



**North Carolina Modification
for
Local Area Workforce Development
Workforce Innovation and
Opportunity Act**

Title I Plans

July 1, 2021 – June 30, 2022

*DavidsonWorks Workforce Development Board
220 East 1st Avenue, Extension, Suite 10
Lexington, NC 27292*

Local Title I WIOA Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. Four-Year Plans were submitted in May 2020. In North Carolina, annually, each WDB is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2021 Plan is to provide current information and be effective July 1, 2021 - June 30, 2022 and will include all current local policies. The local plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper's mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper's workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

Through its strategic planning efforts, the NCWorks Commission developed a vision and mission for North Carolina's Workforce System. This vision is to build a job-ready workforce to strengthen North Carolina companies, attract new businesses, and ensure our state can adapt to a changing economy. The mission of the state's workforce development system is to ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity, and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

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

Local Area WDBs 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 <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs may reference the North Carolina WIOA Unified State Plan.

Plan Submission and Due Date

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. The due date is **May 7, 2021**. Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® and may be uploaded in WISE. If original signatures are obtained, forms must be mailed to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316.

I. WDB Overview

The Local Area WDB Overview provides important contact information that is used throughout the Division. It is important that this section remain current during the Program Year. Updates should be submitted to the local Board’s assigned Division Planner when changes occur.

In the first section and anywhere else in the Plan, please include the appropriate salutation along with Titles such as Dr., The Honorable, Chairperson, and Judge. Thank you.

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.

Davidson County Local Area (Local Area is not a Consortium)

2. Provide the Local Area’s Workforce Development Board’s official name.

DavidsonWorks Workforce Development Board

If the local Board officially changed its name, please attach a copy of the Status of Incorporation, attorney’s letter, or other document.

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

Name: <i>Pamela Walton</i>	Title & Salutation: <i>Director/Ms.</i>
Organization: <i>DavidsonWorks WDB</i>	Address: <i>220 East 1st Avenue Extension, Suite 10 Lexington, NC 27292</i>
Phone number: <i>(336) 236-3046</i>	Email address: <u><i>pam.walton@davidsoncountync.gov</i></u>

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

Name: <i>Mrs. Karen Watford</i>	Elected Title & Salutation: <i>Chair, Davidson County Board of Commissioners</i>
Government: <i>County of Davidson</i>	Address: <i>PO Box 1067 Lexington, NC 27293</i>
Phone number: <i>(336) 242-2200</i>	Email address: <u><i>Karen.Watford@davidsoncountync.gov</i></u>

5. 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.

Same

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

Name: <i>County of Davidson</i>	Title & Salutation:
Organization:	Address: <i>PO Box 1067 Lexington, NC 27293</i>
Phone number: <i>(336) 242-2200</i>	Email address:

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

Name: <i>Mr. Casey Smith</i>	Title & Salutation: <i>County Manager/Mr.</i>
Organization: <i>County of Davidson</i>	Address: <i>PO Box 1067 Lexington, NC 27293</i>
Phone number: <i>(336) 242-2200</i>	Email address: <i><u>Casey.Smith@davidsoncountync.gov</u></i>

8. 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*.

The Davidson County Government Organizational Chart has been uploaded into WISE

9. 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 www.sam.gov to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

Dun & Bradstreet # 077 839 744

The Assurance is a separate attachment. Davidson County SAM Status is current through 2/8/2022 - document uploaded into WISE.

10. Provide the name of the Local Area WDB’s Equal Opportunity Officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (PS 07-2018)

Sondra Willis

Sondra.Willis@davidsoncountync.gov

Composition of the Local Area WDBs shall comply with WIOA Section 107. Local Area WDB Membership Requirements have been provided a reference at Appendix D.

11. Provide each Local Area WDB members' name, business title, business name and address, telephone number and e-mail address on the provided form. The first block is reserved to identify the Board chairperson (*form provided*). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List.

See Appendix D for Local Area WDBs' membership requirements.

The updated Davidson Works Workforce Development Board list has been uploaded into WISE.

Note: Check the block on the form provided certifying compliance with required WIOA local Area WDB business nomination process.

If a Board list is not in compliance, please provide that list and state the expected date that a compliant list will be provided.

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice.

12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the local Area WDB.

Per the By-Laws adopted by the Workforce Development Board on May 30, 2019: The Davidson County Board of Commissioners shall appoint business representatives to the WDB from among individuals nominated by local business organizations, i.e. Chambers of Commerce and business trade organizations. As stated in the Workforce Innovation and Opportunity Act, the membership shall include the following:

- ***Business Representatives (51%), including the Chair***
- ***Representatives of Workforce including labor organizations and representatives of union affiliated apprenticeships (20%)***
- ***(1) Adult Education/Literacy Representative***
- ***(1) Vocational Rehabilitation Representative***
- ***(1) Higher Education Representative***
- ***(1) Wagner-Peyser Representative***
- ***(1) Economic Development Representative***
- ***Others as deemed appropriate by the Board***

Every member of the Board is approved/appointed by the Davidson County Board of Commissioners.

The Chief Elected Official must establish by-laws consistent with applicable local procedures, state and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Board shall submit by-laws that clearly demonstrate all WIOA and North Carolina required elements described in Appendix A. Additional by-laws guidance/template and electronic meeting formats have been provided in Appendix B and Appendix C.

13. Attach the WDB by-laws including date adopted/amended. By-laws must include the required elements found in Appendix A. Name document: Local Area Name WDB by-laws.

The Board by-laws have been uploaded into WISE.

14. To demonstrate that the attached WDB by-laws comply, complete By-Laws Required Elements – Crosswalk chart.

The Crosswalk chart has been uploaded into WISE.

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)]

15. Describe how the WDB will make copies of the proposed Local Area Plan available to the public. If stating the Plan will be on the Board website, provide link. [WIOA Section 108(d)]

The Plan will be published to the DavidsonWorks website at www.davidsonworks.org for no less than thirty days as soon as it is approved by the Davidson County Board of Commissioners. As an attachment on the website, anyone may view it or download and print it. However, upon notice, LA will make copies for anyone who requests a hard copy. Approval from the Board of County Commissioners (the Chair of the Davidson County Commissioners is the LA Elected Official) is obtained before the Plan is posted on the website; however, it is posted well before the “active” date of July 1, giving time for public comment and any changes that may be needed after comments.

Public Comment - The WDB shall make copies of the proposed Local Area 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 Area Plan any comments that represent disagreement with the Plan. [WIOA Section 108(d)]

16. Attach a copy of the Local Area WDB’s organizational chart with an ‘effective as of date.’ Include position titles. Name document: Local Area WDB Name Organizational Chart.

The LA Organizational Chart has been uploaded into WISE

17. Complete the following chart for the PY2021 Local Area WDB’s planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

Note: All Local Area WDB meetings shall be held in accessible facilities. All materials and discussions should be available in an accessible format upon request as indicated under North Carolina specific requirements detailed in Appendix A.

Date	Time	Location (include address and room #)
7/29/2021	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
9/30/2021	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
11/18/2021	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
1/27/2022	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
3/31/2022	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
5/27/2022	8:00am	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>

18. 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, 2 CFR 180, participants’ responsibilities.] Name document: Local Area Name Certification Form.

Upon approval from Board of Commissioners, certification will be uploaded into WISE and original mailed to Division Planner.

Note: Document must have the original signature or DocuSign® (or similar) of the Administrative Entity signatory official. If using original signatures, mail the signed Certification form to the assigned Division Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

19. Submit the original WDB and Chief Elected Official (CEO) Signatory Page (*form provided*), bearing the original signatures of the Chief Elected Official(s) and the WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar). Name document: Local Area Name Signatory Page.

Upon approval from Board of Commissioners, certification will be uploaded into WISE and original mailed to Division Planner.

Note: If using original signatures, mail the Signatory Form to the assigned Division Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

II. Local Area Strategic Planning

The Local Area WDB is required to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Area Plans will require an annual modification. 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 development system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults, and youth. To enhance services to all constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. North Carolina Governor Roy Cooper's NC Job Ready Initiative is built on three core principles: education and skills development are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system.

Locally, WDBs are creatively working to address the new challenges of job growth and expansions. Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

1. Provide a description of the WDB'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 main objective and goal of DavidsonWorks is to prepare the workforce, through training and education, for employment opportunities. This goal serves both job seeking customers, and employer customers.

Specifically, the goals of the DavidsonWorks WDB are to:

- ***Maximize the Workforce Development System to provide a skilled workforce to improve the quality of life and create opportunities for individuals in Davidson County and the entire Triad region.***
- ***Foster collaboration and build relationships with committed partners and stakeholders to strive for common goals and to become a catalyst for change.***

- *Enhance quality of workforce development delivery systems to become the “go to” place for responsive solutions to meet customers’ needs.*

In addition, DavidsonWorks aligns programs with goals relating to performance accountability:

- *The percentage of participants who are in unsubsidized employment during the second quarter after exit.*
- *The percentage of participants who are in unsubsidized employment during the fourth quarter after exit.*
- *The median earnings of program participants who are in unsubsidized employment during the second quarter after exit.*
- *The percentage of participants who obtain a recognized postsecondary credential or diploma during participation or within one year of exit from program.*
- *The percentage of 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.*
- *Effectiveness in serving employers.*

To that end, LA recognizes four in-demand, high growth employment clusters:

- 1. Advanced Manufacturing*
- 2. Healthcare*
- 3. Logistics and Transportation*
- 4. Aviation (regionally)*

Training programs that fall within the four identified clusters are considered the “norm” for potential WIOA sponsored students and are the four certified Career Pathways in the Triad region. It has been the experience of LA that graduates or completers in these areas do not have as many of the challenges finding employment as completers in other areas because these areas are where a majority of well-paying job openings are- this is true for Adults, Dislocated Workers, and Youth, including those with barriers to employment. Over a decade ago, the DavidsonWorks WDB set as a goal that at least 80% of all training vouchers would be in identified high-growth employment areas. Currently, about 88% of students being sponsored in training fall within one of these clusters. In recruiting efforts, LA staff has targeted these programs when visiting classes and promoting the WIOA grant to potential customers. However, if an individual presents information showing that training in another area will lead to employment, sponsorship in that program (for that student) may be considered as well. For example, an AAS in Business Administration would not fall into any of the identified growth cluster areas, but if an individual can demonstrate through verifiable job leads, past experience, informational interviews, etc. that they can be employed in that field, it is something that could be considered, though it may not be considered as a feasible option for all participants. Another example would be a person entering into Basic Law Enforcement Training (BLET.) This is a short-term training program that generally leads to employment, as students who enter the program are required to be sponsored by a law enforcement agency prior to admission. BLET does not fall into any of the identified clusters, yet it is an employable field for those who enter the program and complete successfully.*

DavidsonWorks works with the community college system in order to achieve the greatest potential success for participants; this includes working with participants who do not initially meet the

qualifications of certain training programs. We have in the past, and will continue, to offer sponsored training classes that are developed through a collaboration between DavidsonWorks and Davidson-Davie Community College and the local business community.

LA uses a variety of tools to ensure participants will be successful and complete programs successfully, including: interest and aptitude assessments, potential students may complete informational interviews, job shadow, etc. As needed, participants may be referred to partners who may assist with needs specifically designed to help individuals succeed in training or employment, including Vocational Rehabilitation, Project Re-entry, or Youth programs designed to meet the needs of younger, inexperienced workers. Prior experience has shown us that participants who are vetted in this way have a much higher chance of succeeding in a training program and eventually finding and keeping employment in the field.

In order to ensure participants are training in employable fields, partnership with Davidson County's Economic Development Commission serves as a resource to develop local demand occupations. When new businesses come to the area the need for adequately skilled workers comes into play. Many times, businesses are drawn to areas because a skilled workforce is in place, other times other factors draw a business to an area and the workforce may not have the specific occupational skills that are in line with the business's needs. The demand for workers with specific skills creates customized training opportunities. The DavidsonWorks Business and Industry unit serves as another source of information about local in-demand occupations- through employer visits and surveys of needs.

