth Services contractors in determining the best service strategy to use in each individual youth's case based upon the youth's age, work experience, skills, and knowledge within a given career path. In the use of varying models, youth will gain soft skills (personal effectiveness, academic, and workplace); hard skills (industry-wide, industry-sector, occupational, and managerial); and the experience needed to acquire long-term career placement. Triangle South Workforce Development Board, Youth Standing Committee will continuously research evidenced based program models related to pre-apprenticeships, summer employment opportunities, internships, job shadowing, and on-the-job training, to improve upon its delivery of paid and unpaid work experience as a youth workforce investment activity program element.
- Fiscal Accountability Approach to meeting the 20% work experience minimum
Financial reports are reviewed by Financial Coordinator to ensure providers of work experience are working to meet the 20% required work

experience minimum. The Local Area uses the estimated program year allocation for each county to determine the 20% work experience expenditure. In addition to tracking paid wages to youth, the local area also tracks cost amounts associated with the development and implementation of work experiences. Estimated paid work experience expenditures for the past performance year and upcoming performance year are provided in the below chart. The Performance and Communication Coordinator reviews each participant’s case whereby work experience is rendered to ensure provider information is within NCWORKS and output case notes support the work experience activity. The Youth Services Coordinator reviews each case load to ensure contractors are meeting benchmarks to meet the required expenditure rates; documentation to support output case notes is within NCWORKS; outcome case notes are entered to support the participant’s progression in gaining skills; the work experience is linked to a goal and objective within the ISSP and leads to an outcome.

County	PY 2015- 2016 Expenditure Requirement	PY 2016-2017 (10% allocation reduction or increase)
Chatham	\$9,473.20	\$8,525.88 - 10,420.52
Harnett	\$53,909.80	\$48,518.82 -59,300.78
Lee	\$30,374.00	\$27,336.60 - 33,411.40
Sampson	\$27,679.40	\$24,911.46 - 30,447.20
Total	\$121,436.40	\$109,292.76 -133,580.04

15. Describe how the local Workforce Development Board partners, aligns, and leverages, as appropriate with:

- Title II Adult Education and Family Literacy Act program resources and policies;
 - Triangle South Workforce Development Board meets with providers of Title II Adult Education and Family Literacy on an annual and as needed basis to establish information and referral processes. Once this process is established, youth workforce investment activities contractors work with

providers to: coordinate orientations and registrations amongst Title I Youth Services and Title II; complete initial assessments of the youth basic skills; determine eligibility for WIOA Youth Workforce Investment Activities; complete pre-and post-test assessments in the measuring of skills gains; coordinate supportive services for individuals co-enrolled between the two Title Programs; and to provide information and referral services to individuals who non-eligible for WIOA Youth Workforce Investment Activities.

- Title IV Vocational Rehabilitation program resources and policies;
 - Triangle South Workforce Development Board coordinates with Vocational Rehabilitation Transitional Programs for co-enrollment of youth and facilitate placement into subsidized and unsubsidized employment for those youth who are co-enrolled. Providers of WIOA Youth Services meet with Vocational Rehabilitation Counselors, Job Coaches, and Business Services Representatives based upon each individual's case to determine service needs. The Regional Vocational Rehabilitation Director and Business Services Representative serve on the Standing Youth Committee.
- Integrates adult education with occupational education and training and workforce preparation, as well as the creation of career pathways for youth. [USDOL TEGL 8-15]
 - The purposes of work-based learning under Triangle South Workforce Development Board are to: assist youth in acquiring knowledge or skill related to employment in particular occupations or industries; to provide the opportunity for career exploration and planning; to aide youth in learning all aspects of an industry; increase each youth's personal and social competence related to work in general; and enhance each youth's level of motivation and overall academic achievement. Triangle South Workforce Development Board will explore ways to further expand work-based learning opportunities including incorporating the use of stipends to encourage employer and young adult job seeker participation.
 - Triangle South Workforce Development Board utilizes standardized assessment tools to determine gaps in skills. The results of standardized assessments are included in the Objective Assessment Summary. Standardized Assessments tools must often are norms or criterion test. Providers of youth workforce investment activities are encouraged to complete and use the profile results from assessments used in order to develop the service strategy for each youth. The competencies outlined in The Career One Stop, Building Block Model is used as a framework in determining what skills each youth will need based upon his or her chosen career path. If standardized assessments indicate a deficiency within a competency area, then one or more of the fourteen youth

workforce investment activities program elements falling under adult education, occupational education, training, or workforce preparation is used to address the skills gaps. The goals, objectives, and service strategies used, including the use of work-based learning as strategy, are outlined in the Individualized Service Strategy Plan (ISSP). Goals set are linked to one or more of the WIOA performance indicators for youth as an outcome result of the service strategy implored. In developing the service strategy, Individualized Service Strategy Plan, it is encouraged that the participant's preferred learning style be considered and incorporated into any classroom or work-based learning activities. Skills gained by the youth are tracked using the competency spread sheet provided within the Building Block Model. In utilizing the Career Building Blocks Model, the use of work-based learning goes beyond its traditional uses. This model allows not only for youth to learning to apply academic, work readiness, or occupational skills gained through classroom based learning within a workplace setting, but also allows youth to gain industry-wide, industry-sector, and managerial skills.

