

LOCAL WORKFORCE DEVELOPMENT AREA PLAN



WORKFORCE INVESTMENT ACT PROGRAM YEAR 2011

Regional Consolidated Services
221 South Fayetteville Street
Post Office Box 1883
Asheboro, North Carolina 27203-1883
April 21, 2011

TABLE OF CONTENTS

Local Workforce Development Area Description	
I. Local Area Authorization	page 3
II. Local Area Contact Data and Organization	page 3
Local Area Organization	page 5
Local Area Boundaries and Population	page 6
Administrative Systems and System Assessment	
Oversight and Monitoring	page 7
I. Labor Market Analysis	page 11
II. Community Resource Analysis	page 14
III. Local Workforce Development Board Operational Information	page 16
Adult and Dislocated Worker Activities	
I. Participant Services	page 17
II. JobLink Career Center System	page 20
III. Local WDB Priority of Service	page 21
IV. Local Policies	page 22
V. Common Measures – Adult and Dislocated Workers	page 24
VI. Equal Opportunity	page 25
Youth Activities	page 26
I. Incentives to Youth	page 28
II. Performance Measures	page 28

Attachments

Appendix

Regional Partnership Local Workforce Development Area Plan Program Year 2011

LOCAL WORKFORCE DEVELOPMENT AREA DESCRIPTION

Local Area (LA) Authorization

- I. A. Provide the Local Area's official (legal) name as it appears on the local Consortium Agreement or in the formal application for Local Area status. (Contact your Division of Workforce Development Planner if you are unsure of the Local Area's legal name of record.)
Regional Partnership Consortium
- B. Include as Appendix 1, a copy of the current Consortium Agreement, if the Local Area is a Consortium.
The Consortium Agreement will be mailed upon signing by all Consortium Board Members.
- C. Provide an original signed Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions, (Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants responsibilities.)
Debarment and Suspension Document will be mailed.

Local Area Contact Data and Organization

- II. A. Provide the name, address, elected title and telephone number(s) of the Local Area's Chief Elected Official(s).
***Harold Holmes, Chairman
Randolph County Board of Commissioners
6315 Roby Coe Road
Ramseur, North Carolina 27316
336-625-1000***
- B. Provide the name, address, title, e-mail address and telephone number of the individual designated to receive official mail for the Chief Elected Official, if applicable.
***Linda B. Parker, Director
Regional Partnership Local Workforce Development Area
Post Office Box 1883***

Asheboro North Carolina 27204-1883

lparker@regionalcs.org

336-629-5141

- C. Provide the Workforce Development Board (WDB) Chair's name, business title, business name and address, e-mail address, and telephone number.
- Terry L. Glass, Owner/Operator** **Burlington, NC 27215**
AJAM, Inc.,/T/A Cottman Transmission **tglass@triad.rr.com**
Burlington Auto Repair & Towing **336-227-0050**
1605 D Maple Avenue
- D. Provide the Youth Council Chair's name, agency/business title, agency/business name and address, e-mail address, and telephone number.
- Crystal Mitchell, Links Supervisor**
Orange County Department of Social Services
113 Mayo Street
Hillsborough North Carolina 27278
cmitchell@co.orange.nc.us
919-245-2767
- E. Identify the name of the administrative/fiscal agent (organization name) responsible for disbursing grant funds (Regulations Section 661.350(a)(9))
- Regional Consolidated Services**
- F. Provide the name, address, title, telephone and fax numbers and e-mail address of the administrative/fiscal agent's signatory official.
- Janice S. Scarborough, Executive Director**
Post Office Box 1883
Asheboro North Carolina 27204-1883
Tele: 336-629-5141
FAX: 336-629-1290
jscarborough@regionalcs.org
- G. Provide the name, address, title, telephone and fax numbers and e-mail of the Local Workforce Development Director
- Linda B. Parker, Director**
Post Office Box 1883
221 South Fayetteville Street
Asheboro North Carolina 27204-1883
Tele: 336-629-5141
FAX: 336-629-1290
lparker@regionalcs.org

Local Area Organization

- III. A. Use Attachment A to provide a listing of Workforce Development Board members. The first block is reserved to identify the Board Chairperson. Indicate all required representation (Regulations Section 661.330). Provide steps taken to fill any required member vacancies. *Note: Please update via e-mail to assigned Planner as changes occur throughout the Program Year.*
Attachment A is in the Attachment Section. Plans are underway to fill required member vacancies. I am working with the Chamber of Commerce in some of the counties to identify and recommend potential members.
- B. Provide the Workforce Development Board By-Laws as Attachment B.
The By-Laws will be mailed once the By-Laws Committee recommends needed changes to WDB for approval.
- IV. Use Attachment C to provide a listing of Youth Council members. The first blocks are reserved to identify the Youth Council chairperson and required members (Regulations Section 661.335). Describe steps taken to fill any required position vacancies.
Attachment C, Youth Council Membership is in the Attachment Section. Staff is working to identify individuals/agencies willing to serve on the Youth Council for the seats vacant
- V. Provide a copy of your administrative entity/fiscal agent's organizational chart (including Local Workforce Development Area placement) as Attachment D.
Attachment D, Organizational Chart is in the Attachment Section
- VI. Provide a copy of the Local Area organization chart with an effective as of date as Attachment E. Include position titles and indicate if full-time, part-time, temporary, etc.
Attachment E, Local Workforce Area's Organizational Chart is in the Attachment Section
- VII. Describe the process used by Local Workforce Development Board to provide an opportunity for public comment, including comment by representatives of business and labor organizations, and input into the development of the local plan, prior to submission of the Plan (WIA Section 118 (b)(7) and Regulations Section 661.350 (8)).
The process for public comment will be through a legal ad placed in each local newspaper of each county and will be placed on the Workforce Development Board's website and the website of the Grant Recipient/Fiscal Agent's website, Regional Consolidated Services..