**It must be noted that participants who are enrolled through the Finish Line Grant (FLG) do not have the same requirements as conventionally enrolled WIOA students. While LA firmly believes that students who are enrolled in, and complete training in, identified areas of growth have an easier time finding employment, FLG participants are often times enrolled in programs outside of these areas.*

2. Provide a description of how the WDB, 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 WDB 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)]

DavidsonWorks WDB has worked with Davidson-Davie Community College in the past, and plans to continue working with them in the future on developing sponsored training classes that will be a base-line for workers in such areas as welding, administrative/customer service and any other area identified as a needed skillset for employment in the local area. Staff from the DavidsonWorks WDB, along with staff from the community college, work with local employers to understand their needs and then "sculpt" the curriculum for classes to meet those needs. The WDB, through WIOA staff, sponsors the costs of training for eligible participants and also offers work-based learning opportunities, or work experience opportunities, at the end of classes so participants receive "hands-on" training and connections to employers. This has been particularly beneficial for participants with barriers to employment, who need more assistance with finding and keeping employment. Participants in these classes obtain industry recognized credentials, e.g. MS Office certifications in Administrative classes and AWS certifications in welding classes. Students who complete these classes successfully stand a greater chance of obtaining employment, and can use the base-line credentials earned to pursue further training while working. If training or job search needs are

beyond what is available at the Center, referrals are made to partner agencies such as Vocational Rehabilitation, Services for the Blind, and Services for the Deaf. Additionally, both Centers located in Davidson County have access to Disabled Veterans Outreach staff.

The DavidsonWorks WDB has worked regionally in the past to convene stakeholders to help create the Certified Career Pathways in the Triad area. Those stakeholders included: public school systems, Vocational Rehabilitation, regional community colleges, and local and regional employers. Recently, there has been some discussion in TriadWorks meetings for all Boards to move forward with Career Pathways in either Tourism or IT.

3. Describe the WDB'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)]

Board staff oversees the IWT program's promotion, technical assistance with the application process, required data tracking, etc. In PY2020, with the availability of WBL funding from DWS, LA was able to provide more learning opportunities to local businesses through both group meetings and individually. This has resulted in additional Incumbent Worker grants offered to local businesses. With the current public health crisis, this service may be even more valuable to existing businesses as we move forward. It is the intent of the Board to continue to promote Incumbent Worker training to existing businesses in the years to come.

OJTs and other WBL opportunities are generally concentrated in occupations designated as "high growth" areas. As such, these training programs contribute to the talent pipeline needed by employer customers. The Business and Industry team works closely with the Talent Development (case management) team to promote WBL opportunities and will continue that work by sharing information about WBLs and OJT opportunities during weekly WIOA information sessions held at each NCWorks Career Center.

Davidson-Davie Community College offers customized training. Business services staff works to connect eligible businesses to the customized training program. In many cases, staff from DavidsonWorks Business and Industry will visit an employer as a team (through the EST) to present information to the employer about services available.

Additionally, the Business and Industry Team works closely with Economic Development when a new company is interested in Davidson County, or when an existing company is interested in benefits that may be available to them to help recruit good employees. Depending on the need, OJT or Incumbent Worker training could be one of those benefits. In the event a distressed business is identified, business services staff work with local SBTDC staff for Business Edge needs, and also makes referrals to state level staff.

4. Provide a description of how the WDB 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 DavidsonWorks WDB works in conjunction with Davidson-Davie Community College in several ways, one of which is in serving customers in need of Adult Education and Literacy services. This is

accomplished through the coordination of workshops in the NCWorks Career Centers in Thomasville and Lexington and also through referrals from the workforce centers to literacy and adult education programs at DDCC. In the past, when customers were identified as needing literacy upgrades to enter into training programs, we have used the referral system to ensure participants have a clear path of expectations. In the coming year, with the almost certain uptick in customers coming into the NCWorks Centers after things begin opening up post-pandemic, there are plans to strengthen these activities in workforce centers as needs are identified by service staff and partner staff.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the WDB 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 to include cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

At present, no formal agreements exist, however, the Davidson Works WDB and the NCWorks Career Centers in Davidson County partner with Vocational Rehabilitation to provide customers with information on both WIOA and VR services. New customers receive an orientation to partner services including those offered by VR. Customer needs are assessed during an initial (or subsequent) assessment interview with staff and appropriate connections are made. Coordination of WIOA and VR services occur when client needs could be served by both agencies, such as a customer enrolled in WIOA training who may need accommodations, or could benefit from other VR resources. Employment plans are coordinated between service staff of both agencies. While they have been on hold for the past year due to the pandemic, Job Clubs for youth with disabilities are coordinated by the VR partner and the local schools; these are offered periodically at the both the Thomasville and Lexington NCWorks Career Centers.

WDB staff works with VR staff to make employer visits and information obtained during employer visits where all partners are not present, is shared. Participants can be enrolled with both WIOA and VR in training, including educational classes, OJTs, or work experience opportunities, depending on eligibility.

Additionally, WDB staff and VR staff have periodic joint staff meetings, to ensure the sharing of information and resources between all staff.

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

The Davidson Works WDB has always been a high-performing board, and plans to remain so. LA intends to remain focused on short-term training, work-based learning opportunities, and in higher-growth employment areas. In addition, LA will continue assessing each individual to determine need, and course of training that best suits the individual- no “one size fits all” philosophy.

In order to ensure training is conducted in in-demand occupations, a strong relationship must be maintained between the business community, Economic Development partners and the WDB. Plans are to continue to meet with these entities and seek input in new courses offered and engagement in work experience opportunities.

7. Provide details on how the region is prepared to respond to serve victims of national emergencies or weather disasters and utilize special grants efficiently.

DavidsonWorks, as is true for the entire TriadWorks area, will follow state and federal guidance on serving victims of national emergencies or hurricane disasters. In the past several years North Carolina has been hit by two major Hurricanes, Hurricane Matthew in 2016 and Hurricane Florence in 2018 and most recently the Covid-19 pandemic.

The USDOL awards National Dislocated Worker Grants to provide resources to states to respond to large and unexpected numbers of dislocated workers due to events that have caused significant job losses. These funds would allow a Local Area to expand the service capacity of dislocated worker training and employment programs in order for workers to quickly become reemployed.

In 2018-2019, workforce boards within the TriadWorks area were able to use WIOA funds to serve victims of Hurricane Florence who had relocated to the region after being displaced from their homes in the coastal areas. NCWorks Career Centers provided a variety of employment and training services to individuals to assist them with retraining and immediate job placement.

With the Covid-19 pandemic, our NCWorks Career Centers transitioned from mainly in-person services to offering services virtually and by phone. However services were offered, customers never encountered a time when staff wasn't available. NCWorks Centers now offer services by a variety of methods, and aim to meet individuals where they are comfortable- whether that is in-person or virtually. During the pandemic with large numbers of individuals and employers asking questions about unemployment insurance, staff provided (and continue to provide) information on methods of filing unemployment insurance claims including who is eligible and information on the time limits for receiving benefits. Job seekers were, and still are, being notified of businesses hiring while employers looking to post open positions or needing to ask questions about possible layoffs or closings are provided information on filing a WARN notice. DavidsonWorks also uses our website and various forms of social media to provide jobseekers and employers with information related to the aforementioned.

In the previous year, our Business Services team was busy speaking with employers regarding their immediate hiring needs and inquiring whether local companies were able to pivot their production to manufacture personal protective equipment (PPE) or provide other COVID-19-related services. Most companies in the LA have increased their hiring to ramp up their normal services or production.

Without doubt COVID-19 had a negative impact on workers and businesses throughout our region and its effects will surely be felt for some time. However, DavidsonWorks has worked closely with NCWorks partners, and other WDBs within the TriadWorks region to closely monitor resources that are available to us.

III. NCWorks Commission

The NCWorks Commission recommends policies and strategies that enable the state's workforce and businesses to compete in the global economy.

The Commission is designated as the state's WDB under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 33-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.

Mission of the NCWorks Commission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity; and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

Employer-led job training programs have the best career outcomes. Employers know best what skills their workers need, and employer involvement is key for workforce development and job readiness. Businesses that invest in developing North Carolina's workforce will benefit from well-trained employees and a more innovative and diverse workplace that better reflects its community.

1. Briefly describe how the Local Area WDB engages with local employers and informs them of the wide array of business services offered.

The Business Services Team shares information through on-site visits and orientations, job fairs, Chamber events, social media, and other civic or community activities. A Business Breakfast was planned for this past spring but had to be postponed due to COVID-19 restrictions. As restrictions are lifted and things begin to open up again, the event will take place and will be an opportunity for the Business Services Team to share information on support services including OJT, Work Experience, Incumbent Worker Grants and other grant opportunities. Also, during the COVID-19 restrictions, the Business and Industry Team compiled electronic information which can be disseminated to employers on services available through the NCWorks offices, including recruiting, placing job orders, assessment of job applicants, OJT, IWT, and Rapid Response.

Now that pandemic restrictions are somewhat lifting, more in-person business visits have occurred and more are planned. Additionally, the NCWorks Employer Services' Team has been rejuvenated. Led by the WDB Business and Industry Manager, this team consists of partners from the community college, VR, Veteran's Services, and Economic Development. This team has been a great way of keeping each other informed about initiatives available, but also to keep employers informed of services available from all agencies within the NCWorks system.

2. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness (consult NCWorks Commission new 2021 Strategic Plan).

DavidsonWorks plans to continue to promote the services available at the NCWorks Career Centers through virtual presentations at civic organizations, school community resource fairs, job fairs, etc. Additionally, by increasing our presence on social media. One of the major lessons learned during the COVID-19 crisis was that we must modernize our practices and processes and social media is a great way to get information out and also promote services available. As pandemic restrictions lift, staff will also promote services available within the NCWorks system in person at community meetings and presentations.

3. Describe how the Local Area WDBs and partners identify and address local challenges for job growth and business expansions?

Locally, the DavidsonWorks Workforce Development Board uses the strong partnership that exists in Davidson County to address challenges of job growth and expansion. Members of the partnership are Board members, including: the Economic Development Commission Director, the President of Davidson-Davie Community College, Unit Manager for the Regional Vocational Rehabilitation offices, local school system superintendents, and of course business owners and HR managers from over the entire County. The Board takes on its role as convener of services by bringing all these entities together to build relationships, listen and share resources with each other, and to look for ways the Board and Board staff can help.

In the past several years, the Board has taken on the following projects:

- *Increased work-based learning opportunities to adults and youth with local employers by continually promoting local businesses to school systems, the Community College, etc.*
- *Helped create a manufacturing “open house” tour for all three school systems during Manufacturing Week*
- *Helped with the promotion and growth of the STEM-centered alternative school in Davidson County- Yadkin Valley Career Academy*
- *Members of the WDB helped expand STEM opportunities by participating in the startup of a manufacturing academy within Thomasville City Schools*
- *Helped create a strong working relationship between local school systems and employers by facilitating the meetings for those entities to come together and discuss needs*
- *Business services staff work with local SBTDC staff for Business Edge needs, and also makes referrals to state level staff when distressed businesses are identified*
- *Promoted a combined effort approach to making employer visits and determining employer needs*
- *Davidson-Davie Community College offers customized training. Business services staff works to connect eligible businesses to the customized training program. In many cases, staff from DavidsonWorks Business and Industry will visit an employer as a team (through the EST) to present information to the employer about services available*
- *Increased the use of Incumbent Worker grants for existing businesses*
- *Promoted on-the-job training opportunities*
- *Served on business advisory boards for local school systems to ensure local business needs were being heard and addressed*
- *Increased opportunities for businesses to recruit employees by providing space for group and individual interviews and presentations (in-person and virtually)*

The Board considers it their responsibility to promote and help local business to the greatest extent possible. In the future, the Board hopes to continue with the projects listed above, and look for new ways to help businesses in our community thrive. LA hopes to have a larger presence in the apprenticeship consortium, and to promote incumbent worker grants and on-the-job training opportunities more.

Communities across North Carolina are developing great local models of workforce development. North Carolina should build on those successes and replicate them in more places to continue building and expanding innovative solutions.

4. Briefly describe how the Local Area WDB provides new and innovative solutions to support growth of the local workforce system.