16. Describe how each of the required fourteen program elements will be made available to youth. Complete the Youth Program Elements chart on the provided form. Name document: Local Area Name Youth Program Elements.

The fourteen program elements will be made available to youth in the most fiscally conservative manner that supports the attainment of a secondary school diploma, or its recognized equivalent, entry into postsecondary education, and career readiness for our participants. The fourteen program elements will also include a thorough referral process in order to avoid the duplication of services.

- See the attached

17. Describe how follow-up services will be provided for youth.

Note: All youth participants must receive some form of follow-up for a minimum duration of twelve months.

- Orientation and Participation in Follow-up Activities

Follow-up services and activities are to be included in the Individualized Employment Plan (IEP) for all youth enrolled in WIOA Youth Workforce Investment Activities/Services. Youth who are excluded from performance through global/universal exclusions do not receive follow-up as a service. Triangle South Workforce Development Board requires that its follow-up process

be explained to youth during the orientation process. Youth who have a scheduled WIOA Program element, but who elect not to participate in youth workforce investment activities for a period of 90 days are considered to have prematurely exited from youth services. Orienting youth to the follow-up process at enrollment encourages participation in follow-up to ensure contact is not lost with the participant once the participation period in youth workforce investment activities has ended. An overview of the follow-up process is provided again prior to a youth exiting.

- *Preparing for Soft Exit*

The NCWORKS soft exit process is used to close youth's application and individualized employment plan created under youth workforce investment activities. To begin this process, the Triangle South Workforce Development Board Preparing for Exit Form is submitted by provider of workforce investment activities to the Youth Services Coordinator. Prior to the forms submission, the WIOA Youth Supervisor must review the form to ensure the accuracy of information and to note each youth's predicted outcome performance. The Preparing for Exit Form is utilized by the WIOA Youth Services Coordinator to ensure the accuracy of data within each case, to determine and verify the predicted outcomes, and to note any best practices utilized by the contractor in aiding the youth to reach his or her education and employment goals.

Duration of Follow-up Activities and Services

Follow-up services are conducted over the course of a twelve month period. The "follow-up period" is defined as being the twelve month period after the date of exit. Local area contractors may elect to conduct follow-up activities beyond twelve months; however the local area requires a minimum of twelve-month period. Follow-up services are differentiated from follow-up activities. Follow-up services may include: leadership development; adult mentoring; supportive services; assistance to address work related or career development when counseling referral services, or service coordination is completed; work related peer group meetings; and adult mentoring. WIOA Youth Workforce Investment Activity funds may be expended during the follow-up period as follow-up services, when other community services are not available. Funds may be utilized to assist youth and young adults gain or retain placement in employment, training, education, or the military. Funds cannot be expended beyond the twelve month follow-up period. Follow-up activities include: regular contact with the employers; contact with a secondary or post-secondary institution; contact with a corroborative; or tracking progress of youth employment after training. Follow-up activities do not count toward the mandated quarterly follow-up service. Follow-up services and activities are to be recorded in NCWORKS.

18. Provide the date and process for when the competitive procurement of the Youth Programs were completed to include any contract extensions.

The Triangle South Workforce Development Board released a Request for Proposals (RFP's) for operation of Workforce Innovation and Opportunity Act Title I Adult and Dislocated Worker Programs for Chatham, Harnett, Lee and Sampson Counties. The RFP was advertised on the board's website, as well as the website of the administrative entity's website during the month of March 2015. The RFP notice was sent to an extensive bidder's list via email. The notice detailed the programs that were out for bid and gave detailed information regarding the bidder's conference which required attendance from agencies seeking access to the RFP packet. The bidder's conference was held on March 19, 2015 which provided a detailed overview of the RFP. Proposals were required to be submitted by April 20, 2015 for any agency interested in operating the WIOA Adult, Dislocated Worker and Youth Programs. Proposals underwent board and staff review and the full board agreed to the recommendations from the reviewing committee. Approved service providers were notified and contracts were awarded based upon a two-year commitment with the second year based upon performance. TSWDB does not operate any programs in house. We were able to competitively procure service providers for all programs with an exception to the Youth Program in Chatham County. The board opted to enter into special contracting with an existing provider. This program is currently out for bid for the PY 2016 Program Year. The board does not allow extensions.

19. Attach the Local Workforce Development Board youth service providers chart, effective July 1, 2016 using the provided form. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers.