Local Area Boundaries and Population

- VIII. List the county/counties that comprise the Local Area.
Alamance, Montgomery, Moore, Orange, and Randolph
- IX. By county, list the July 1, 2011 population estimates of county (ies) in the Local Area. (Reference: North Carolina State Demographics “County/State projections,” found at www.demog.state.nc.us or, if another source is used, identify source).
Alamance County: 152,371
Montgomery County: 28,264
Moore County: 89,755
Orange County: 135,182
Randolph County: 145,823

ADMINISTRATIVE SYSTEMS AND SYSTEM ASSESSMENT

Oversight and Monitoring

1. Provide the Local Area's oversight and monitoring procedures as Attachment F (WIA Section 117(a)(4).

Attachment F, Oversight and Monitoring Guide is in the Attachment Section

2. Describe the Local Area's competitive procurement process for WIA Adult, Dislocated Workers and Youth Services. (WIA Section 118(a). If the Local Area plans to provide direct services, give rationale by activity type (Adult, Youth, and Dislocated Worker). (WIA Section 117(f)(1) and (2); Regulations Section 661.310).

The Local Workforce Area in accordance with procurement, solicits Request for Proposals every three years for its Youth Program. The WDB delivers its Adult and Dislocated Workers Services through the designation process of its One-Stop/WIA operators. This designation is approved each year by the WDB. The decision is based on monitoring reports and performance of each contractor operating an Adult and Dislocated Workers Program. The WDB has the authority to terminate for cause, the eligibility of such operators.

3. Provide a description of how the Local Workforce Development Board will ensure the continuous improvement of eligible service providers and ensure that providers meet the employment needs of local employers and participants. (WIA Section 118)

Continuous improvement of all service providers in our Local Workforce Area is govern by regularly scheduled monitoring site visits by the Workforce Development Accountability Systems Manager and the Fiscal Agent's Financial Director. Reports are generated that reflect the performance of each service provider. Technical assistance is provided as needed. Quarterly WIA and Workforce Plus Training is provided to all service providers and their staff that directly work with participants/customers.

4. Describe the current and projected economic environment of the Local Area including occupational outlook and job skills necessary to obtain employment opportunities. Discuss in context for both adult and youth services. (Regulations Section 661.350(a)(1); WIA Section 118(b)(1)(A).

Alamance County has a labor force of approximately 68,800 people and is considered metropolitan. The largest city in Alamance is Burlington. Alamance County is known for having experienced the loss of many of the traditional textile and manufacturing jobs that had long stood as a backbone to the county's economy. Laboratory Corporation of America holds its headquarters in the county and has experienced steady growth over the past few years. These biotechnology related job additions are leading to a progressive transition in the workforce from that of a low skilled manufacturing county to a high skilled manufacturing, with bio technology, retail and service. The need for higher skill

levels and advanced training requirements for jobs are increasing annually. Some remaining manufacturing businesses are seeking advanced training and skill upgrades for their current and future employees to operate new computer automated manufacturing equipment. A visible transition of employment opportunities from manufacturing to retail and service is also evident as the retail job sector appears to possess a solid employment opportunity for those who hold excellent customer service skills. Potential job opportunities in the Alamance Crossing and new Tanger Outlets Center located in Alamance is providing residents with jobs. A possible 800 retail jobs were reported in the fall 2010 Tanger Outlet addition. An occupational outlook based on occupations within the county with the highest number of current jobs and projected job potential for 2011-2015 reveals the following top 10 identified occupations for Alamance County: retail salespersons, combined food preparation and serving workers, including fast food, cashiers, first line supervisors/ managers of retail sales workers, waiters and waitresses, team assemblers, real estate sales agents, home health aides, registered nurses, and other managers.

Montgomery County possesses a labor force of approximately 10, 589 and is considered rural. Montgomery County has experienced a tremendous loss in manufacturing, yet the majority of the active labor force continue to be employed in this sector. The top three employers in the county are: Montgomery County Schools, Klaussner Furniture, and Grede Foundry Services. The natural resources such as Uwharrie State Park and Lake Tilley will provide an avenue for future job growth in hospitality and recreation. The economic outlook continues to show a decline in manufacturing, but does indicate an increase in the home health care sector. Economic forecast for the next several years suggests that service workers, post secondary teachers, retail salespersons, and personal home care aides will be in demand.

Moore County is mix of medium to small towns and rural countryside with a labor force of 36,032. The three top employers in the county continue to be First Health of the Carolinas, Moore County Schools, and Pinehurst LLC. In recent years, manufacturing started leaving the county. Some manufacturing still exists in the county through employers such as Gulistan Carpet, McMurray Fabrics, and Atex. The area is well known for golfing activities and for hosting other major events. As a result, Moore County has become known for its hospitality industry. The county is also nationally recognized as a major hub of equestrian activity thanks to its "Horse Country", a large cluster of expansive, picturesque horse farms around Southern Pines. Businesses such as Situs Companies, Hirease, and Eaton have brought a culture to the area that encourages balance in work and play. The future needs of Moore County are predicted to be in manufacturing, healthcare, customer service, and entrepreneurship. During the decade between Census 2000 and Census 2010, Moore County added 13,479 people or 18.0% to its population. Included in this growth are many active retirees. Moore County is growing, but with its large land area, it maintains a more rural, uncongested feeling and a relaxed way of life.