DavidsonWorks provides new and innovative solutions to support growth of the workforce system through the connections that makeup our local and regional partnerships. We have found that working together is the best way to share information, ideas, best practices and resources. A good example of a new solution for our area was the idea that came from an employer representative at a WDB meeting after he heard another WDB member (a CTE Director at a local school system) discuss taking some students to an employer tour at a business outside of the county. The employer suggested that students from this county should tour businesses located in this county so they can see what happens here. This spurred the Manufacturing Week Open House tour of employers that occurred in October 2019. It is hoped this will become a semi-annual event (another event was supposed to occur last fall, but had to be canceled because of COVID-19 restrictions.) After the employer open house event, where each of 15 businesses hosted between 12-20 students, the students were taken to Davidson-Davie Community College for a tour of training facilities there and then were provided lunch paid for by the employers. This was an eye-opening experience for the students who had previously not had a chance to hear about opportunities available in their own backyards. Because no one is sure what will be happening in the Fall yet, as was mentioned in the latest WDB meeting, WDB staff and school system staff are currently discussing the idea of having virtual tours for the students.

In addition, Board staff meet regularly with regional and statewide peers to learn best practices in other areas, and share that information with local staff to replicate.

5. Briefly describe how the Local Area WDB plans to enhance work-based learning projects to a broader range of local employers.

Employers who have used services are the best advertisement and are also critical partners in the promotion of work-based learning activities. In 2019, the Business Services Team worked closely with all three school systems in Davidson County and employers to promote an open house event that coincided with Manufacturing Week. This was at the suggestion of an employer member of the DavidsonWorks WDB who learned that one local school system had taken some students on an employer tour in another county. This marked the first celebration of Manufacturing Week in Davidson County, but it will not be the last. Another open house event was slated for Spring 2020, but had to be canceled due to the pandemic restrictions. Hopefully, the event for 2021 will be able to go on as planned. However, it has been suggested from a WDB member to keep the momentum going, and since everyone is doing everything virtually now, to work on conducting employer tours virtually. The Business Services Team is currently working with the school systems to get this project off the ground. Having these open house tours of employers gives students the opportunity to see what is happening in their own backyards, and gives employers the opportunity to meet students who may be interested in more intensive job shadowing, OJT or apprenticeship opportunities.

In addition to the event which targeted a Youth audience, the Business Services Team works with employers and the Talent Development Team to make connections. This gives employers access to Adults, Dislocated Workers, Veterans, Justice Involved individuals and others.

IV. NCWorks Career Centers

North Carolina's workforce system includes multiple agencies, programs, and funders. Collaboration, policy alignment, systemic communication, integration, and modernization of the workforce system will ensure a strong and healthy workforce system that can adapt to a changing economy.

For any documents that are missing or are unnecessary based on the response provided, please state, "No document is loaded and/or it will be loaded by the XX date".

1. Identify NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized 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 the NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.

Uploaded into WISE

2. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

The NCWorks Career Center system in Davidson County consists of two centers: the Thomasville Certified Comprehensive NCWorks Career Center and the Lexington Certified Comprehensive NCWorks Career Center.

Career and Training Services are provided mainly by WIOA and Wagner Peyser staff, but include representatives from other NCWorks system partners as well. WIOA authorizes career services for adults and dislocated workers. There are three types of "career services": basic career services, individualized career (or, training) 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. Basic career services are 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.

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 are 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 in Training Services.

Training Services may include occupational skills training, on-the-job training, skill upgrading and retraining, job readiness training, adult education and literacy activities, and more.

3. Provide the date and process for when the competitive procurement of the One-Stop Operators(s) occurred. Include the expected length of the contract (one-four years).

On March 29, 2021, an RFP for Adult/Dislocated Worker/One-Stop Service Provider was released for Davidson County. RFP notices were sent to every entity on the Adult/Dislocated Worker/Youth Bidder's list, notices were placed in the local newspaper, on the Small Business Administration website and on the DavidsonWorks website.

A Bidder's Conference, with required attendance by any prospective bidders, was held on April 6, 2021 and no one showed. Since no one showed for the required Bidder's Conference, at their April meeting, the DavidsonWorks WDB Executive Committee chose to request a waiver from DWS for LA to continue offering service in-house in PY2021. LA is currently awaiting a response to the request from DWS.

The current (PY2020) Youth contract was reviewed by the DavidsonWorks Youth Council at their February 2021 meeting and during that meeting, the Youth Council voted to extend the contract with DDCC through PY2021. The Youth Council recommendation will go before the full WDB at their May 2021 meeting for their formal approval. PY2021 will be the third year the Youth contract has been

extended with Davidson-Davie Community College; since contracts can only be extended three years, a new RFP for Youth Services will be released in spring 2022 for PY2022.

4. Describe how Local Area WDBs determine the need for enrollment in Training Services.

Comprehensive assessments are provided to customers that are interested in Training Services. Assessments include an evaluation of basic skills levels (generally TABE testing and/or review of transcript), workplace personality and skills analysis (CareerScope*). This process is conducted to ensure that the individual is receiving beneficial services, are a good fit for the training area of interest, and are academically ready for a training program. Staff also evaluate a customer's feasibility for success in training. This is completed during an interview and involves discussion of various possible barriers, how they may affect training outcomes, as well as resources available to assist. In situations where the customer may not be a good training fit, staff will work with the customer on determining an area better suited for them. Approved training options must focus on in-demand industry sectors or occupations in demand in the area, or an area to where the customer is willing to relocate.*

Training services may include any of the following:

- *Occupational skills training, including training for nontraditional employment;*
- *On-the-Job Training (OJT);*
- *Incumbent worker training;*
- *Programs that combine workplace training with related instruction;*
- *Training programs operated by the private sector;*
- *Skill upgrading and retraining;*
- *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;*
- *Job readiness training and customized training conducted with a commitment by an employer or group of employers to employ.*

**Though TABE testing has been the standard test used in LA for evaluating basic skills levels, LA is considering changing to CASAS for PY2021; this change has not yet been confirmed. LA is also considering an alternative to CareerScope. No decision has been confirmed on CareerScope replacement.*

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

For Adult and Dislocated Worker customers who are enrolled in a training activity, a rapport is established with the customers that utilize the Career Centers. This is established in order to ensure that customers keep in contact with the staff once they attain employment. All contact information is provided at enrollment. It is expected that staff reach out to individuals by phone, mail, and/or email to capture their status and find out any needs required to maintain employment. Services are available for 12 months after the first day of employment and include counseling regarding the workplace or assistance with obtaining new employment through job search, resume assistance, etc.

The goal of follow-up services is to ensure job retention, wage gains and career progress. Follow-up services should provide personalized encouragement, resolution of any on-the-job issues that may arise, and, when appropriate, referral to services necessary to help prevent job loss or to enter employment.

The WDB has not yet established follow-up guidance for customers who are not enrolled in training. Although front line staff do try to establish rapport with all customers, not all customers feel the commitment to report employment. Virtual services have proved this to be truer as rapport is more easily established through in-person contact.

6. Describe how a) new NCWorks Career Center staff are trained in the integrated services delivery system model, b) at what point do they have full access to NCWorks.gov, c) the timeline for accomplishing the training for new staff, and d) describe the staff development activities that reinforce and improve the initial training efforts.

New staff training on NCWorks.gov involves several components. First, new staff are introduced to the system by being shown the features of it by a current staff member and observing other staff using the system. We also take advantage of the Learning Center part of the site by having new staff watch the tutorial videos available there. New staff spend time practicing in the training site before they are cleared to work in the live site with real customer information. Additionally, new staff complete the appropriate modules in the “Welcome to Workforce” training program offered online at the NCWorks Training Center, and this training includes integrated service delivery as a component. The timeline for this training varies based on how much time is spent in each stage. Staff are not released to work in the live site until they show proficiency in the test site though—whether that takes 1 week or 1 month.

ISD training is conducted during the first two to four weeks of employment. The content for ISD training includes the following: definition, purpose, flow, and responsibility. Staff receive additional training during weekly staff meetings, as often as needed.

Weekly staff meetings are used for not only sharing of information, but for more formal training in NCWorks Online, Dual Enrollment and Integrated Services Delivery. Staff discuss issues and work towards solutions for center activities. Additionally, weekly meetings are used for EO training, cultural sensitivity training, and other staff development needs as necessary.

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.

All NCWorks system partners work together to maximize services under WIOA and Trade Programs and offer dual enrollment opportunities to affected employees. Referral processes are in place and information flyers are available informing Dislocated Workers of the advantages offered with dual enrollment. WIOA staff and TAA staff work within the same building, making referrals uncomplicated for both staff and the customers.

8. Briefly describe how the NCWorks Career Centers serve military veterans.

Military veterans are a priority of service population in all NCWorks Careers. Veterans who visit NCWorks Career Centers benefit from cross-trained staff who work with Veterans Services staff from DWS (DVOPs and LVERs) to provide military men and women and their families with assistance in finding employment and supportive services.

*Additionally, we hold or participate in job fairs for veterans, and of course, hold job postings 24 hours for veteran priority. One of the most meaningful outcomes of achieving career pathway certification is the development of on- and off- ramps that target veterans. Our Career Center facilitators and Welcome Center/Resource Room staff help veterans identify transferrable skills using the O*NET and My Next Move websites. We also use the information obtained from Veteran Services representatives to inform our approved demand occupations list.*

9. Briefly describe how the NCWorks Career Center serve persons with disabilities.

Davidson Works has never discriminated against any customer seeking employment or the training (or retraining) to become employed. Local Area works with agencies who serve individuals with disabilities, and sometimes dual-enroll those individuals, to ensure customers receive every opportunity available to be successful in training and employment. To that end, the WDB promotes all customers, without prejudice, to employers seeking applicants to fill their workforce needs.

Both Center locations are ADA certified as handicapped accessible. Centers are equipped with resources such as:

- *TTY*
- *All computers (staff and public use) are equipped with Microsoft software which allows for enlargement of text and reading of text*
- *Magnifying Glass*
- *Language Line*
- *Interpreter services, if needed*
- *Earphones*
- *Wheelchair accessible computer workstations*
- *The staff of both locations receive annual EO training*

New customers to the NCWorks Career Centers receive an orientation to partner services, and customer needs are assessed during an initial (or subsequent) assessment interview with staff. If determination is made, appropriate referrals and connections are made to partner staff. Coordination of WIOA and partner staff services occur when client needs could be served by both agencies, such as a customer enrolled in WIOA training who may need accommodations, or could benefit from VR resources. Employment plans are coordinated between service staff of both agencies.

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

The NCWorks Career Center linkage to unemployment insurance programs has been tested since the onset of the COVID-19 health crisis. All Welcome area staff are able to answer basic questions about UI, while some DWS staff in our Centers are able to answer more intensive questions. In the past, DES staff have attended Davidson Works WDB meetings and shared information with the Board about DES services. The Board and LA staff are supportive of DES and will work with them to ensure the citizens of Davidson County receive the services they need.

11. 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 2021.

See Service Flow Chart in WISE

12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b)(A)(iii)] Name document: Local Area Name NCWorks Career Center MOU.

See NCWorks Career Center MOU in WISE

13. Describe the Local Area WDB's method for providing oversight to include:

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
- b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

The Davidson Works WDB provides oversight of the Career Center(s) through the NCWorks Career Center Committee; members include private sector board members, the Board Director and partner agency managers and representatives. It is a planning, policy, and oversight entity responsible for organizing a comprehensive, communitywide response to the challenges of building a skilled workforce. The vision for the Career Center system in Davidson County is an improved, streamlined workforce delivery system with integrated services centered on the needs of individuals and businesses. We strive to provide individuals and employers with a comprehensive workforce development system that is universally accessible and customer driven, maximizing service provision among partners.