- *See the required attached Triangle South Workforce Development Board Local Area Youth Program Element Form.*

20. Describe how the Workforce Development Board will meet all federal and state Youth performance outcome requirements.

The Workforce Development Board will meet all federal and state youth performance outcomes requirements through the case management process. The case management process consists of intake, assessment, plan, and follow-up. The WIOA Youth Services Coordinator Monitors the case management process to ensure providers of youth workforce investment activities meet performance benchmarks. Desktop reviews of contractor's caseloads are conducted periodically to determine if youth are progressing based upon Triangle South Workforce Development Boards program design. NCWORKS Summary and Detailed Reports, including the Predictive Indicator Reports,

are used to determine which cases are selected for desktop reviews. Annual Monitoring is conducted to determine best practices; to monitor compliance with federal and state laws; and to identify areas where technical support is needed. Technical support is provided to contractors on an as needed basis. Training is provided to WIOA youth workforce investment act providers bi-annually. The Triangle South Workforce Development Board Youth Standing Committee provides assistance in researching and developing strategies to assist WIOA youth workforce investment act providers in their service delivery. All portions of the case management process are utilized to ensure youth meet performance outcomes:

Youth must be enrolled in youth workforce investment activities within thirty days of completing the WIOA youth workforce investment activities application. The application or intake form identifies the barriers to employment that youth may be experiencing. The desired employment and education performance outcomes, indicators, are discussed with the youth. Existing systems of support, such as family members and community-organization, are identified in order to assist youth in overcoming barriers. This identification of support systems is repeated throughout the youth's participation period to ensure the youth's employment and education plan is not disrupted. This process improves the likelihood that youth will attain the desired outcome.

Youth's academic, skills, and needs are assessed within sixty days of enrollment into WIOA. The assessment identifies gaps in competency areas that may inhibit youth from entering their desired careers. The assessment also identifies if the youth lacks the essential life skills necessary for self-sufficiency. Through subjective and objective assessment desired behaviors are identified to improve the youth's competency levels. Reassessment of the youth's academic, skills, and needs, through formal and informal assessments, is completed on an as needed basis: minimally, once per quarter.

An Individualized Employment Service Strategy Plan (ISSP) is completed within ninety-days of enrollment. The ISSP identifies the goals and objectives that youth must meet in order to achieve the desired outcomes. Goals may be established as short-term, intermediate, or long-term. Goals must be reviewed with the youth on a bi-annual basis. Objectives must include action steps. Objectives must be reviewed with the youth every forty-five days. Services provided to youth assist them with completing the objectives steps needed to gain the skills needed to achieve the desired outcomes. The ISSP is reviewed on an as needed basis, but must be updated annually.

A monthly meeting is held with youth to review progression toward goals, objectives, and outcomes. The meetings may occur in-person or through use of digital technology. Youth provide documentation to support attainment of goals and objectives. Providers of youth workforce investment activities use this documentation, along with youth's comments to complete case notes regarding the youth's progression in achieving the desired outcomes. New service strategies are implemented based upon the youth's

progress. Once all goals, objectives, and outcomes are achieved the youth is exited from WIOA youth workforce investment activities. Follow-up services are implemented over the course of a twelve month period to ensure youth retention in employment and education.

21. Specify if the Local Workforce Development Board plans to offer incentives for youth. If yes, attach the Youth Incentive Policy to include: a) criteria to be used to award incentives; b) type(s) of incentive awards to be made available; c) whether WIOA funds will be used and d) the Local Workforce Development Board has internal controls to safeguard cash/gift cards. Name document: Local Area Name Youth Incentive Policy.

Note: Federal funds may not be spent on entertainment costs

- *Yes, the Local Area will offer incentives to youth.*
- *See the required attached Triangle South Workforce Development Board Local Area Youth Program Element Form.*

E. Policies

1. Provide a description of the Local Workforce Development Board oversight and monitoring process including processes for program and fiscal monitoring. [WIOA Section 107(d)(8)]. Attach a copy of the monitoring policy and tools. Name document: Local Area Name Oversight and Monitoring PY 2016.

All programs are monitored throughout the Program Year via desktop reviews and unofficial site visits. Additionally, all programs are formally monitored at least once per year for programmatic, financial and equal opportunity compliance.

See the attached.

2. Describe processes to ensure individuals are not discriminated against on the basis of age, disability, sex, race, color or national origin. [WIOA Section 188]

The Local Area provides Equal Opportunity training in September each year during the annual Contractor's training. Equal Opportunity Training was provided by Mose Dorsey at the WIOA Boot Camp offered by TSWDB in July 2015. All WIOA Service Providers and Career Center staff was required to attend. Equal Opportunity is the Law posters are present and viewable in multiple locations in each NCWorks Career Center. Grievance & Complaints, Disclosure & Release and Equal Opportunity forms are reviewed and signed by

both the WIOA contractor and the WIOA participant before or during enrollment into the program. The WIOA participant will be provided a copy of the equal opportunity forms. Resources are available at each NCWorks Career Center for access and provision of services to individuals with disabilities. The WIOA Performance and Communications Coordinator for Triangle South Workforce Development Board conducts EO monitoring annually at all NCWorks Career Centers in the LA and a state EO monitor conducts EO monitoring annually with Triangle South Workforce Development Board.

3. Attach the Local Workforce Development Board's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Local Area Name *EO Complaint Grievance Procedure 2016*.

See the attached.