Moore and Montgomery County have collectively worked on a Mega Site in the BRAC region. The Mega Site is approximately 3,000 contiguous, undeveloped acres situated jointly in both Moore and Montgomery Counties. By definition, a mega-site must be at least 500 contiguous acres that can be developed for industrial uses. Moore and Montgomery County economic developers spearheaded the idea of establishing and developing a joint mega-site industrial park between the two counties almost 5 years ago, but the project has gained more momentum over the last year. The mega-site will be marketed as the “Center of North Carolina” because it is in almost the exact geographic center of North Carolina. The site will also be developed as a green, sustainable industrial park with zoning and covenants in place to protect on-site wetland areas and wildlife habitats, and to preserve natural aesthetics.

Orange County possesses a labor force of approximately 69,200 people and is considered metropolitan. Overall unemployment rates continue to be the lowest, or one of the lowest, year after year within the state. The largest employer in Orange County is the University of North Carolina at Chapel Hill, with many surrounding healthcare and medical related employers. The Education and Healthcare sectors have provided a level of stabilization for the Orange County local economy. In review of occupational job projections for 2011- 2015, several areas of employment will hold favorable opportunities. A continued increase in job prospects is revealed in the postsecondary teachers of college’s occupation. The educational level and skills related to the teacher occupations are high and usually require at least a Masters Degree. The pay associated with these jobs appears evident in maintaining the Orange county overall high quality per person income. When Orange is compared to Alamance and Randolph neither posses the quantity of quality high paying job opportunities the education sector is providing. Registered Nursing jobs are another example of high paying skilled employment opportunities available in high numbers within the county. Upon licensing as a Registered Nurse graduates find the University of North Carolina Health Care Systems and North Carolina Memorial Hospital to hold the keys to jobs and growth in the nursing field. The Orange niche in education and healthcare appears to be the driving force to its success. Residents in Orange additionally enjoy a strong retail jobs sector that is projected to continue a favorable increase for those possessing excellent customer service skills. An occupational outlook based on occupations within the county with the highest number of current jobs and projected job potential for 2011- 2015 reveals the following top 10 identified occupations for Orange County employment: Post secondary teachers, administrative assistants, office clerks, registered nurses, cashiers, food preparation and service workers, retail salespersons, business operations specialists, secretaries, janitors and cleaners.

Randolph County is the only county in the regional partnership considered rural. Geographically it is the size of Alamance and Orange counties combined. Randolph holds a current labor force of approximately 71,700 people. The county is known for manufacturing and agriculture. Global competition has forced many manufacturing businesses within the area out of work or has mandated workforce reductions. The constant focus on how to create the same or higher quality product at a lower price has

driven businesses to review all practices associated with production. Technologically advanced machines now perform many jobs once done by hand. The use of advanced manufacturing as it is termed appears to have contributed to an overall decrease in jobs within the manufacturing sector. In an effort to reduce wage costs associated with global competition many manufacturing businesses have increased their utilization of temporary resource companies to help meet their staffing needs, or appear to have aligned their hiring practices specifically towards the Hispanic immigrant demographic population to perform low skilled production jobs associated with manufacturing. Many life-long residents are now experiencing a greater difficulty in obtaining opportunities of full time, permanent employment, that pay's self sustainable wages. Located at the heart of Randolph County is the county's largest city, the city of Asheboro. In December of 2008, Forbes magazine ranked the city of Asheboro the fourth fastest dying town in the nation. The article stated that "Asheboro is one of the few places in North Carolina where domestic migration rates fell between 2000 and 2007, from 10.5% to 1.9%. Poverty surged from 15.7% to 26.7% as incomes declined by 9.5%. The city built on manufacturing and heavy industry for everything from batteries to tires, has yet to find a new niche". An occupational outlook based on occupations within the county with the highest number of current jobs and projected job potential for 2011- 2015 reveals the following top 10 identified occupations for Randolph County: team assemblers, combined food preparation and service workers, laborers/ material movers, farmers, sewing machine operators, retail salespersons, cashiers, customer service representatives, first line supervisors and managers, and truck drivers. Not listed are healthcare occupations such as registered nursing which hold good potential for retraining efforts, however leaving the county for employment is often necessary.

The skill sets desired by many employers in order to obtain self sustainable paying jobs are increasingly industry driven specific. In recent years many job descriptions have tightened and are now requiring an unprecedented amount of skills and training closely related to the particular job. The Workforce Investment Act (WIA) program has assisted many adult residents through a variety of employment and training services. The WIA Dislocated Worker and Adult programs enable lay off affected workers or economically disadvantaged adults, an opportunity to upgrade their current skill sets. It provides those served with the greatest opportunity to successfully transition or advance in the workforce. Upon business closure or downsizing many people are discovering that the skills in which provided them with good paying employment opportunities several years ago, are alone no longer enough when faced with new job search requirements. Technology has played a major role in the need for greater education in order to increase skills levels to perform many of the jobs that are now available. A high school diploma or GED continues to be increasingly valuable, if not vital when job searching in the Local Workforce Area.

At risk youth populations ages 16-21 are served by the WIA Youth program in an effort of working through barriers and securing employment. The entire WIA program serving both adults and youth places a significant emphasis on retraining and skill upgrading efforts to

prepare program participants for the current and future workforce needs. Participants considered for retraining possibilities through the WIA program have their desired occupation reviewed through an internet based site titled Economic Modeling Specialist. The intent is to project job placement opportunities within the local area. Individualized employment plans or goals are additionally set for all WIA program participants in the effort to meet the current and projected economic environment for the Regional Partnership.

5. Describe the Local Area and Workforce Development Board's process for providing oversight to the chartered JobLink Career Center(s) (JLCC) . The description should include the frequency of review, review of the Center's performance goals and continuous improvement measures. (WIA Section 117(d)(4) and N.C. General Statute 143B-438.11(a)(2).