The goal for the NCWorks Career Center Committee is to meet at least quarterly to focus on the following responsibilities:

- *Develops, communicates, and models Partnership Vision and Mission*
- *Analyzes and monitors external environmental conditions, issues and trends, and the impact on the Partnership's Vision and Career Center service delivery*
- *Communicates challenges and opportunities in a timely manner to the Career Center Management Team*
- *Provides the needed support and consultation for timely resolution of issues and barriers*
- *Provides Partnership staff development*
- *Provides a process to develop new partners*
- *Responsible for providing staff and resources to the Center*
- *Establishes local benchmarks/milestones to test progress*
- *Works collaboratively with the Davidson Works Workforce Development Board*
- *Maximizes resource availability, resource identification, and resource sharing*

The Board is responsible for ensuring that the Center complies with state and local certification criteria and is responsive to the needs of local job seekers and employers. The oversight of the Board includes:

- *Assessing the needs of employers and job seekers*
- *Approving geographical locations for Centers*
- *Approving Career Center Operators*
- *Recommending certification*
- *Evaluating Continuous Improvement*
- *Reviewing and approving Center Plans*
- *Reviewing, negotiating, and approving Memorandums of Agreement*

The WDB NCWorks Career Center Committee also approves and monitors performance and continuous improvement goals established by the Career Centers. A major goal has been and will continue to be the expansion of services to Career Center customers, both the job/training seekers and businesses. The Career Centers seek to expand capacity to serve customers more effectively and efficiently and meet identified customer needs by offering additional on-site services and developing new services. Additionally, maintaining a customer satisfaction rating of 90% or higher continues as a major goal.

Other recent goals and continuous improvement measures established for the Career Centers include:

- *Continue to address the concern noted by employers regarding the need of soft skills which are lacking with many new hires and incumbent employees*
- *Expand group activities in order to serve larger numbers, such as workshops, group orientations, and youth orientations*

Performance goals are measured or documented through the following:

- *Board oversight activities*
- *Written internal and external customer satisfaction surveys*
- *Monthly Reports*
- *Web site administrator reports*

The Centers provides monthly activity to all partners and the Board through the monthly report.

A customer feedback and satisfaction survey is utilized by the Center and helps to drive needed changes, evaluate services, and promote continuous improvements. The survey is formally administered for one week during the third month of each quarter. The surveys are readily available to customers any time the Center is open, and customers are encouraged to share their opinions about the quality, timeliness, service needs, resources, and recommendations for improvements. (During the pandemic, surveys were also sent to customers via email, with very small return rate.) Survey results are compiled and included in a monthly report to partners and the Board. Suggestions are evaluated for corrective action or implementation of new service strategies. In the past three years, customer satisfaction has not fallen below 98% in either Davidson County Career Center. Feedback from Center service delivery staff is also requested to facilitate improved services and is routinely received during the Center's regularly scheduled team meetings. Trends observed at the center are also monitored by the team and service strategies are developed to respond as needed. There is recognition that services and the manner in which they are delivered are not static. Therefore, the Board, the NCWorks Career Center Committee and the Center Teams identify trends in the local economy and workforce, and engage in the development of new services/resources when circumstances dictate.

14. Describe how NCWorks Career Centers are using virtual technology to provide 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)]

All center staff, including partner staff, have been trained to use the NCWORKS Online system. Technical assistance will continue to be offered as changes/updates to that system are developed at the state level. Additionally, at the onset of the COVID pandemic, through a grant made available from DWS, LA was able to purchase cameras for staff, licenses for Go-To-Meeting, licenses for DocuSign, and other technology LA had not used before in providing services. This technology was essential for LA to be able to provide services during the pandemic, but continues to be greatly used even now that restrictions have opened up. The Go-To-Meeting licenses have allowed staff to have virtual meetings with customers, DocuSign has allowed customers and partners to sign documents virtually rather than in-person, the cameras have allowed staff to have more personal interactions with customers while maintaining distancing requirements.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
- Utilizing regional and local employer data to inform priorities;
 - Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;
 - Reaching out to education partners and economic developers; and
 - Including persons with disabilities.

As they have done in prior years, the Business Services Team will continue to promote work-based learning along with other training opportunities through presentations to local civic professional groups and special workforce events, both in person and virtually. The team relies heavily on the partnership formed with other entities in the local area to provide services and promote programs. Continual update meetings with members of the partnership provides the opportunity to share information on opportunities available. Additionally, since the pandemic crisis, Business Services representatives have used technology and social media as new ways to communicate opportunities available. This is true for work-based learning opportunities, OJTs, sector strategies and other programs available.

The partnership includes the community college, DWS, VR, Economic Development, and local and regional employers in developing and implementing solutions. The team serves as an economic development resource and a support to new and existing businesses. Working closely with the economic development commission allows Business Services to understand employers needs therefore allowing communication with employers to closer determine their needs/priorities.

The Business Services Team has not had any requests from Agricultural Services or the Foreign Labor staff, but as these services are needed, staff will not hesitate to reach out to contacts in these areas for support.

2. Please describe the efforts the WDB has made to deliver business services on a regional basis.

The four-member WDBs of TriadWorks have been promoting regionalism since the formation of the TriadWorks regional consortium in 2007. The Directors and their Business Services staff regularly review local policies to identify opportunities to formulate regional policies, for example the OJT policy. In the past, TriadWorks has been instrumental in developing region-wide templates for customized training in the advanced manufacturing cluster (machinist training) through the PRWA and as part of that group, we are currently identifying other growth occupations that can utilize the same template.

Career Pathways within TriadWorks were and continue to be led by the Business Services Teams within each individual Board. Opportunities brought about by the Career Pathways Certification process allows business services teams to include most significantly, the expansion of work-based learning opportunities and to strengthen collaboration with partners and employers. Engaging regional employers in the Career Pathway Certifications has allowed us the ability to learn what technical and soft skills employers value, but their engagement in the process will increase the likelihood that students, veterans, and dislocated workers who successfully navigate the pathway will be hired and retained.

WDBs that are part of TriadWorks continue to hold regular regional meetings with Business Services Teams to develop consistent, streamlined policies and to share ideas and best practices.

3. Please describe business services partnership efforts in the areas of education, economic development and with employers.

Engaging businesses directly and proactively regardless of their challenges serves as one of the top priorities for the Business and Industry Team. A holistic approach permits business service representatives to connect businesses to services offered through the community college, economic development, chambers of commerce, etc. Helping businesses recruit, train, and retain talent are key priorities of the BSRs. Developing and maintaining a relationship where business and industry makes the BSRs a first contact point acts as another priority to serve businesses. The formation of the Business Solutions Team (BST), made up of WDB business service staff, community college staff, and economic development leadership, helps assure priorities remain in line with industries' needs. The BST meets as needed and interacts frequently to serve businesses proactively, strategically, and comprehensively.

The Business Service Representatives also work with career center/employer services staff. An employer solutions team (EST), made up of DWS management, employer services representatives, and WDB business services representatives meet periodically to discuss career center services offerings to local employers. This team's priority focuses on serving businesses with their recruitment needs. For example, the EST helps businesses post jobs into NCWorks Online, provides tutorials on NCWorks Online's usage, coordinates local recruitment events (small and large scale), and engages businesses via face-to-face visits.

DavidsonWorks' Business Services Representatives also meet regularly with directors of the local school systems' CTE directors to discuss employer needs, promote apprenticeship opportunities, etc. The CTE directors of all three local school systems are members of the DavidsonWorks Youth Council, as is the Dean of Academic Support for the Davidson-Davie Community College. As previously discussed, it was this partnership that allowed Davidson County the opportunity to celebrate National Manufacturing Week in 2019, where all three school systems toured local manufacturers, then went the DDCC for a tour of the advanced manufacturing labs.

VI. Performance

USDOL has the following WIOA Performance Indicators:

- Employment Rate – 2nd Quarter After Exit
- Employment Rate – 4th Quarter After Exit
- Median Earnings – 2nd Quarter After Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers (system-wide measure, not program specific)

1. Examine the Workforce Board’s current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2020 and prior Program Years. (Reports available via FutureWorks).
 - a. What are some of the factors in the Local Area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment rate, factory closures/openings, weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area’s performance.

(**Note:** Provide at least two examples of positive factors and two examples of negative factors that have impacted the performance levels in your Local Area, with an explanation of each.)

Local Area believes that consistent oversight is the best way to maintain positive performance and the WDB does its best to ensure service staff feel empowered to provide the best service possible through assessments and one-on-one counseling which leads to more positive outcomes and performance. However, some factors that impact performance are out of the Board’s control such as weather or other natural disasters, and unemployment rates. Davidson County was not as severely impacted during the COVID pandemic as other larger, more metropolitan areas with business closures, however, the effects are still being felt and there are still a large number of people who have seemingly dropped out of the workforce. The number of people who are not looking for employment, or training for re-employment, has definitely had an impact on Adult and Dislocated Worker enrollment numbers. Therefore, the fewer enrollments, the larger impact any one negative can have. Pre-pandemic, Dislocated Workers were becoming rarer in Davidson County simply because there had been very few business closings; most Rapid Response sessions conducted over the past several years have included job fairs as well because employers would reach out to get in touch with affected workers and often times hire them before they were ever dislocated from their original employer.

Another issue Local Area has that affects Youth performance is that a large number of Youth enrollments come from the two children’s (foster) homes in Davidson County- American Children’s Home and Baptist Children’s Home of NC. While WIOA Youth population in general is hard to keep up with after exit and tend to be transient in nature, the Youth population in Davidson County may be even more so due to both of these facilities being located in this County.

Local Area lost our long-time, dedicated Accountability Specialist this year. She was a master of interpreting indicators and kept all staff in the loop about performance. Since she passed, the Career Services and Programs Manager has stepped in to learn the Accountability Specialist role as much as possible, and has continued monthly desk monitoring of performance. She has continued offering technical assistance on a one-on-one basis in support of attainment of performance measures in areas such as: data entry and accurate recording of services, improvement in assessment and suitability screening, timely follow up, assistance with overcoming barriers, maintaining contact, career counseling, reporting of all supplemental data in NCWorks, increased coordination of services with other entities, and employability skills training. In addition, WDB staff provide quarterly trainings for Adult & DW and all Center staff receive additional training on the performance measures and the impact each staff and customers has on attaining overall performance. DavidsonWorks is committed to providing staff the training and tools required to provide excellent customer service and continuous engagement with each and every customer until the time of employment (and after) to ensure retention.

It is with a keen eye on the details and business instincts that the Workforce Development Board will ensure that all federal and state performance outcomes will be met. DavidsonWorks WDB takes the oversight role seriously and strives to ensure that Career Center staff understand the value of services provided and the importance of documenting and entering correct and timely data.

The DavidsonWorks Youth Council, and DavidsonWorks staff, monitors the performance data of the WIOA Youth program by reviewing data available from NCWorks and NCWorks Performs. In the place of the Accountability Specialist, the Career Services and Programs Manager continues to conduct random monthly desk top reviews of WIOA participant files to: determine compliance for eligibility; ensure documents are scanned in for review; ensure credentials and employment (if applicable) are captured; ensures case notes are thorough and accurate; and ensures activities are properly coded. Performance measures are shared with contractors and training is conducted as needed, but usually at least twice per year.

Minimally, the DavidsonWorks Youth Council monitors performance data semi-annually and more often if issues are noted during desktop reviews and internal monitoring. Financial monitoring is conducted monthly of all invoices submitted by the contractor. Financial reports are submitted to the Youth Council during their review of the program at least semi-annually, and more often if issues are noted during the monthly reviews.

A current view of performance shows that LA is struggling with skills gains, DW employment retention, and credential attainment for Youth. As already mentioned, the WDB is aware that over the last several years, there has been a continuing struggle with Dislocated Worker employment in both the 2nd and 4th Quarters after exit. This is most likely due to the low number of Dislocated Workers enrolled. (When only a few are enrolled in a certain category, one negative outcome can affect the entire category.) LA will continue its efforts to reach out to Dislocated Workers, as well as Adults and Youth, to provide follow-up services and as a way to “check-in” with exited customers to ensure they are still working, and if not, to provide them services to get them back to work. Also, follow-up services would have a positive impact on the Youth performance numbers. Having Youth that move around (and out of the Local Area) is a major issue in our ability to collect information about credential attainment. Skills gains numbers, as well as credential attainment numbers, should increase dramatically as the Spring semester draws to a close and that data can be collected and entered into the NCWorks system.