4. Provide the Workforce Development Board policy(ies) on supportive services for Adults, Dislocated Workers and Youth (i.e., amount, duration, qualifying criteria). [WIOA Section 134(d)(2)]. Name document: Local Area Name *Supportive Services Policy*.

See the attached.

5. Does the Workforce Development Board provide Needs-Related Payments? If yes, provide the Workforce Development Board policy(ies) on Needs-Related Payments for Adults, Dislocated Workers and Youth. The policy should include amount, duration, qualifying criteria. [WIOA Section 134(d)(3)]. Name document: Local Area Name *Needs-Related Payments Policy*.

Triangle South Workforce Development Board does provide Needs-Related Payments and the policy on Needs-Related Payments is included within the Supportive Services Policy.

6. Does the Workforce Development Board provide local Incumbent Worker Training? If yes, provide the Workforce Development Board policy for local Incumbent Worker Training. The policy should include eligibility and the non-Federal share for employers. [WIOA Section 134(d)(4)]. Name document: Local Area Name *Incumbent Worker Policy*.

Note: The Workforce Development Board may use not more than 20 percent of WIOA Adult and Dislocated Worker funds to pay for the federal share of the cost of training through a training program for incumbent workers.

At this time, Triangle South Workforce Development Board does not provide local Incumbent Worker Training. Currently the board is exploring options and opportunities as it is related to local Incumbent Worker programs.

7. Does the Workforce Development Board provide local Transitional Jobs Training? If yes, provide the Workforce Development Board policy for local Transitional Jobs. [WIOA Section 134(d)(5)]. Name document: Local Area Name Transitional Jobs Plan.

Note: The Workforce Development Board may use not more than 10 percent of Adult and Dislocated Worker funds to provide Transitional Jobs Training.

At this time, Triangle South Workforce Development Board does not provide Transitional Jobs Training. Currently the board is exploring options and opportunities as it is related to Transitional Jobs Training programs for Triangle South Local Area.

8. Describe the Local Area's planned use of On-the-Job Training (OJT). Provide the Local Area's On-the-Job Training policy(ies). [WIOA Section 134(c)(3)(H)]. Name document: Local Area Name OJT Policy.

Triangle South is actively engaged in providing OJT programs in the local area. These programs are promoted through the business services teams and TSWDB contractors. The facilitation of the OJT programs is handled by the contractors with oversight and support provided by Triangle South Business Services Coordinator. OJT's are primarily used in instances where small employers (10-50 employees) are willing to hire an individual with a minimal skill set and train them on the job. These employers must be large enough to have a management and administrative staff that can facilitate the successful management and completion of the OJT program.

9. Describe the Local Workforce Development Board's process and policy to meet priority of service requirements for Adult Training Services. If the Local Workforce Development Board has a policy, attach the document and name document: Local Area Name Priority of Service Policy.

Priority of Services - Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, one-stop center staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis. Additionally, individuals who meet the definition of an individual with a barrier to employment (WIOA 3(24)) who are underemployed may also be served in the Adult program. [USDOL TEGL 3-15]

Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;**
- Individuals who are employed in a position that is inadequate with respect to their skills and training;**
- Individuals who are employed who meet the definition of a low-income individual in WIOA section 3(36); and**
- Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, per State and/or local policy.**

Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

- i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.**
- ii. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.**
- iii. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.**
- iv. Last, to non-covered persons outside the groups given priority under WIOA.**

Priority of services does not preclude service to individuals who are not low-income or not receiving public assistance or not a veteran, but rather establishes the order of precedence for service as provided at WIOA and section 134(b)(3)(E).

Note: When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for

the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.

With respect to funds allocated to a local area for adult employment and training activities priority shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services and training services. In addition, Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs.

Under WIOA, an individual may receive training services after an interview, evaluation, or assessment, and career planning if the one-stop operator or partner determines the individual is unlikely or unable, by only receiving career services, to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Additionally, the one-stop operator or partner must also determine that the training the individual receives would result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. The one-stop operator or partner must also determine that the individual has the skills and qualifications to successfully participate in and complete the training. [NPRM 680.210]

The policy is not finalized but will be sent to the State by June 30, 2016.

10. How does the Local Workforce Development Board define self-sufficiency?

The Local Workforce Development Board’s definition of “self-sufficiency” is to be used to determine if an employed individual is eligible to receive services. The definition will also be required when determining the eligibility of an employed individual for an On-the-Job Training program (663.705) or a customized training program. Separate definitions are required for Adults and Dislocated Workers.

Adult Self-Sufficiency Definition

An individual who is employed, has received employment that pays wages at least the higher of the Federal Poverty Level Income Guidelines according to the 70% Lower Living Standard Income Level (LLSIL), by family size as defined by Metropolitan and Non-Metropolitan; and/or is not a member of a family who has received public assistance or food stamps in the six-months prior to application. Adult workers who are employed (including family health insurance benefits) receive a wage, which, based on family size and local cost of living, allows them to support their family without public cash assistance, excluding child care costs.

Dislocated Worker Self-Sufficiency Definition

Self-sufficiency for a dislocated worker is defined as permanent employment with family health benefits at not less than 80% of the individual’s layoff wage.