The Local Workforce Area provides oversight by utilizing a structured monitoring guide to review each JobLink Career Center's operations in accordance with their Business Plan. The site monitoring is completed annually. The monitoring report is submitted to the Workforce Development Board. In addition, each JobLink Career Center is required to submit a quarterly detailed report to the Workforce Development Board. Staff attends all JobLink Career Centers meetings and provides guidance and technical assistance when needed. The Workforce Development Board has not seen the need to impose additional goals on the JobLink Career Centers.

Labor Market Analysis

6. Describe/identify the workforce investment needs of businesses, job seekers, and workers in the Local Area. (Regulations Section 661.350(a)(1);118(b)(1)(A)(B), and (C) and WIA Section 661.350(a)(2).

The overall workforce investment needs of businesses in the Local Workforce Area may be seen as the need to obtain greater performance out of the current workforce in order to possess the opportunity to be more competitive in a global marketplace. Area employers are constantly strengthening work experience requirements and skills sets desired by them for employment. They are increasing current job performance measures for current employees on a daily basis. The skill sets desired by employers for current jobs are becoming increasingly industry driven specific. Employer demand is for greater technical skills from current and potential employees in order to perform many local manufacturing, retail, service, and healthcare industry jobs. Business training of current employees in industry specific areas is vital to business survival. The ultimate desires of most training efforts by employers are to increase profit margins. Employee training is however seen as expensive and is often not invested upon by many businesses within the local area. Lost time by employees associated with training appears to be one of the greatest barriers to entering business sponsored training. Training is sometimes measured as too costly, especially during economic downturns. Therefore many employers are requesting new employees to come in to entry level jobs with higher skills sets than required in the past, thus eliminating many training needs. The Incumbent Worker

Training Grant serves as an opportunity to help reduce costs associated with training of an employer's current workforce. The grant has been received by several businesses within the workforce board area and has helped provide business awarded recipients with training they otherwise could not have invested in at the time. Workforce Investment Act (WIA) On the Job training (OJT) programs additionally help reduce training costs associated with the hiring of new employees. OJT participants may be provided to businesses resulting in an opportunity for the business to significantly reduce the initial costs incurred when hiring and training new employees. Monetary training incentives exist under the OJT program to provide businesses with as much as a 50% training reimbursement when they hire candidates that qualify under the Workforce Investment Act. Businesses may be assisted in helping determine possible workforce investment needs by utilization of their local workforce board representatives.

The Site Economic Modeling Specialist Inc (EMSI) is used to provide area employers with labor market information down to a county specific region. This enables employers to visualize the local workforce in occupational data. The information provided to employers may be used in order to make informed decisions as to the number of possible workers in a particular industry or occupation, as well as the average salaries for the jobs. Job and industry growth data may also be provided. All data is in an effort to help employers make informed decisions on the local area available talent pool as it relates to their specific needs and helps in determining workforce training efforts.

Job seekers and currently employed workers within the Local Workforce Area are identifying the need for personal workforce investment upon layoff and sometimes before. Workers are beginning to notice the requirement to retool in an effort to help make their skills more marketable to local area employers. Unfortunately most retooling does not occur until a worker has been affected by a business closure or downsizing. However it is more evident than ever that successfully adapting to the ever changing skill sets required to obtain future employment opportunities is vital for today's worker. Job seekers and currently employed workers are seeing firsthand that the probability of full time permanent life-long employment with any particular employer is not likely to be in their future. The workforce will need to discover versatility in order to secure and maintain self sufficient paying jobs. WIA training programs place a special emphasis on the completion of educational or on the job training opportunities which provide an increased opportunity for a smoother, more stable, transition to employment. Business services staff provide up to date county specific labor market information to assist in determining training programs that appear to hold legitimate employment opportunities upon participant completion. The Site Economic Modeling Specialist Inc (EMSI) is used to forecast job opportunities to job seekers in an effort to assure that educational retraining results in success. Before enrollment into WIA assisted retraining, reports are run that provide evidence that employment projections reveal legitimate workforce opportunities

7. Describe the manner in which the Local Area connects WIA/JLCC services to businesses. Specify staff involved (include job title and approximate percentage of time devoted to business services).

The Regional Partnership Workforce Development Board has Business Services staff that serve as a direct link to area businesses and the JobLink Career Center within Alamance, Montgomery, Moore, Orange, and Randolph counties. The Business Services Representatives inform businesses in relation to all partnership service possibilities including the placement of job orders, customized applicant referral processes, applicant assessment and testing for job vacancies, monetary training incentives for hiring specific job candidates through on the job training, courses designed specifically to meet employer needs, financial assistance in employee skill upgrades, business seminars and workshops, etc. Business services staff also represent the Workforce Development Board and JobLink Career Center through various committees such as the JobLink Employer Services Committees, local Community College Advisory Board committees, area Chambers of Commerce committees, and other community committees related to the workforce. Three Business Services Representatives devotes 100 percent of their time to Business Service and one Business Service Representative devotes 50 percent of time to Business Service..

8. Describe how the Workforce Development Board uses its JobLink Management information System (MIS) data in planning its workforce delivery system.

The JobLink Career Centers provides a quarterly report to the Workforce Development Board reflecting customer activities for that period. The MIS data gives the Workforce Development Board a snap shot of every customers request for services, date of the services received, and specific locations of the customers; includes job referral information to and from agencies. This allows the Workforce Development Board to determine where services need to be improved or added and where additional marketing efforts need to be stepped up. The MIS also provides Leadership the tool necessary for continuous improvement of their services.