- b. Discuss whether or not participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area. If so, how do these differences impact service delivery and performance?

If participants have changed, it is in the same way most people have changed during the COVID-19 pandemic, meaning stress levels are higher, participants with children have fewer childcare options and also must spend more time assisting their children with e-learning, and financial resources are reduced. We have seen a change in that more participants enter our system through the Finish Line Grant (FLG) program now. We have seen a decrease in participants wanting to start a training program, and those people already in training need more supportive services to help them get through training. More FLG referrals means that we are serving more people from outside our LA who are attending our local community college. Our service delivery has changed due to COVID-19, and the transition to virtual services, but this has not been in response to a change in participants. With the uptick in FLG participants, we are serving a more varied group of occupational areas. As previously mentioned, LA focuses on enrolling participants in 4 high demand occupational areas, but FLG applicants come from all occupational areas and has diversified our performance pool.

- c. Discuss how your Local Area's industries and business sector have been impacted by COVID-19.

(Note: Include which industries and businesses have been permanently affected, which are recovering or perhaps are expected to recover, and how these industry changes may impact how the Local Area approaches serving its participants.)

At the onset of the pandemic as businesses were considering layoffs, many were able to change processes so they could produce PPE. By doing so, employers were able to maintain some if not all of their workforce. This allowed many businesses to stay open and operate as usual or at least maintain reduced hours. While many were able to produce PPE, others struggled. Many restaurants began offering curbside services but others had to close (temporarily). In June, Business Services team reached out to businesses to gauge their status of recall from layoffs. Most of those that were contacted were operating on somewhat of a regular schedule but were struggling to get laid off employees to return to work therefore causing another issue of filling orders or products, serving customers, etc. In only a few cases the businesses had to shut their doors permanently.

2. What strategies and methods are in place to maintain or improve performance?

(Note: Include information about tracking performance, ensuring accountability of positive performance outcomes, and training. Consider including the following information: Who is responsible for tracking performance? Which reports are reviewed? Are FutureWorks reports used? If so, how often? How are staff held accountable? How often is training provided to staff?)

LA has had several training opportunities with case management staff in the past year to help them determine best ways to ensure data is entered into the NCWorks system in a timely manner, thus also ensuring performance data is entered timely and accurately. Raising the number of Adults and Dislocated Workers enrolled would certainly help with performance numbers.

As mentioned previously, the LA Accountability Specialist passed away suddenly earlier this year. Since then, the Career Services and Programs Manager has been acting as the Accountability Specialist until that position can be filled. The former Accountability Specialist was a master of reporting and was able to pull performance reports from FutureWorks, NCWorks and other sources. The Career Services and Programs Manager, along with the Director, have been reaching out to staff in other local areas, as well as working with DWS Regional Analysts, and staff from FutureWorks to get up to speed on reporting, but are still in the learning process. Fortunately, staff from FutureWorks, DWS Regional Analysts and other LA staff have been very understanding and helpful and have provided LA with access to reports on a regular basis. The former Accountability Specialist pulled reports monthly in order to keep up with data and to ensure LA was on pace with tracking; the intention is to continue pulling information monthly.

During staff training, WDB staff work with case management staff as a group to ensure they understand performance requirements. Individual meetings are held outside of group training, where individual issues are addressed and technical assistance is provided.

In addition, LA has a good relationship with community college partners and those relationships have helped us in receiving information about credential attainment rates for Adults, Dislocated Workers and Youth.

3. In the event the Local Area Board is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.

(Note: This question is intended to be hypothetical and is seeking what plan the Local Area has in place to address failing performance if it were to occur. Answers should address how the Board monitors performance, communicates with staff, strategies for training and/or addressing potential issues, and follow-up accountability measures.)

Steps have already been taken to address shortfalls: staff training on the more flexible definition of Dislocated Worker has helped and will continue to do so as staff work to enroll more Dislocated Workers. It is expected that the Dislocated Worker numbers will rise as pandemic restrictions ease and people begin looking for work again.

The Youth contractor has also been made aware of the shortfall with Youth skills gains and credential attainment. Any issues Youth performance face are discussed at length during Youth Council meetings, specifically during the mid-year meeting when monitoring of the contract occurs.

Board staff meets continually and consistently with service and contractor staff for training and that training will continue to be offered on a regular basis to try to improve all aspects where LA may come up short on performance. When issues are highlighted, contractors are expected to address them, find solutions, and make positive changes before the contract would be considered for extension.

4. How is performance information shared throughout the hierarchy of staff? Please detail how the Board addresses performance data in its relationship with its contractor(s) and how case managers are using performance data to drive Local Area performance.

(**Note:** This question should address how frequently [monthly, quarterly, etc.] performance information is shared and by what method/medium [e.g. print-out, electronically, verbally through meetings, etc.], how the performance information shared may differ for the various levels of staff at the Local Area, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

The process to ensure that DavidsonWorks will meet federal, state and local area Adult and Dislocated Worker performance outcomes is established through a comprehensive process that begins with the staff being trained to understand performance and how to document services so that performance goals are accounted for appropriately in the NCWorks system. While staff continuously monitor their performance, the Career Services and Programs Manager conducts random monthly desktop reviews of WIOA participant files to determine: compliance for eligibility, that documents are scanned into files; credentials and employment are captured, etc. Additionally, management staff conducts intensive internal monitoring at least annually on all programs.

DavidsonWorks will continue to implement these measures to maintain high performance, and also continue offering opportunities to customers to ensure success including: intensive individualized job search services provided by a Career Advisor, workshops on topics such as interviewing and resumes, Job Clubs provided by Workshop and Job Developers, and follow-up procedures to ensure that WIOA terminated customers are being contacted and provided additional services to enhance job retention.

DavidsonWorks will continue to encourage short-term training and/or paid or unpaid work experience as alternate training options to increase the number of customers being served and entering employment within the performance year. While DavidsonWorks does not screen out customers due to performance standards, feasibility for services is considered prior to enrolling customers in training services.

Monthly desk monitoring is performed on program performance. Technical assistance on a one-on-one basis in support of attainment of performance measures is also provided in areas such as: data entry and accurate recording of services, improvement in assessment and suitability screening, timely follow up, assistance with overcoming barriers, maintaining contact, career counseling, reporting of all supplemental data in NCWorks, increased coordination of services with other entities, and employability skills training. In addition, WDB staff provide quarterly trainings for Adult & DW and all Center staff will receive additional training on the performance measures and the impact each staff and customers has on attaining overall performance. DavidsonWorks is committed to providing staff the training and tools required to provide excellent customer service and continuous engagement with each and every customer until the time of employment and after to ensure retention. DavidsonWorks WDB takes the oversight role seriously and strives to ensure that Career Center staff understand the value of services provided and the importance of documenting and entering correct and timely data.

5. The Measurable Skill Gains (MSG) measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Workforce Board makes use of the information the MSG measure provides as a means of ensuring the Local Area achieves its Credential Attainment indicator goal.

(**Note:** For this question, describe the methods and/or strategies in using the MSG measure as a means of tracking Credential Attainment. Who is responsible for tracking the MSG performance indicator? Are the

Roster Reports in FutureWorks utilized? If so, how? Who is this information provided to, and then used by, career advisors, the Board, or other staff?)

Talent Development staff (case managers) use the MSG as a way to ensure customers are on track to Credential Attainment and that information is provided to them regularly from the Career Services and Programs Manager. It is very useful because it is a real time measurement, and because it is a measure we can fail due to lack of data entry, or succeed at by proper data entry. This measure is focused on in-depth immediately after the end of each training semester when it is most likely that an MSG has been attained. This measure is also reviewed in every participant file reviewed during the internal monitoring process.

6. Please describe the process for monitoring service providers in the Local Area. Include details such as how it is conducted, who is involved, and how often.

The DavidsonWorks WDB has established a Monitoring Tool (which includes a Monitoring Schedule) for all facets of the WIOA programs. Annual monitoring helps determine whether provisions of a contract are being met. A monitor may conduct site visits, examine program operations, review beneficiary and trainee eligibility and review outcomes and quality of training being provided. Investigations include examining records and case files, questioning employees interviewing clients and visiting sites where any WIOA program or activity is conducted or records of participants are kept. Monitors may also review employer records to assure that participants are receiving proper wages. They may make a work site visit to ensure that participants are employed in the agreed upon position, at the appropriate wage, utilizing the skills obtained through training.

While formal monitoring is conducted at least annually, monitoring is an ongoing process. Desk reviews are done as invoices and monthly narratives come in. The Career Services and Programs Manager (while the Accountability Specialist position is open) conducts desk reviews of participant files every month. Results of the reviews are documented including any areas of concern with corrective actions and dates of completion to be recorded.

***Areas of monitoring include:
Administration***

- ***Evaluate compliance with terms and conditions in the contract***
- ***Include items concerning the Workforce Development Board, its' members, bylaws and sub-committees***

Program Implementation

- ***Review the programs under each grant, recruitment***
- ***Determine whether the agency is delivering agreed upon services***
- ***Conduct on-site reviews to check the nature and quality of the services being provided***
- ***Evaluate the quality, details and timeliness of services as per the State's performance standards***
- ***Review elements of additional programs which the agency offers, such as On-the-Job Training***
- ***Verify all Equal Opportunity (EO) components have been reviewed and covered for completeness***

Financial Activities

- ***Evaluate compliance with fiscal requirements***
- ***Review any contractors' invoices to ensure proper controls are in place per the contract and that they have been met***

- *Verify that costs being reimbursed are documented, reasonable, and allowable*
- *Verify separation of funds if agency operates under more than one contract*
- *Compare budgets to actual costs*

In addition, the Youth Services program (provided by Davidson-Davie Community College) is monitored by the DavidsonWorks Youth Council, at least annually, to ensure programmatic and financial compliance and that conditions of the contract are being met. See DavidsonWorks Monitoring Tool, uploaded into WISE.

7. Describe the Local Area WDB’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery, and expected outcomes.

The Board’s vision is to create a local area that retains and attracts competitive employers as a result of workers that are highly skilled, adaptable and educated. This vision applies to all populations served. Goals include enhancing outreach efforts, educating adults and dislocated workers on labor market information, and streamlining the program enrollment process that will lead to 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. The Board supports MyFutureNC efforts and will align our system with partners in the community and training institutions to promote post-secondary credentials for all adults and dislocated workers. The Board has increased its use of technology since the COVID pandemic, and plans to continue that use through: the use of social media, virtual meetings, remote signatures, and video recordings. Use of technology will help the Board reach customers faster, with fewer barriers, and more efficiently.

VII. Equal Opportunity

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

Each person who is enrolled into WIOA receives a written “Nondiscrimination/Equal Opportunity Standards and Complaint Procedures” form. That form (WIOA16) is reviewed with each participant and the participant and the staff person signs to acknowledge receipt and understanding of LA procedures and commitment to nondiscrimination. The form provides the complete steps and process a participant or employee may take if they feel LA has not maintained equal opportunity standards or if they have a non-criminal program complaint. The WIOA16 form has been uploaded into WISE.

2. Attach the Local Area’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.

Uploaded into WISE

3. Describe methods to ensure local Equal Opportunity procedures are updated.

Equal Opportunity and Internal monitoring are conducted yearly to ensure local equal opportunity procedures are updated. However, updates and changes are made to procedures as often as necessary

depending on changes in contact names, processes, etc. In addition, Equal Opportunity training is conducted every other year by Mose Dorsey for all staff, including partner staff.

VIII. Adult and Dislocated Worker Services

1. 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)]

LA has a strong commitment to providing training and education services that will lead to employment. To that end, DavidsonWorks is committed to providing training programs in response to identified needs of employers. This includes concentrated efforts to provide short-term training options, combined with work-based learning opportunities (work experience.) Also, given that the Workforce Innovation and Opportunity Act establishes an Individual Training Account (ITA) system for supporting participant training, DavidsonWorks will continue to use this as a method of training participants in longer-term training.

The Board and Local Area take seriously the approval of training providers and programs. Supported programs are evaluated based on the information provided regarding location, cost, performance standards, outcomes, and its relativity to our local labor market. Training programs are not rejected due to monetary cost but rather type of training (continuing education vs. diploma/degree), length of training, demand for occupation in local area, etc. Although this has always been a priority for LA, more attention will be given to approved training providers to ensure that any training offered is viable, recognizable, and leads to employment opportunities for participants.