11. Provide the Local Workforce Development Board Individual Training Account (ITA) Policy and include the following elements in summary. [WIOA Section 108(b)(19)]. Name document: *Local Area Name* ITA Policy.

See the attached.

Individual Training Accounts (ITA) Summary	
Dollar Amount Limits annually	No Dollar Amount Limits annually, only a \$8,000.00 ITA maximum per participant
Dollar Amount Lifetime Limits	\$8,000.00 ITA Maximum per participant
Time Limits	5 Semesters, a Request for Training Extension can be submitted to the Adult Services Coordinator or Youth Services Coordinator for approval of additional semesters
Degree or Certificates allowed (Associate’s, Bachelor’s, other)	Certificates and Degrees (Associate’s and Bachelor’s Degrees) as approved by TSWDB in NCWorks Online. Triangle South will consider assistance in completing a Bachelor’s degree on a case-by-case basis (when no other alternative exists) and would require the approval of the WDB and/or the administrative/fiscal agent.
Period of time for which ITAs are issued (semester, school year, short term, etc.)	Semester (ITA Vouchers are issued by semester for curriculum programs and Cost Authorizations are issued for short term and continuing education training)
Procedures for determining case-by-case exceptions for training that may be allowed	All training programs that WIOA participants are enrolled in are required to be WIOA eligible and certified by the Local Area in NCWorks Online. Any programs that are not approved nor have no decision made in NCWorks that participants request are sent from program operators for review and decision by Triangle South Workforce Development Board staff.

12. Describe methods to ensure all updates and changes to the local Workforce Development Board Policies are submitted to the Division throughout the life of this Local Plan.

As changes are made to the policies, the Division will be notified in a timely manner via email and the changes to the Plan will be sent accordingly or within 30 days of the changes to the policy.

II. Regional Strategic Planning

North Carolina has implemented integrated services delivery with an enhanced emphasis on regional planning and services. This approach is consistent with federal, state and regional initiatives and opportunities. North Carolina's workforce system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults and youth. To enhance services to all these constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. Communities and regions recognize that to have successful economic development, it must go hand-in-hand with a well-functioning workforce development system. North Carolina has built on several years of emphasizing the value of regional efforts and worked with local workforce development boards and local elected officials to establish and enhance identification of appropriate regions and the working relationships that have been developed.

Local Area Plans should reflect compatibility with NCWorks Commission's Strategic Plan and the North Carolina Jobs Plan, issued in December 2013 that contains recommended strategies for economic growth during the years 2014 – 2024 and the draft North Carolina WIOA State Unified Plan. A regional framework in Local Area Plans should:

- *Promote effective and efficient use of resources;*
- *Align with North Carolina's regional economic development efforts;*
- *Identify the workforce needs of businesses, job seekers and workers, current and projected employment opportunities and job skills necessary to obtain employment;*
- *Better address the workforce issues of businesses and individuals on a labor market basis;*
- *Detail coordination with community colleges and universities;*
- *Provide a customer-focused coordinated approach to delivery of training, employment services and economic development; and*
- *Articulate a consistent and defined regional approach to workforce development.*

Local Workforce Development Boards are to continue, or begin, formal interaction based on regional geography aligning with labor market areas. The following regional configurations will be used for submission of this Regional Plan:

- *Western Region: Southwestern and Mountain Areas WDBs;*
- *Northwest Region: High Country, Western Piedmont, and Region C WDBs;*

- *Piedmont Triad Region: Northwest Piedmont, Guilford, Davidson Works, and Regional Partnership WDBs;*
- *Southwest Region: Centralina, Charlotte Works, and Gaston County WDBs;*
- *North Central Region: Kerr-Tar, Durham, and Capital Area WDBs;*
- *Sandhills Region: Lumber River, Cumberland County, and Triangle South WDBs;*
- *Northeast Region: Region Q, Northeastern, and Turning Point WDBs; and*
- *Southeast Region: Eastern Carolina and Cape Fear WDBs.*

1. Identify the Workforce Development Boards comprising the configuration for regional strategic planning and the counties each Board serves. Provide a reference name for the regional group, if applicable.

The three Workforce Development Boards in this Region are:

Triangle South: Lee, Chatham, Harnett, and Sampson Counties

Lumber River: Robeson, Bladen, Hoke, Scotland, and Richmond Counties

Cumberland County: Cumberland County

These ten counties are located in the Central Southeastern part of North Carolina, with three counties bordering on South Carolina, stretching up to two counties that share a border with Wake County.

2. Describe the vision for the region and how the Workforce Development Boards collaborate to achieve that vision. Describe the regional goals that have been established and how performance towards those goals be measured?

VISION: The Region will be a destination that retains and attracts competitive employers as a result of workers that are highly skilled, adaptable, and educated.

MISSION: To work with partners to develop a region that has an innovative, relevant, effective, and efficient workforce development system that develops a work-ready, adaptable, and skilled workforce to meet the current and future needs of employers to improve and sustain economic prosperity in the region.