9. What sources of information does the Workforce Development Board use and how is it used to develop a list of local demand occupations? Include factors that impact the ability to identify demand occupations, to train WIA participants for them, and to help persons who have exited obtain training related employment. Discuss the Workforce Development Board's involvement in review of training providers and how demand occupations contribute to determining eligible providers.

The Local Workforce Area has purchased the use of an internet based website titled Economic Modeling Specialist Inc (EMSI)-Strategic Advantage. This labor market site is used by the board to forecast potential job opportunities for WIA participants in an effort to assure that educational retraining results in success. Before enrollment into WIA assisted retraining, reports are run that provide evidence that the specific training program courses of study hold positive employment projections that reveal legitimate future workforce opportunities. The EMSI site may be used to easily forecasts a desired list of demand occupations for a specific region which may be as small as county in size. Reports may be run for occupations or industries based on current jobs, job growth, hourly

*earnings and career pathways. EMSI site reports use various sources of information to generate calculations and assure accuracy. Occupational data is based on EMSI's industry data and regional staffing patterns taken from the Occupational Employment Statistics program (U.S. Bureau of Labor Statistics). Wage information is partially derived from the American Community Survey. The occupation-to-program (SOC-to-CIP) crosswalk is based on data from the U.S. Department of Education, with customizations by EMSI. Annual job opening's refers to the sum of new and replacement jobs in the occupation over the given timeframe, divided by the number of years in the timeframe. The completer's data in reports is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics. The CIP / O*NET occupation crosswalk data in reports is taken from O*NET. EMSI reports also use state data from the North Carolina Employment Security Commission, Labor Market Information Division.*

All curriculum training providers must register in the state NC STARS System and be approved as a training provider by the local workforce board. Training providers are also discussed each time a potential WIA candidate considers educational retraining associated with the training provider. EMSI data and any recent retraining efforts that have occurred with the training provider are examined to help forecast successful future retraining outcomes. Once a WIA participant has been enrolled, approved for training and completed training efforts the workforce board strives to assure that the individual understands the JobLink Career Center resources available for their new transition to employment. One on one WIA staff assisted job search is available for the participant that has completed retraining. WIA case managers and business services staff provide job development efforts and recommend other JobLink services such as job search or resume writing workshops to help market newly acquired skill sets.

Community Resource Analysis

10. Describe and assess the type and availability of Adult and Dislocated Worker employment and training activities in the Local Area. (WIA Section 118(b)(4); Regulations Section 661.350(a)(5).

All participants must progress through Core and Intensive services with an assessment of their inability to achieve or retain employment prior to entering into a training activity for the purpose of acquiring skills training necessary to gain employment leading to self-sufficiency. Enrollment into a training activity of the participant's choice, based on the assessment results and demand occupations for the area, and guidance from a case manager, assists with sound decisions as to the appropriate training category to enter into. ITA vouchers are issued to each participant for tuition, books, and supplies, who are enrolled into a one or two year curriculum. The Workforce Development Board has established an amount per year available to participants for training costs of \$4,300. The ITA is tracked and logged in an ITA log for documentation of payment. All ITAs are reviewed for accuracy and compliance during the financial monitoring site review and programmatic monitoring site review. For those participants requiring short term

training, an “authorization to incur cost” system is in place. The types of training provided are any approved course/degree program available with an approved training provider that will lead to unsubsidized employment and self-sufficiency.

11. Describe and assess the type and availability of employment and training related Youth activities in the Local Area, including an identification of successful providers of such activities. (Regulations Section 661.350(a)(7); WIA Section 118(b)(6).
The Local Workforce Area’s youth activities are those stated in the ten (10) program elements, which are available to any youth requiring such activities, in order to meet their goals and objectives as outlined in their Individual Service Plan. Youth are required to participant in community service projects, leadership skills projects, and youth peer group sessions, with a youth elected by their peers as a group leader. It is mandatory that youth peer groups be conducted at least quarterly, but contractors may conduct as many as youth are willing to participate in. The peer group sessions deal with a question that is provided to the service provider by the Youth Council. The Youth Council provides four (4) questions per program year for youth to work on and submit a written report to the Youth Council. This allows for youth input for the Youth Council.

The Local Workforce Area identifies successful providers of services through a Request for Proposal process (every 3 years) that requires potential vendors to submit the Request for Proposal which includes: documentation of successful youth activities, preferably in the employment and training arena, performance outcomes, number enrolled, funds expended length of time of contract, and copies of previous monitoring reports. The Request for Proposals is reviewed by an RFP Review Committee of the Youth Council and their recommendations are submitted to the Workforce Development Board for approval.

12. Describe how faith-based and community-based organizations play a role in workforce development for the Local Area to include funds contracted with faith-based organizations and/or access points. If applicable, provide a current list of Share Network Access Points (SNAPs) as Appendix II.
The Local Workforce Area currently works with three community-based organizations as a service provider for Adult/Dislocated Workers and Youth activities. The organizations have been a service provider for many years. Based on their performance and expenditure rates, they remain an excellent provider. The Local Workforce Area currently does not work in any official capacity with the faith-based community other than for outreach and recruitment of eligible applicants and for marketing WIA services to the community by distributing flyers and brochures to the faith-based community; referring participants to the faith-based community for assistance with needs, when WIA cannot provide, such as clothing, food, shelter and financial assistance. On occasion, the faith-based community refers applicants to WIA for services.

The faith-based organizations do play an enhanced role within the WIA system, as they are more knowledgeable of customers in need of services and can get the message to

them, whereas, WIA may not reach those customers through the normal outreach and recruitment activities.

A current list of the Local Workforce Area's Share Network Access Points are included as Appendix II.