In addition, LA has always used work-based learning opportunities (work experience opportunities), not just for Youth, but also for Dislocated Workers and Adults. LA plans to continue this going forward, both as a stand-alone activity and in conjunction with short-term training opportunities.

As previously noted, the Board plans to continue using technology as it will allow us to reach customers virtually when needed. This is an improvement which has been needed, but became paramount during the COVID-19 health crisis.

2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the WDB and service delivery. Identify any service provider contract extensions.

Note: While Final Regulations 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.

On March 29, 2021, an RFP for Adult/Dislocated Worker/One-Stop Service Provider was released for Davidson County. RFP notices were sent to every entity on the Adult/Dislocated Worker/Youth Bidder's list, notices were placed in the local newspaper, on the Small Business Administration website and on the DavidsonWorks website.

A Bidder's Conference, with required attendance by any prospective bidders, was held on April 6, 2021 and no one showed. Since no one showed for the required Bidder's Conference, at their April meeting,

the Davidson Works WDB Executive Committee chose to request a waiver from DWS for LA to continue offering service in-house in PY2021. LA is currently awaiting a response from DWS concerning the request.

LA ensures arm's-length relationship between the Board and the delivery of services through the committees of the Board, namely the NCWorks Committee which maintains oversight of the Centers. Board staff are staff to this Committee; information is relayed from the Board and NCWorks Committee to service staff including case management staff. Service staff, including case management staff, are not considered staff to the Board nor the committees of the Board.

3. Attach the Local Area WDB's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2021 using the Adult/Dislocated Worker Service Provider List provided. Name document: Local Area Name Adult and DW Providers 2021.

The Davidson Works Adult and DW Provider List has been uploaded into WISE.

4. 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 Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Local Area Name ETPL Policy.

The Davidson Works WDB has established an Eligible Training Providers Policy in order to ensure Workforce Innovation and Opportunity Act customers have a current and readily available list of training providers that are reflective of the local workforce labor market. This list aids consumers in making informed decisions relevant to training opportunities available and also ensures provider performance and continuous improvement.

The Board and Local Area take seriously the approval of training providers and programs. Supported programs, and those deemed as "competent providers," are evaluated based on the information provided regarding location, cost, performance standards, outcomes, and its relativity to our local labor market. Training programs are not rejected due to monetary cost but rather type of training (continuing education vs. diploma/degree), length of training, demand for occupation in local area, etc. The Board will consider any provider's request to be on the approved list as long as they can show performance, outcomes, and placements into employment. Based on these criteria, some training programs may only be offered by one approved provider, but customers are always counseled by their career development consultants on the importance of making the best choice. Thus, if a customer seeking training wants to attend a training facility not on the list, the training provider can be considered, as long as they are willing to provide the information needed to make an informed decision about their competency. As long as there is a training provider who has provided performance and outcome information for a customer seeking training in that area, the LA considers there are significant enough providers for the training. In the event there is more than one approved training provider, the training seeking customer is urged and counseled on making appropriate choices for their own training needs. Customers are not limited to training providers who are based solely in Davidson County, but may expand their options to regional providers, and the Board has also approved online training providers in certain areas of training.

Minimally, the Eligible Training Provider list is reviewed annually. The following factors are taken into consideration during the review:

The approved training provider must continue to meet the yearly review by providing all required performance data and program-specific information. Performance data shall include completion rate, unsubsidized employment rate, wages at placement, etc.

- 1. The provider will also document the wages and retention rates in unsubsidized employment six months after the first day of employment of those funded by WIOA.*
- 2. The rates of licensure or certification of academic degrees or equivalent, or attainments of other measures of skills of the applicable programs, must be submitted.*
- 3. The program costs for all students as well as the program cost for WIOA funded students, must be provided: to include tuition, fees, books, required supplies, and other related costs.*

5. Describe follow-up services provided to Adults and Dislocated Workers.

Per Training and Employment Guidance Letter (TEGL) 19-16 and Section 134(C)(2)(A), funds described shall be used to provide career services, which shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include - ... (xiii) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

For Adult and Dislocated Worker customers who are enrolled in a training activity, a rapport is established with the customers that utilize the Career Centers. This is established in order to ensure they keep in contact with the staff once they attain employment. All contact information is provided at enrollment. It is expected that staff reach out to individuals by phone, mail, and/or email to capture their status and find out any needs required to maintain employment. Services are available for 12 months after the first day of employment and include counseling regarding the workplace or assistance with obtaining new employment through job search, resume assistance, etc.

The goal of follow-up services is to ensure job retention, wage gains and career progress. Follow-up services should provide personalized encouragement, resolution of any on-the-job issues that may arise, and, when appropriate, referral to services necessary to help prevent job loss or to enter employment.

The WDB has not yet established follow-up guidance for customers who are not enrolled in training. Although front line staff do try to establish rapport with all customers, not all customers feel the commitment to report employment.

IX. Youth Services

USDOL provides funds to states who in turn provide local workforce areas resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities. USDOL and North Carolina's priorities are:

- Out-of-School Youth – A minimum of 75 percent of the Youth funds allocated to Local Areas, except for the Local Area expenditures for administration, must be used to provide services to OSY;*

- *Work Experience – Not less than 20 percent of Youth funds allocated to the Local Area, except for the Local Area expenditures for administration, must be used to provide paid and unpaid work experiences; and a*
- *Focus on Partnering – Co-enrollment encouraged where appropriate with Title II and IV.*

1. 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)]

The Youth program makes available, directly or through referral, all of the WIOA required elements to both in-school and out-of-school youth. Both the in-school and out-of-school programs work with the entire WIOA eligible youth population, including youth with disabilities.

Through the Get READY program, the service provider works with Youth still in school and the primary provided activities include interest assessments, job clubs, employer tours, tutoring, and opportunities for work experience. The goal is for students to remain in school, while gaining work-readiness skills.

Through the Get REAL program, the service provider works with Youth who have dropped out of, been suspended from, or for some other reason, not been successful in a public school. This program offers an alternative school setting that allows Youth to complete their high school equivalency or Adult High School program AND take continuing education courses offered through Davidson-Davie Community College. Through collaboration between DavidsonWorks and Davidson-Davie Community College, students have tutors available to make literacy and numeracy gains, take part in leadership opportunities, can be offered work experience opportunities, etc. The goal of this program is to help students finish their high school credentials and also prepare them for the world of work. The case manager at Get REAL also works with students who have completed their high school equivalency or Adult High School program and are interested in moving in to other secondary educational endeavors.

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating (1 to 10)
<i>Year-Round Work Experience Opportunities</i>	<i>Yes</i>	<i>WIOA eligibility, 3A model- where instructors and other staff look at the students' Attitude, Academics and Attendance, NCCareers interest assessment, continual monitoring</i>	<i>10- Youth look forward to being able to work-earn money and contribute to their family</i>

<i>Mentoring Opportunity- Monthly Rotary Club meetings</i>	<i>Yes</i>	<i>Open to all students</i>	<i>10- Youth look forward to members coming in and talking to them about community service projects</i>
<i>Leadership Opportunity- Student Government Association</i>	<i>Yes</i>	<i>Assessment is the 3A model- where instructors and other staff look at the students' Attitude, Academics and Attendance to determine eligibility for participation</i>	<i>10- Good leadership model, provides motivation and a platform for their voices</i>
<i>Leadership/Entrepreneurial Opportunity-Starting Clothing Closet</i>	<i>Yes</i>	<i>SGA project</i>	<i>10- Has proved very successful and is a needed tool for Youth and their families</i>
<i>Motivational Speakers</i>	<i>Yes</i>	<i>Open to all students</i>	<i>8- the past year has slowed down the motivational speaker rotation, but things are getting back to normal and staff has also opened up speaking engagements to virtual opportunities.</i>
<i>Community Garden</i>	<i>Yes</i>	<i>Open to all students who are interested</i>	<i>10- Students really enjoy the opportunity to grow and harvest their own food. Some cook their harvest and some take it home to their families.</i>
<i>Youth Summit</i>	<i>Yes</i>	<i>Assessment is the 3A model- where instructors and other staff look at the students' Attitude, Academics and Attendance to determine eligibility for participation</i>	<i>10- Students love the opportunity to meet with other students from around the state. They share information with each other, hear motivational speakers, etc. Friendships are formed and they are able to see there are others like them.</i>

2. Describe how the Local Area’s broad Young Adult (NextGen) Program design is unique to include:
 - a. Providing objective assessments;
 - b. Supportive services needs; and
 - c. Developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]

LA’s NextGen program begins with an orientation for every interested youth. Parents and/or guardians are included for those under 18. The objective assessment process begins during orientation, continues with one-on-one meetings and an academic assessment taken soon after. Youth are taking the CASAS assessment upon entry into the program, and may take it again after at least 60 hours in the classroom. In addition to the academic assessment, youth are given a career assessment found on NCCAREERS.org. Because youth are considered individuals, and the objective assessments are individual, supportive service and developmental needs are approached on an individual basis as well.

Staff provide needed resources in-house when available, but also remain connected in the community and make appropriate referrals when needed.

3. How does the Local Area ensure the Individual Service Strategy (ISS) identifies appropriate services based on the objective assessment and is linked to youth performance indicators, career pathways, and program elements? [WIOA Section 129(c)(1)(B)] How does the provider ensure the ISS is unique to the individual?

Upon entering the youth program, the student’s goals are explored, beginning with academic goals (HiSet or Diploma). Career Pathways are discussed individually and in the context of career assessment results, but the youth program as a whole regularly hosts guest speakers from DDCC to educate students on career pathway options, and coordinating continuing education courses available. Based on the ISS, some youth work concurrently on their high school credential, as well as a continuing education class offered in their chosen career pathway. As a work experience becomes part of a student’s ISS, more discussion of career pathways occurs, and students are taught that even if they cannot currently work in their chosen career due to lack post-secondary training, skills gained during a work experience are still paramount to succeeding as they progress along a career pathway. The development of soft skills and strong work habits then become the focus of the student’s ISS.

4. Where does the Local Area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service Provider Offices, or Hybrid situations? Explain if it is both NCWorks Career Centers and Provider Offices or some other option.

The youth program is primarily operated in the same building as the Tier 1 Lexington NCWorks Career Center, but the youth program is in a separate part of the building with a separate entrance. WIOA youth activities also occur outside of that building. The youth case manager travels to schools in all three local school systems to provide services to in-school youth. Out-of-school youth in Thomasville catch a bus from Thomasville to attend the program in Lexington.

5. Attach the Local Area WDB Youth service provider’s chart, effective July 1, 2021, using the Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers 2021.

DavidsonWorks Youth Providers 2021 has been uploaded into WISE

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

LA has always spent a majority of Youth funds on out-of-school programs, and work experience opportunities as well as other work-based learning opportunities have always been the major component of both in-school and out-of-school programs- the plan is to continue. LA has found that offering Youth the opportunity to participate in a work experience is a strong incentive to do well in classes, attend regularly, show leadership, etc. Work experience is a year-round activity for the out-of-school population, and has been a successful component of Youth activities.

The contractor providing Youth services is Davidson-Davie Community College via reimbursement contract. LA wrote into the RFP request, and it will be part of the contract to ensure that all parties understand the 75% minimum to be spent on out-of-school youth. LA has a well-established method of working with the business office of DDCC, using a checks and balances system, to ensure that expenditures are on track monthly.

7. Describe how the Local Area WDB partners, aligns, and leverages, as appropriate with:
 - a. Title II Adult Education and Family Literacy Act program resources and policies;
 - b. Title IV Vocational Rehabilitation program resources and policies;
 - c. Integrates adult education with occupational education and training and workforce preparation, as Boards and the creation of career pathways for youth. [USDOL TEGL 8-15]

Title II Adult Education and Family Literacy Act program resources and policies:

LA's NCWorks Career Centers and WIOA service providers coordinate workforce services with the community colleges' Adult Education and Literacy activities in each of the NCWorks Career Centers through information sharing and a defined process for referrals. The community college recruiting bus regularly visits the Career Centers to make each customer's information gathering and the application process easier to access and achieve.