GOALS

1. **To create a seamless, integrated and efficient workforce system for the workers and employers of our region through strengthened partnerships.**
2. **Reduce the Annual Average rate of unemployment in the region by preparing workers - including adult, youth, and special needs workers - to succeed and to continually improve their skills in this changing economy.**

3. Use data to identify workforce and employer needs that then guide the effective use of resources to meet those needs.
 4. Increase the access to and use of workforce development programs by the employers in the region to work-based learning opportunities and training grants.
 5. Streamline the reporting, audit, and compliance process to ensure proper oversight with efficiency.
 6. Increase communication with partners including NC Commerce, local non-profits and other community service agencies to identify gaps in service that may impede the advancement of the region such as the issue of transportation to work.
3. Provide a brief synopsis of the region's significant accomplishments working together during the past year.

All Career Centers have implemented Integrated Service Delivery. WIOA and Wagner-Peyser staffs are co-located and most of the customers are co-enrolled. All Career Centers in the Cumberland County and Lumber River Local Areas have been certified; Triangle South has 75% of their Career Centers certified.

We are prioritizing services to Veterans, with several specialized Career Fairs. Triangle South had a Veterans' Stand Down with a targeted interest in serving homeless Veterans, providing services to over 150 citizens to include dental services, food, clothing, and hygiene products.

Vision East is a consortium of eight workforce development boards: Cape Fear, Cumberland, Eastern Carolina, Lumber River, Northeastern Region, Region Q, Triangle South and Turning Point. The consortiums of boards continue to meet with a vision to produce a highly skilled workforce with an educational attainment level that meets the needs of the 21st Century workplace. The Vision East meetings provide an opportunity for resource sharing, such as best practices and new and inventive ideas.

All three workforce areas have significantly increased OJT.

We are continuing to work with our educational partners and employers to develop career pathways in high demand occupations, especially in the healthcare area. Fayetteville Technical Community College has developed an interesting and effective career pathway in the area of automobile repair and refinishing. We will make the program available to all three workforce areas. The first graduating

class of 20 received at least 5 job offers each, with wages ranging from \$40,000 to \$100,000.

We recognize that the labor market crosses county lines, and we cooperate with each other in serving participants and companies.

Cumberland County recently hosted a training facilitated by Rick Record that focused on changes to performance measures as a result of WIOA; representatives from Triangle South and Lumber River attended the training, and we intend to include each other in future training and events.

4. Describe how the regional vision aligns with the draft NC Unified State Plan.

All three workforce areas have shared the NC Unified State Plan with its Workforce Boards and will align their plans and activities with the four major goals:

1. **Create an integrated, customer-centered, and seamless workforce system.**
2. **Create a workforce system that is responsive to the changing needs of the economy.**
3. **Prepare workers to succeed in the North Carolina economy and continuously improve their skills.**
4. **Use data to drive strategies and ensure accountability.**

The Cumberland County Workforce Board has adopted these goals and will develop a three-year strategic plan based on them. All three areas will use the state's strategic plan as the basis for orienting new Board members under WIOA.

5. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108(b)(1)(A)(i)(ii) and (B)]

The primary sources to determine regional economic conditions include Labor Market data from NCWorks.gov and North Carolina's Labor and Economic Analysis Division (LEAD) as well as direct feedback from employers. Employer feedback is an ongoing process which includes a dialog with all local industry associations including Industry Advisory Councils which advise the Community Colleges on training needs. Additionally, through business outreach to employers, we help to define timely economic conditions through the feedback received from

employer engagement activities. These teams include Community College business outreach staff as well as Wagner-Peyser and Veterans' staff at the local DWS offices. Business outreach staff call upon businesses each week to determine their needs, coordinate service delivery and to develop job orders. Information gathered is shared with Workforce Boards and to the economic development entities.

Our entire region is still recovering from the economic slowdown that began several years ago. Unemployment is still high, and job growth is slow and mostly limited to small companies, especially in retail and trade. Manufacturing is starting to show signs of growth, but high visibility projects that include significant employment growth tend to be offset by loss of positions in other organizations. Most higher-wage job placements continue to result from turnover, not job growth.

Each of the three workforce areas has developed an occupational training list that has considerable overlap. Triangle South and Lumber River have considerably more manufacturing than Cumberland County, and Cumberland County has more jobs in the retail and hospitality industries. The in-demand occupations remain unchanged and the focus of the region's efforts continue to include the following cluster areas:

Health Care Cluster

Dental Assistant
Dental Hygiene
Cutters/Trimmers
Emergency Medical Services (EMT, etc.)
Medical Lab Technician
Medical Office Technology (coding, billing, etc.)
Medical Transcription
Nursing Assistant I & II
Nursing (LPN & RN)
Occupational Therapist
Pharmacy Technician
Phlebotomy
Physical Therapist Assistant
Radiological Technology
Respiratory Care Technology
Surgical Technician