Local Workforce Development Board Operational Information.

13. Provide a description and amount of any non-WIA funds received by the Workforce Development Board used to complement WIA services.

Non-applicable

14. Provide a brief synopsis of any special WIA funded grants received by the Workforce Development Board (for example, Energy Sector, Allied Health, Youth Demonstration, National Emergency, Demonstration grants).

The Regional Partnership Workforce Development Board is part of TriadWorks which received a demonstration grant that ended September 30, 2010 to implement a Pre-Apprenticeship Project serving individuals in six Workforce Development Areas in partnership with the North Carolina Department of Labor. Regional Partnership Local Workforce Area was the managing agent for this grant. The projects served sixty-two WIA participants, with five entering Apprenticeship Programs, eleven earned certifications, and forty-two entered employment.

15. Provide a brief synopsis of the Workforce Development Board's most significant accomplishments during Program Year 2009.

The Local Workforce Area in partnership with TriadWorks has accomplishments for Program 2010 as follows:

- 1. Developed a regional strategic plan for TriadWorks following June retreat of five Workforce Development Boards***
- 2. Transitional Employment Program for eligible WIA participants, region-wide in partnership with the Piedmont Triad Partnership/WIRED for twelve county workforce area***
- 3. Sponsored an 80 hour Broadband Training Program, region-wide in collaboration with WIRED***
- 4. Initiated quarterly meetings with the Regional/Local Area Managers of Employment Security Commission***
- 5. Streamlined and standardized regional OJT Policy***
- 6. Hosted Virtual Job Fair January 24-28, 2011 on TriadWorks website***
- 7. TriadWorks established their monthly meeting schedule***
- 8. Sponsored phase one launch of regional literacy awareness campaign titled "Get NOT Out of Your Life"***
- 9. Participate in North Carolina's E3 initiative (Economy, Energy, and Environment).***
- 10. Enhanced www.TriadWorks.org website***
- 11. TriadWorks co-hosted the NCETA/SETA Conference***

ADULT AND DISLOCATED WORKER ACTIVITIES

Participant Services:

1. Describe the WIA service process for participants beginning with program entrance to program exit.

Before applying for the Workforce Investment Act program, applicants must first register with JobLink by completing a JobLink MIS Registration form, viewing the JobLink Orientation PowerPoint presentation, and receive JobLink information and a swipe card.

Workforce Investment Act Applicant:

Customer completes a WIA application form and then proceeds to work on the required core services as follows:

Documentation of Adult/Dislocated Worker's Core Services:

_____ Orientation of JobLink Services (conducted by Greeter)

_____ Establish CFNC Account, Portfolio, and Email Address (when needed)

_____ Career Key/Interest Profiler – CFNC

_____ Transferable Skills Assessment – CFNC

_____ Search Labor Market/Occupational Outlook Information – CFNC or other

_____ Job Search/Placement – CFNC, ESC or other

Documentation of Youth Core Services:

_____ Establish CFNC Account, Portfolio, and Email Address (when needed)

_____ Career Key/Interest Profiler – CFNC

_____ Transferable Skills Assessment – CFNC

_____ Search Labor Market/Occupational Information – CFNC or other

- ***Applicant views WIA Information Session PowerPoint presentation in the resource room and is given a printed version for notes. The presentation describes the program and eligibility and contains a check list of required documentation. Any questions are directed to WIA staff. The applicant is reminded to phone the front desk when all eligibility documentation is gathered so that an interview can be scheduled.***
- ***Applicant phones front desk for an appointment. The Greeter forwards WIA application to next available employment specialist. Assigned employment specialist contacts applicant for an appointment.***
- ***Objective assessment begins with the following:***
 - ✓ ***Employment specialist determines eligibility for appropriate WIA program.***
 - ✓ ***Interview begins with discussion of completed core services, work history, applicant's situation including barriers, background and employment or training interests.***
 - ✓ ***Applicant completes EEO packet (receives original) and signs release forms. When appropriate, referrals are made to other agencies for services in order to reduce duplication of services.***
 - ✓ ***Next appointment is scheduled for any additional documentation required.***

✓ **TABE test is scheduled.**

If unable to find employment through core services, employment specialist will take the staffing for intensive services request before the staffing committee.

- **Staffing committee discusses applicant's application for Intensive services and denies or approves. Program funding is designated.**

- **Intake appointment is scheduled upon WIA program approval. Information is entered in Workforce Plus and the intake is signed. Program expectations are explained and participants sign and receive a copy.**

- **Intensive services consisting of but are not limited to the following:**

- ✓ **Assessments of skill levels**

- ✓ **Case management**

- ✓ **Counseling/advising services through referrals**

- ✓ **KeyTrain® tutorial, WorkKeys® assessment, Career Readiness Certification**

- ✓ **Short-term prevocational services such as Human Resources Development classes**

- ✓ **Development of an employment plan with employment specialist**

- ✓ **Strategic Advantage labor market information**

- ✓ **Job search and resume assistance**

- ✓ **Work experience**

If unable to find employment through intensive services, employment specialist will take the staffing for training services request before the staffing committee.