Additionally, as customers complete an initial screening assessment at the NCWorks Career Center, the Career Advisor will often provide information about the Adult Education and Literacy services available if a real or perceived need is identified. Referrals to Adult Education and Literacy services are also made as needed, after a customer completes academic testing, such as TABE or CASAS. In both of our NCWorks Career Centers, hard copies of community college class schedules and information are widely available to customers. Social media is a venue for continual information sharing between WIOA service providers and Adult Education and Literacy.

Title IV Vocational Rehabilitation program resources and policies:

Pre-pandemic, Vocational Rehabilitation was onsite at a one of the Davidson County NCWorks Career Centers part-time, and was available by appointment at the other site. In that way, services could be provided to assist individuals with disabilities with obtaining, retaining, or maintaining employment. Still, customers are referred to the Rehabilitation Counselor and they can meet with the customer while on-site and/or via other means, i.e. virtually. The Vocational Rehabilitation

representative is registered as a provider in NCWorks and routinely uses the system both onsite and offsite to refer clients to suitable employment.

LA 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 NCWorks Career Center design ensures integrated services including WIOA, to individuals with other barriers to employment and other specific populations, such as former offenders. The Centers have staff trained to work with individuals with barriers to employment, to include former offenders in order to assist them with securing employment. Additionally, the Centers include partner agency services that target additional populations such as those who are identified as homeless, or in need of shelter. Career pathways are emphasized in the Youth program in individual career advising appointments, as well as with various guest speakers from industry and from the community college.

8. Describe how follow-up services will be provided for (NextGen) youth.

Note: All youth participants must receive some form of follow-up for a minimum duration of 12 months.

As a part of the WIOA Youth Contract, it is specified that WIOA service providers will ensure that comprehensive career guidance and follow-up services will be integrated into the overall youth program design. Youth service providers will be responsible for conducting appropriate follow-up services for all youth to ensure continued success. One or more of the following strategies must be used in conducting follow-up services. The types of services provided and the duration of services will be determined based on the needs of the youth.

1) Leadership development activities

2) Referrals for supportive services

3) Regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise

4) Assistance in securing better paying jobs, career development and further education

5) Work-related peer support groups

6) Adult mentoring

7) Tracking the progress of youth in employment after training

All youth participants must receive appropriate follow-up services for at least twelve months after program participation.

9. Specify if the Local Area WDB plans to offer incentives for (NextGen) 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 Area WDB's 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.

The Davidson Works Youth Incentive Policy has been uploaded into WISE.

10. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why.

N/A, see answer to Question 9, above.

11. Describe the Local Area strategy to ensure youth (NextGen) program activities lead to a High School Diploma or its equivalent or a recognized post-secondary credential and post-secondary education and training opportunities. [WIOA Section 129(c)(1)(C)]

WIOA youth enrollment begins with an orientation, and a parent/guardian attends if the student is under 18. Students take an academic assessment (CASAS), and meet with staff where an objective assessment is completed, soon after orientation. While completing an objective assessment, staff listen for any types of assistance needed and make referrals as appropriate. Throughout the program they take a career assessment on NCCAREERS.org. Tutoring is available for all WIOA enrolled youth. Efforts are made to bring in speakers, plan field trips (virtually for the past year), and offer continuing education classes that are in line with the goals and interests of the student body. Students are transported, and participate in all the student life activities on campus at DDCC, visit and tour other community colleges and universities.

When possible, continuing education classes in a student's career pathway are made available and the student can take it while still working on completing a high school credential or equivalent. Finally, incentives are made available to reward students for their progress toward educational goals.

12. Describe the local strategy to prepare the youth (NextGen) for unsubsidized employment, including with small employers, specifically those that include in-demand industry sectors and occupations of the local and/or regional labor markets. [WIOA Section 129(c)(1)(C)(v)]

Paid work experiences are used year-round to expose youth to local employers, but even before a youth is ready to begin a work experience, they have had encounters with employers through NextGen activities. One example is frequent guest speakers brought in (both in-person and virtually) to talk to students about their specific industry, skills and habits needed for success in a job, what employers are looking for in new hires, etc. These speakers may be entrepreneurs, heads of companies, hiring professionals, or experts in industries of particular interest to students. Youth also meet employers on field trips and company tours of employers in high demand career fields. Before the pandemic of 2020, students from all across the county, including WIOA students, participated in Advanced Manufacturing Day and visited local manufacturers for a tour and Q&A, followed by a visit to DDCC's Advanced Manufacturing Lab. The Rotary Club has adopted the NextGen program and is providing adult mentorship to participants, and this is another interaction that provides exposure to various employers and professions. Community college staff, and NCWorks Career Center staff, also teach student groups job skills. This occurs in one time speaking or career fair events, as well as a 6-week long job club provided by WIOA service staff.

13. Please complete the Youth Program Elements chart provided to demonstrate how the Local Area WDB ensures each of the 14 youth program elements is made available to youth participants. Be certain to complete both columns to demonstrate partnerships and potential use of shared funding. [WIOA Section 129(c)(2)(A)] Name document: Local Area Name Youth Program Elements

Youth Program Elements Chart uploaded into WISE.

14. How does the Local Area ensure that the minimum of 20% of funds is spent on work experience and is the Local Area expending the 20% minimum on work experience to include an estimate of expenditures

that will be paid wages to youth? If the Local Area WDB has not been meeting the minimum of 20% of funds, please explain additional measures to be taken this year. [WIOA Section 129(c)(4)]

LA monitors the Youth contractor and continually reminds them of the 20% rule. Each month, the contractor submits invoices and the LA keeps close track of the percentage spent. Each year, this is a topic during the contract negotiations, as well as during the monitoring of the contract by the Youth Council. The Youth contractor for PY2020, Davidson-Davie Community College, is falling short of the goal and has been made aware during Youth Council meetings (during monitoring) that this could affect any future proposal they may submit to provide services. WBL opportunities have increased greatly in the past month, and the hope is for that trend to continue so that the percentage will continue to rise. WDB staff will continue to work closely with providers to ensure they provide beneficial work-based learning opportunities and aim towards meeting the 20% minimum.

15. Does the Local Area WDB have a standing committee to provide information to assist with planning, operational and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]

Yes

- a. If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided.
- b. If yes, please provide a response to the following:
 - a) Provide the committee's purpose/vision.

The DavidsonWorks WDB Youth Council's mission statement is: "Developing the workforce of tomorrow, today...by enabling the Davidson County Youth, with emphasis on disadvantaged youth, to be successful in education and the workplace, and to become effective leaders in our community."

- b) Provide the committee's top three goals or objectives for PY 2021.

- 1. To oversee, monitor and provide expert guidance to all Youth programs and providers working with Youth under the WDB and through WIOA.***
- 2. To ensure quality services are provided to all Youth who go through WIOA programs in Davidson County.***
- 3. To expand work-based learning opportunities to Youth throughout Davidson County.***

- 4. List of 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. Provide the Committee's Chair information in the first block (who must be a WDB member.) Name document: Local Area Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

Youth Council Committee members list uploaded into WISE

- c. Complete the following chart for the PY 2021 Youth Committee's planned meeting schedule to include dates, time and location. [Expand form as needed.]

Date	Time	Location (include address and room #)
<i>8/5/2021</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
<i>10/7/2021</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
<i>12/2/2021</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
<i>2/3/2022</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
<i>4/7/2022</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>
<i>6/2/2022</i>	<i>Noon</i>	<i>Davidson Works 220 E. 1st Ave. #10 Lexington, NC 27292 Conference Room and/or Virtual</i>

16. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions.

The Youth Services RFP was released in March 2019 for PY2019, and Davidson County Community College was selected to be the Youth services provider for PY2019. The contract was extended for PY2020 and the Davidson Works Youth Council, after monitoring the contract, has voted to continue the contract into PY2021. The Chair of the Youth Council will present their recommendation to the full WDB at their meeting in May 2021.

X. Local Area Innovations

1. List additional funding received by the Local Area WDB to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, Foundations, NCWorks Commission, other outside funding and others to include a brief description of the source and the amount.

Grant Name/Kind	Description	Beginning and End date	Source and Amount
Finish Line Grant	For FLG staff	10/30/2020-6/30/2021	DWS/\$50,000
Finish Line Grant	Participant Services	11/24/2020-6/30/2021	DWS/\$40,000
Business Services Funds	Staff salaries and business services initiatives such as ICW and OJT	12/4/2020-6/30/2021	DWS/\$50,000
Infrastructure	NCWorks Partner contributions	12/4/2020-6/30/2021	DWS/\$35,437.37
Local Funds	County contribution for staff salaries and benefits	12/11/2020-6/30/2021	Davidson County/\$35,627

2. Describe one of the Local Area WDB’s best adult/dislocated worker program practice.

Our Local Area, like others, has employers desperate to hire people but are unable to find enough interested job seekers to fill their open positions. In an effort to help fill some of those gaps, our career services staff and business & industry staff have begun having regular meetings together. This allows for timely and open communication where business & industry staff can share what they are hearing from employers and career services staff can share information from the job seeker side. After these meetings, career services staff can take what they’ve heard from employers and use the information to guide their job seekers. These direct, and regular, conversations are more productive than the previous method of career services staff making an electronic referral to the business & industry team.

3. Describe one of the Local Area WDB’s best youth program practice.

During the COVID-19 pandemic, our youth program ended up seeing more enrollments. One major factor in this success is that the Get REAL (out of school youth program) offered options to students. In a time where many educational programs began using only remote learning opportunities, our youth contractor decided to offer an in-person classroom option (with COVID-19 protections in place), online only option, and a hybrid option. This means that teachers are making packets for students, teaching students face-to-face, and monitoring online learning. This flexibility allowed youth to enroll and continue their high school education in a way that was most convenient and comfortable for them.

4. Describe one of the Local Area WDB’s regional strategy that has yielded positive results.

The best regional strategy continues to be the consortium of WDBs that make up the TriadWorks group. Directors of the four Boards meet as needed to work on projects. In addition to those meetings, we continue to work with regional initiatives PRWA and PATH. Both of these groups have been in existence for over a decade and have been instrumental in the TriadWorks group ability to share information and with regional community college partners and regional employers in the healthcare sector. Being a part of TriadWorks also allows for staff of the four Boards to share information.

Business and Industry, or Business Services Representatives, and Accountability staff meet in person, or virtually, on a regular basis to share ideas and best practices.

5. Describe one of the Local Area WDB's Incumbent Worker or other business services best strategy.

The utilization of the business solutions team (BST) has been a business services best strategy for the WDB. Made up of board BSRs, local economic development leadership, and community college staff, the BST serves as a way to leverage resources and deliver services in a more comprehensive way. For example, the BST promotes the Incumbent Worker Training grant because each member of the BST has established relationships with a variety of businesses throughout the local area. This way of promoting IWT has led to more businesses attending information sessions and more inquiries about the grant. In addition, this strategy permits the community college to promote its Customized Training program increasing the likelihood a business can find funding to train its workforce via IWT or Customized Training.

At the onset of the pandemic in 2020, the local WDB business services team needed to change how they provided services to businesses. The BST continued meeting virtually (when able) in order to maintain communication of business concerns during the pandemic. The WDB business services team created PowerPoints and videos for employers regarding training opportunities even though they may not be in direct need at the time. Other information shared included emergency funds, disaster relief, loan assistance and the numerous updates regarding unemployment.

XI. Program Year 2021 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY2021 Plan. The Plan is not complete without these documents. Name each document: Local Area Name, Policy Name.
 - In the first column, state if it is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
 - In the second column mark “Yes” *only* if the policy has been changed/revised since PY2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
 - Do not add an empty document in WISE as a “placeholder”.