Advanced Manufacturing

Carpentry
Electrical/Electronic Technology
Electrical Installation & Maintenance

Agriculture & Food Processing

Culinary Technology
Meat, Poultry

Slaughterers/Meat Packers
Swine Management

Hospitality/Retail

Cashiers
Customer Service Training
Food Services Management
Office Administration
Marketing

Transportation

CDL Training
Industrial Truck Operators
(Forklift)
Mechanics
Truck Driving Training
(heavy/tractor-trailer)

**Electricians
Electronic Engineering Technology
HVAC
Industrial Electronics
Industrial Engineering
Industrial Maintenance Technology
Injections Moulding
Machinist
Mechanical Drafting
OSHA Training
Plumbing/Pipefitting
Programmable Logic Controller (PLC Programming)
Production Managers
Robotics
Six Sigma Certification Training
Tool & Die Makers
Wastewater Operators
Welding**

Businesses have two higher priority needs in the region, which mirror the needs seen across the majority of North Carolina: First, they need technically skilled workers who are proficient and can add value to the company from the first day. Secondly, employees require employees with advanced critical employability (soft) skills. These employability skills include a positive attitude, an understanding of the importance of proper dress, the ability to follow instructions, problem solve, and work in teams. In the case of healthcare, businesses need a stronger population of credential-holding applicants.

6. Provide a thorough analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108(b)(1)(C)]

The unemployment rates in our region includes Lumber River, Cumberland County, and Triangle South which have the 3rd (8.2%), 4th (7.1%) and 10th (6.1%) highest unemployment rates in the state among LWDB areas. All three local areas are higher than North Carolina's unemployment rate of 5.7%.

We will continue to use LEAD and the excellent information in NCWorks as our primary source of data. LEAD did a special report for our region to assist us in developing this plan. All of us work with the local industry associations, and also with the Industry Advisory Councils that advise the Community Colleges on

training needs, as well as the addition, revision, and updating of curriculum. We will provide that information to our Workforce Boards, and to the economic development entities. We determine employer needs from the job developers from the Wagner-Peyser and Veterans' staff at the local DWS offices, who call upon businesses each week to determine their needs and to develop job orders.

The educational and skill levels of the region are slightly below North Carolina's average, for those with high school diplomas. Additional barriers to employment are child care, transportation, lack of soft skills, and unrealistic wage expectations.

7. Describe strategies and services used to coordinate workforce development programs and economic development. [WIOA Section 108(b)(4)(A)(iii)]

All three workforce areas in our region are actively engaged with convening a strong dialogue between Workforce Development and Economic Development partners throughout our local service areas. The intent of this dialog is to coordinate activities with, and services for, our Economic Development partners. The initial method we use to engage economic development is to actively fill open slots on the workforce development board with local area economic developers. This allows for economic development professionals in the local area to be directly engaged with workforce development activities overseen by the board.

Our business services teams, which include the Business Services Coordinator as well as partners with personnel engaged in active business outreach, maintain regular communication with the local and regional economic developers. These teams also include business outreach personnel from community colleges, NCWorks Career Center Managers, and several other one stop partners. These communications range from attendance at regular brainstorming/coordination meetings to recruiting meetings for new and expanding business.

We maintain strong professional relationships with the Economic Development organizations. Coordination is fostered through project management, communication, and record-keeping. We provide additional workforce-related services to economic developers such as informational presentations, customized Labor Market data, and program literature, along with any other information or input requested by the Economic Development organizations that reside in our region as well as those who are a part of the prosperity zones. We strive to maintain an open ended services portfolio to meet the ever-changing needs of our economic development infrastructure.

8. Describe how the business services resources of each of the Workforce Development Boards work together on a regional basis to serve employers across the labor market.

There is a continued interest on the part of employers for engagement with a single point of contact for the myriad of workforce development services. It is this particular need that has helped frame the strategy behind the local area plan with regard to Business Services.

The primary strategy continues to be a focus on driving increased communication between workforce partners and funneling the results of this communication through a primary employer contact. The primary point of contact can come from any of the Workforce Development Partners such as Chambers/EDC's, the career centers, the community colleges, community rehabilitation programs, and others.

In all instances where there is an actionable engagement with a particular service, the single point of contact methodology is employed. The initial contact is identified and acts as an "Account Manager." All partners attempt to facilitate their programs and services by coordinating with the primary contact.

The Business Services Coordinator maintains a high level of knowledge on the specifics of the different programs and a commensurately high level of communication with workforce development partners. The Business Services Coordinator also focuses on training workforce development partners to drive proficiency in understanding the specific programs that are overseen by the local area. The goal is for all partners to understand and promote the services of the workforce development system where there is a potential need for those services. The Business Services Coordinator facilitates and coordinates local resources to the employer where they are needed. Additionally, the Business Services Coordinator maintains communication records and facilitates projects that are designed to address regional and sector needs.

9. **Outline regional transportation issues related to workforce development and ways the region is/will address needs identified. Include a description and/or map of the regional commuting patterns. [WIOA Section 108(b)(11)]**

Transportation issues are a barrier in the South Central Region. Except for the city of Fayetteville, there is no public transit system that runs on a regular schedule. We will explore possible grant opportunities to address this problem. Individuals have difficulty accessing training, but they also have trouble in traveling to the job. A few companies run buses for employees. We will explore ways to encourage and expand those services.