- **Staffing committee discusses applicant's request for training services and denies or approves.**

- **Training services consist of the following:**

- ✓ **Occupational Skills Training:**

- **Training must lead to a credential such as a certificate, diploma, license or degree.**

- **Training providers must be approved by Local Area Workforce Development Board in NC Stars.**

- **Training for a 4-year degree (Bachelor's) is not approved by our Local Area.**

- **Second year of Associate Degree "General Education" is not approved by our Local Workforce Area as it is not geared to an occupation upon completion, but is intended to transfer to a 4-year college or university into a Bachelor's Degree program.**

- **Curriculum students must first apply for a PELL grant and must continue to apply each school year.**

- **Strategic Advantage labor market information must reflect that the training is in a demand occupation with job growth**

- **Focus is given to four cluster occupations: Health, Advanced Manufacturing, Logistics, and Creative Arts.**

- **Transcripts are required for any applicant that has previously attended the school where they plan to train. Transcripts are then required for each semester.**

- **Curriculum students must attend full-time and maintain at least a 2.0 GPA.**

- *Time sheets and mileage forms (when applicable) are to be signed off by instructor and turned in monthly.*
 - ✓ *On-The-Job Training*
 - ✓ *Entrepreneurial Training*
 - ✓ *Pre-Apprenticeship Training*
 - ✓ *Adult Education and Literacy Training in conjunction with other training services.*
 - *Program Termination:*
 - ✓ *Staffing committee discusses request for program termination and denies or approves.*
 - ✓ *Request for exit form is sent to Local Area Workforce Development Accountability Systems Manager for approval.*
 - ✓ *Employment specialist exits participant from Workforce Plus and completes all filing and data validation tabs.*
 - ✓ *Letter is mailed to participant explaining follow-up procedures along with a customer satisfaction survey.*
 - *Follow-Up:*
 - ✓ *Employer is contacted to verify employment or a copy of pay stub may be provided by the participant.*
 - ✓ *Participant is contacted monthly for one year and reminded that core services are still available to them if they wish to take advantage and that we are here for further employment assistance.*
2. Describe the Local Area's process for exiting participants on WIA/Workforce Plus System. (reference Issuance 2006-17)
The Local Workforce Area approves all program exits after careful review of the participant file by the Workforce Development Accountability Systems Manager to ensure first, that it is a positive exit and all information is keyed into Workforce Plus System in accordance with Issuance 2006-17. If the participant file request is a negative exit request, careful review takes place to ensure what can be done to turn around the negative exit request and if so, the participant file request is returned to the contractor with detail instructions for the case manager to implement. The participant file request is returned for exit if instructions are followed and documented. Once the Workforce Development Accountability Systems Manager is assured all has been completed as requested, will approve the program exit by responding to the contractor in writing approving the exit.
3. Provide a list of the contract agencies for Adult and Dislocated Worker services as Attachment G (Status effective as of July, 2011)
Attachment G is in the Attachment Section

JobLink Career Center (JLCC) System

4. Use Attachment H to identify JLCC(s) location, chartering status and type; on-site partners (identify funding source as listed in Regulations Section 662.200); one-stop operator method of selection; provider of WIA intensive services and method of selection; whether youth services provider is on site; and whether training is available other than by voucher.

Attachment H is in the Attachment Section

5. Describe how the Local Area connects WIA/JLCC services to: 1) persons with disabilities; 2) Temporary Assistance to Needy Families (TANF) recipients; 3) Trade Adjustment Act (TAA) and Rapid Response Activities; and 4) other hard to serve populations.

The connection of WIA/JLCC services to persons with disabilities, TANF recipients, TAA, and other hard to serve populations is accomplished through the partnerships established with each JobLink Career Center. Partner staff assigned to a Center is available to meet with customers to explain their services to customers. In situations where a mix of services are needed with the primary service being WIA, a file is completed on the customer and presented to the staffing committee for approval, recommendation, etc. If all criteria are met, the WIA Contractor approves for enrollment for the services needed.

The Rapid Response Activities is coordinated by the Local Workforce Area staff who is responsible for contacting all partners involved in carrying out the Rapid Response meetings for our Local Workforce Area. The Local Workforce Area staff distributes all information as needed for the Employer sessions and attends the Employer sessions; the JobLink Career Center/WIA contractor is the lead staff for all Employee sessions.

The Workforce Development Board funded two positions to attend the “Train the Trainer” workshop in order for staff to be eligible to conduct the “Making it Work” workshops for offenders in our Local Workforce Area. These workshops are open to any offender or offender population of partner agencies. This workshop is extremely beneficial to the hardest to serve population, offenders!

6. As Attachment I, submit a copy(ies) of the local Memorandum of Understanding (MOU) among the Local Workforce Development Board and JLCC partner concerning operation of the one-stop delivery system in the Local Area.

Attachment I is in the Attachment Section. Please note that the MOU included is a format used by all of the JobLink Career Centers in our Local Workforce Area. Partner signatures per each JobLink Career Center is attached

7. Describe the JLCC(s) management structure, (including partner management and governance, roles and responsibilities)

The management structure in our JobLink Career Centers is comprised of partnering agency leaders that meet on a scheduled basis as defined in each Center’s Business

Plan. The JobLink Career Centers Directors work closely with the management team to ensure the Centers operate in accordance with their charter. The Workforce Development Board is responsible for establishing any additional performance expectations and systems of accountability if deemed needed; provides monitoring and evaluations of each center in the Local Workforce Area.

8. Describe how the collective JLCC(s) performance goals specified in the current chartered Business Plan have changed? (Submit revised/updated goals)

The following updated goals of the JobLink Career Centers are:

Alamance JLCC: to increase marketing efforts to job seekers; increase efforts to employers; offer workshops or training sessions to JLCC customers; stay informed of the various barriers to employment in the Local Workforce Area

Montgomery JLCC: increase numbers of employers using the JLCC services; stay informed of the various barriers to employment; increase marketing efforts; special recognition of JobLink front line staff's work

Moore JLCC: Increase number of employer using JLCC services; stay informed of the various barriers to employment in the Local Area; increase marketing efforts; special recognition of JobLink front line staff's work

Orange JLCC: increase involvement of senior leaders, employers and job seekers to create a higher level of quality customer service; increase management and use of valid data to improve overall performance; improve staff performance by providing cross-training, staff development and offering special recognition to staff for providing quality customer service; increase awareness of economic development needs, barriers to employment and workforce needs in the local area; increase marketing

Randolph JLCC: increase number of core services being accessed; increase documentation of job placement; increase number of employers utilizing JLCC services; increase staff development through cross-training, staff development, workshops, customer services training, and conferences.