Required Local Area Policies and DWS Reference Policy	Attached (Yes/No). If no, why?	Revised for PY2021 (Yes/No) and needs review
1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)	<i>Yes</i>	<i>Yes</i>
2. Competitive Procurement Policy (PS 19-2017, Change 2)	<i>Yes</i>	<i>No</i>
3. Conflict of Interest Policy (PS 18-2017)	<i>Yes</i>	<i>No</i>
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)	<i>Yes</i>	<i>Yes</i>
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	<i>Yes</i>	<i>No</i>
6. Individualized Training Account Policy	<i>Yes</i>	<i>Yes</i>
7. On-the-Job Training Policy (PS 04-2015, Change 1)	<i>Yes</i>	<i>No</i>
8. Oversight Monitoring Policy, Tool and Schedule	<i>Yes</i>	<i>No</i>
9. Priority of Service Policy (PS 03-2017)	<i>Yes, included with Self Sufficiency and Limited Funds policy</i>	<i>Yes, included with Self Sufficiency and Limited Funds policy</i>
10. Youth Work Experience Policy (PS 10-2017)	<i>Yes, included with Adult WEX policy</i>	<i>Yes, included with Adult WEX policy</i>

11. Supportive Services Policy (PS 10-2020)	<i>Yes</i>	<i>Yes</i>
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	<i>Yes</i>	<i>No</i>

2. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the Plan or write “N/A” implying “Not Applicable”, the WDB does not have this policy and; therefore, does not use these services.

- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
- Do not add an empty document in WISE as a “placeholder”.

If “Yes”, load the policy as a separate document. Name documents: *Local Area Name, Policy Name*. [Example: IWT Policy – Yes. Attached as *Board Name IWT Policy*.]

Optional Local Area Policies	Yes- the Board has a policy or N/A (Not Applicable)	Revised for PY 2021 (Add Yes or N/A for this column)
1. Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1)	<i>Yes</i>	<i>No</i>
2. Local Area Needs-Related Policy	<i>N/A</i>	
3. Local Area Transitional Jobs Policy	<i>N/A</i>	
4. Local Area Youth Incentive Policy	<i>Yes</i>	<i>Yes</i>

3. Individual Training Accounts (ITAs) are required [Regulations Section 680.300] to pay the cost of training provided with Adult and Dislocated Worker funds and limitations on duration and amount may be included [Regulations Section 680.320]. Please provide the following ITA elements in summary:

Individual Training Accounts (ITA) Summary	
Dollar Amounts	<i>Local Area will issue ITAs in the amount not to exceed \$2,400 per one-year diploma or degree programs to include fall, spring and summer semesters. Certificate programs, that last longer than one semester, could be eligible for the full \$2,400 amount with approval from Career Services and Programs Manager or Director. Certificate programs in certified pathways/high growth areas will be given special consideration. For a two-year curriculum program, the amount will not exceed \$4,800. Total payments per twelve months which exceed \$2,400 for all new training requests must be pre-</i>

approved by the Davidson Works Career Programs and Services Manager and the Director.

Individuals who have entered the intensive career services level and are enrolled under WIOA will be allowed to take fully or partially subsidized skills upgrading courses that will enhance their ability to find employment in their targeted field and/or increase computer literacy in general. Such courses will not fall under the Individual Training Account Policy and the following parameters will apply:

- The participant must be a high school graduate; exceptions must be approved by the Career Services and Programs Manager and Director based on individual circumstances.*
- The maximum allowance per course will be \$350 for tuition, fees and books. If a customer wishes to take classes costing in excess of \$350, he or she will need to fund those classes on their own. Any amount spent on pre-vocational training will be deducted from lifetime allowable limit of \$4,800.*

Individuals who have entered the training level of services and are enrolled under WIOA may be allowed to enroll in classes considered “continuing education” programs. These are programs that provide State approved or State recognized training and certification and/or licensure in occupational fields such as Nursing Assistant I, Truck Driver Training, Computer Certifications such as A+ and CNA, and some “Green Technology” fields. Such courses will not fall under the Individual Training Account Policy and the following parameters will apply:

- Continuing education courses are generally training programs that are considered to be short term; lasting the equivalent to one semester or less.*
- The maximum allowance per continuing education course will be \$1,200 per fiscal year for tuition, books, and fees. Any amount used for continuing education courses will be deducted from the lifetime total limit of \$4,800, should the customer decide to enroll in a curriculum program after a continuing education course.*
- One approved exception to the \$1,200 limit for continuing education is Truck Driver Training. Based on local employer demand for this occupation, as well as the current cost of the program, students enrolled in truck driver training have a WIOA limit of \$1,500. Any other exceptions to this limit must*

	<i>be approved by Career Services and Programs Manager and the Director.</i>
Time Limits	<i>Total lifetime payments may not exceed \$4,800 and must be spent within twelve (12) months of the original planned ending date of the course of study. Any amount expended on any training program will be deducted from the lifetime \$4,800 limit. For example: a customer sponsored in Nurse Aide I training (continuing education) will use \$1,200 for tuition, books, fees, competency exam, uniforms, etc. If that same student returns to Local Area for assistance with the LPN or RN (curriculum) program later, they would have \$3,600 left to use of their lifetime limit. More on continuing education and curriculum further in this instruction. Students may only be sponsored in training programs designed to be completed in 24 months or less or, in the case of existing students, when 24 months or less remain to complete the program. The maximum allowable time in which to complete any course of study is 36 months. Due to funding limits and the increased cost between two- and four-year programs, the maximum allowable time for completion of a Bachelors' degree is twelve months. A four-year program must meet the same requirements as other curriculum programs: be listed as an approved training provider on NCWorks, and the training must be in an occupational field determined to be in demand in Local Area.</i>
Degree or Certificates allowed (Associate's, Bachelor's, other)	<i>Local Area chooses not to limit training customers to an approved training list, rather we ask all training customers to provide proof of available employment upon training completion. Local Area has found that limiting customers to pathway training eliminates some from being able to be trained in viable, employable fields, i.e. Basic Law Enforcement Training. However, Certificate, Associate, and Degree programs in certified pathways/high growth areas will be given special consideration.</i>
Procedures for determining case-by-case exceptions for training that may be allowed	<i>Exceptions to time limits and dollar caps may be made on a case-by-case basis due to extenuating circumstances such as long-term illness or disability and subject to approval by the Career Services and Programs Manager and Director. Any exceptions to any DavidsonWorks policy are to be staffed with the Career and Program Services Manager and approved by the Director of DavidsonWorks.</i>
Period of time for which ITAs are issued (semester, school year, short term, etc.)	<i>ITAs are issued on a semester by semester basis. Customers are made aware that funding changes from year to year may affect Local Area's ability to fund training for the entire length of training.</i>

Supportive Services covered by ITA (uniforms, tools, physical exams, etc.)	<i>As required by specific program of training: uniforms, tools, physical exams including immunizations which may be required by training program or for subsequent employment, tests including State licensure exams as required for employment.</i>
Other	

4. Please specify the supportive services provided by the Local Area WDB Supportive Services Policy. List specific items under Supplies, Emergency, and Other, as identified in the local policy. *[Expand form as needed.]*

Transportation	<p><i>Transportation assistance through the use of gas vouchers may be provided for WIOA participants who are engaged in WIOA training activities. CDCs will be required to maintain adequate documentation to support transportation costs. Amount of gas voucher assistance should not exceed \$50.00 per month and shall not exceed the annual \$250 limitation as set forth in the “limitation of funds” part of this policy. Mileage reimbursement for individuals will not be available through WIOA in the Local Area.</i></p> <p><i>WIOA funds cannot be used to assist in paying car payments.</i></p>
Childcare	<p><i>Child care assistance will be at a rate which is considered usual, reasonable, and customary within this geographical area. Child care assistance will be provided only for days the participant is participating in the WIOA activity and shall not exceed the annual \$250 limitation set forth in the “limitation of funds” part of this policy. CDCs will be required to maintain adequate documentation to support child care costs. WIOA funds may only pay for child care at a child care provider licensed by the State of North Carolina. A list of licensed child care providers is available online at www.ncchildcare.net. The WIOA customer must be enrolled in a full-time institutional training program in order to receive child care assistance.</i></p>
Supplies <i>(include examples)</i>	N/A
Emergency <i>(include examples)</i>	<ul style="list-style-type: none"> ➤ <i>Payment of Utility Bill (electric, water, heating, etc.) with copy of notice of termination of service or “cut off” bill for client file.</i> ➤ <i>Car repair with documentation of at least three (3) estimates from legitimate, verifiable car repair establishments related to the cost of the repair. The vehicle must be in the participant’s name and documentation must be in the participant’s file (e.g. copy of vehicle registration or copy of proof of insurance.)</i> ➤ <i>Payment or partial payment of rent (not to exceed annual limit) with notice of eviction.</i>

	<ul style="list-style-type: none"> ➤ <i>Medical, dental and vision expenses including examinations treatment, prescriptions and durable medical goods deemed as necessary for completion of training program or to obtain and retain employment.</i> ➤ <i>Uniforms, tools, shoes, etc. required to take a job or participate in a work experience or OJT.</i> ➤ <i>Supportive services funds may <u>not</u> be used to cover the costs of graduation, i.e. caps and gowns, or ceremonial lamps and pins for nursing students. An exception to this would be enrolled Youth who require assistance with graduation costs in order to participate in the activity. For participating Youth, providing assistance with this cost may be considered an incentive to complete the training activity.</i> ➤ <i>WIOA funds cannot be used to purchase titled or deeded items, such as cars and homes.</i>
<p>Other (include examples)</p>	<p><i>CDCs may provide participants with short-term supportive services payments during emergency situations related to housing or rental assistance, temporary shelter, one-time utility payments, repairs, etc. The \$250 annual limitation of funds as described below shall apply to these services. The CDC will assist the participant in contacting the appropriate community agencies for assistance and in cases where other financial assistance is not available; the CDC will obtain adequate documentation to support the need. Such documentation may include copies of eviction notices, utility “cut-off” notices, repair bills, etc. WIOA funds cannot be used towards mortgage payments.</i></p> <p><i>Supportive services may not be used for assistance with mortgage payments.</i></p>

Note: The Local Area WDB must adequately safeguard all forms of supportive services payments (i.e., gas cards, cash, gift cards, etc.) and assure that they are used solely for authorized purposes. The Supportive Services Policy must include the Local Area WDB’s internal controls to safeguard supportive services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.

Attachment Checklist from Plan Instructions

Please confirm all attachments are loaded in WISE. If not, provide an expected date of arrival for required documents.

- Local Area Signed copy of Consortium Agreement (*if applicable*) *N/A*
- Local Area Administrative Entity Organizational Chart
- Local Area WDB List (*form provided*)
- Local Area WDB By-laws
- Local Area WDB By-laws Required Elements Crosswalk (*form provided*)
- Local Area WDB Organizational Chart
- Local Area Administrative Entity Certification Regarding Debarment * (*form provided*)
- Local Area Workforce Development Area Signatory Form* (*form provided*)
- Local Area WDB NCWorks Career Center System (*form provided*)
- Local Area Adult and Dislocated Worker Services Providers (*form provided*)
- Local Area Eligible Training Provider Policy
- Local Area 14 Youth Program Elements Chart (*form provided*)
- Local Area WDB Youth Committee Meeting Schedule (*optional*)
- Local Area WDB Youth Committee Members (*optional*)
- Local Area WDB Youth Services Providers (*form provided*)
- Local Area WDB Youth Incentive Policy (*optional*)
- Local Area Adult/Dislocated Worker Work Experience Policy (PS 10-2017)
- Competitive Procurement Policy (PS 19-2017, Change 2)
- Conflict of Interest Policy (PS 18-2017)
- Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)
- Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)
- Local Area Individualized Training Account Policy
- On-the-Job Training Policy (PS 04-2015, Change 1)
- Local Area Oversight Monitoring Policy, Tool, and Schedule

- Priority of Service Policy (PS 03-2017)
- Youth Work Experience Policy (PS 10-2017)
- Local Area Supportive Services Policy
- Local Area Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1) (optional)
- Local Area Needs-Related Policy (*optional*) *N/A*
- Local Area Transitional Jobs Policy (*optional*) *N/A*
- Local Area Youth Incentive Policy (*optional*)

* Mail signed and unfolded *originals* to assigned Division Planner at N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316. DocuSign® (or similar) signature pages may be uploaded in WISE.