According to data from 2014, over 200,000 residents in our ten-county region travel to another county for work. The largest commute is from our region to

Wake County, where 32,500 travel to work on a daily basis. 15,600 travel to Cumberland County, and 13,000 travel to Robeson, Harnett and Lee Counties.

It is obvious from this commuting data that city and county lines have no effect on where people work and where employers locate their companies.

Cumberland County's director is now serving on the Transportation Advisory Board to identify methods to improve transportation access.

10. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services. [WIOA Section 108(b)(10)]

Triangle South is affiliated with Central Carolina Community College, which serves as its fiscal/program agent. Cumberland County was recently affiliated with Fayetteville Technical Community College and continues to foster a close working relationship, as does Lumber River where the president of Robeson Community College serves on its Board. Most of our ITAs are with a community college. Our youth programs are closely aligned with the Secondary School System, and Cumberland County youth programs are contracted through the school system. In addition, all three area directors serve on the Career Technical Education Advisory Council. We also work with the Basic Skills Plus program and the HRD program to assist students with educational barriers and soft skills barriers. We are working more closely with the Adult Education and Family Literacy Programs, and Cumberland County has developed an operational agreement for cross-referrals and AEFL staff to have an office at the Career Center. As we work with the education systems, we strive to enhance, not duplicate, services. We collaborate with local industry, advisory boards, and frequently discuss the need to modify existing curriculum, continuing education courses, and the addition of new courses of study to meet the dynamic needs of business. Articulation agreements are in place to assist students in co-enrolling with secondary schools and community colleges. Fayetteville State University and Pembroke State University have representatives on the workforce boards, and they are also eligible training providers.

11. Provide details on how the region addresses workforce issues specifically related to its: a) cities and/or towns; b) suburban areas; and c) rural areas.

Manufacturing companies are located across the region in rural areas as well as cities. For example, Campbell's Soup, Smithfield, and Goodyear are located on the outskirts of town. As we focus on the demand occupations of manufacturing, health care, truck driving and distribution, the problem we face is transportation. The only city in our region where transportation is not a problem is Fayetteville, which

has a good public bus system. But even in Cumberland County, there are many rural areas. We will continue to look for other funding sources to assist in this difficult problem, which extends well beyond paying mileage reimbursement. Several companies in the area provide van transportation for their rural employees. We will explore a van solution for transportation to training and job locations. We are also examining methods to provide more on-line instruction. There are almost no suburban areas in our region.

12. Provide details on how the region connects military skills to occupational demands to serve military veterans and families. Include methods the region uses to promote the hiring of military veterans.

The Community College System and the University System are developing credits from military service and training that will reduce the credits needed for an A.A. or B.A. degree. We work with these service people and their families on a daily basis. All DWS offices within the region have LEVRS and DVOPs who work with this population every day, and WIOA services adhere to the priority of service to this population. In addition, there is a special DWS Office located at Fort Bragg. We coordinate with the TAP program and the Veterans' Administration to serve each person, translate their MOS into a resume that will be attractive to businesses, call on businesses every day to develop job orders, and work with the North Carolina Military Business Center, a state organization that is housed at Fayetteville Technical Community College, to link exiting military to the thousands of jobs with the defense contractors.

13. Describe the Workforce Development Board's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108(b)(4)(B)]

We maintain a policy of facilitating and empowering regional initiatives with available resources including staff focus and allocation of funding resources.

The business services staff and partners have developed strong relationships with our Regional Operations Managers (ROM's), Regional Industry Managers, and all other regional teams including business services groups. As part of our relationship building, we facilitate an unrestricted flow of information on our current efforts with regional team members.

When promoting incentive programs such as OJTs, NCWorks IW grants, customized training grants, etc., in the local area, regional equivalents and opportunities are communicated to employers who may have opportunities outside of the local area, but inside the region. When these opportunities arise, then the Business Services Coordinators engage proactively. The business services team communicates with applicable regional partners and coordinates the needed resources and staff for the benefit of the regional and local economic development.

The business services team maintains continual contact with the employer and relevant regional partners from the initial contact through the completion of the projects. In the Fall of 2015, our Regional Office Manager, John Lowery, convened a meeting in Lumberton got all ten county's economic developers, business services representatives, and customized training directors to discuss common problems, and strengthen communications across the counties. We will have a follow-up meeting in the next several months.

LRWD is in the process of developing a local area IWT policy to better serve local businesses. Additionally, the OJT component has been successful throughout Adult, Dislocated Worker and Youth programs. Robeson County has developed an employer lead group entitled "Robeson Technical Works." This group is committed to establishing a trained workforce to fill employment opportunities within the county. RTW's accomplishments include; an endowment, scholarship, recruitment video, developed courses in collaboration with the public school system and community college. LRWDB staff serves on career pathway teams in the local area to assist with developing the process for certified pathways. The BSR serves on business services teams in the local area.