9. Have the JLCC(s) employer and/or jobseeker products, services and/or methods of delivering services changes since the Charter(s) were approved? If yes, please identify and describe the change(s)

The employer/jobseeker products, services and/or methods of delivering services have not change since the charters were approved this year.

Local WDB Priority of Service

- 10 a) Describe the criteria used by the Local Workforce Development Board to determine if funds allocated to the Local Area for adult employment and training activities under WIA Sections 133(b)(2)(A) or (3) are limited.

The WDB has established criteria for adults seeking employment and training activities, if funds become limited. The funds allocated to the Regional Partnership Local Workforce Area, based on historical data, have not been limited, nor has the training opportunities been limited. The allocated funds to the Local Workforce Area

have been adequate for the training needs of the adult population requiring intensive and training services. The Local Workforce Area has in previous program years and will continue to do so, monitor its activities of contractors' obligations and expenditure levels against actual service levels. When expenditures are higher than projected, and demands exceed the abilities to provide services, funds will be considered limited. When this should happen, the priority of services will be followed.

b). Describe the Local Area Priority of Services or attach Policy document as Appendix III. The Local Workforce Development Board does not have a formal policy but does have the following procedures that is followed by all WIA contractors:

- ***Adult services will be provided to participants who meet the income requirements of the income poverty guidelines and;***
- ***have the requisite skills/qualifications necessary to participate; and***
- ***can commit to an Employment Plan, jointly developed by participant and case manager; and***
- ***are available to participate in planned activities; and***
- ***have selected training services directly linked to employment opportunities in our Local Workforce Area or an alternate area and would be willing to re-locate.***

Should it become evident that funds or training opportunities are limited for The Local Workforce Area, The WDB's priority for intensive and training services will be as mandated by State Legislation for veterans, low-income individuals, and public assistance recipients in that order. This priority of services shall establish the order of precedence for services as provided at 134(d)(4)(E).

Local Policies

11. Describe the Workforce Development Board's criteria for determining if employment leads to self-sufficiency. At a minimum, such criteria must provide that self-sufficiency means employment that pays at least the lower living standard income level, as defined in WIA Section 101(24). Self-sufficiency for a Dislocated Worker may be defined in relation to a percentage of the layoff wage. Separate definitions are required for Adults and Dislocated Workers.

Before the provision of intensive services to adults or dislocated workers, a determination must be made that these services are necessary to either obtain or retain employment that leads to self-sufficiency. The Local Workforce Area recognizes that employment opportunities may or may not allow the customer to obtain self-sufficiency upon receipt of services, but does take into consideration that the earnings will certainly narrow the self-sufficiency gap toward achieving the WDB's goal of self-sufficiency.

The Workforce Development Board has established criteria for determining whether employment leads to self-sufficiency for adults and dislocated workers as follows:

Adults: Must obtain employment that pays wages at least the lower living standard income level as defined in WIA at section 101(24). Additional factors that may be included:

- **Health care benefits for adults and family members, which will be considered as part of the overall earnings**
- **Opportunities for upward employment mobility**
- **Opportunities to acquire certifications**
- **Any additional income earned or received by other family members**

Dislocated Workers: Must obtain employment that pays at least 95 percent of the layoff wage. Other factors, the WDB will consider in addition to the dislocated worker's percentage replacement wage, as a result of employment, will include:

- **Returning to the workforce prior to exhausting their unemployment insurance benefits**
- **Meeting the immediate financial needs of the dislocated worker**
- **Avoidance of receiving any public assistance**

12. Individual Training Accounts (ITA's) are required (Regulations Section 663.400) to pay the cost of training provided with Adult and Dislocated Worker funds. Provide the Local Area's ITA policy as Attachment J.

Attachment J is in the Attachment Section

Please provide the following ITA elements in summary:

- a) Dollar limits: ***\$4,300 per year per participant***
- b) Time limits: ***The ITA policy does not have a time limit, however, contractors may not continue training for participants longer than the time limit specified for the individual's approved training category without prior approval from the Local Workforce Area.***
- c) degrees or certificate allowed (Associate degree, Bachelor's degree, other: ***The ITA will support certificates, one and two year degree programs and Bachelor's degrees, with the exception to the Bachelor's degree being that the participant has completed the first two years without WIA assistance. An ITA will be issued for the remaining two years only. The Local Area must approve any training exceptions.***
- d) Procedures for determining case-by-case exceptions for training that may be allowed: ***The Local Workforce Development Area must approve any exceptions on a case-by-case basis.***
- e) Period of time for which ITA's are issued – examples, semester, school year, short-term (less than 2 years) course of study, long-term (2 or more years) course of study: ***The ITA's are issued on a semester basis only.***

13. Provide Local Workforce Development Board policy(ies) on supportive services for Adults and Dislocated Workers including needs-related payments(i.e., amount, duration, qualifying criteria) as Attachment K.

Attachment K is in the Attachment Section (please note the needs-related payment is a separate policy, but is attached as Attachment K)

14. On-the-Job Training

a) Describe the use of On-the-Job Training (OJT) in the Local Area

On-the-Job training is provided to employers either private, public, or private non-profit for occupational training for the WIA participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. On-the-Job contracts are limited to a period of time required for a participant to become proficient in the occupation for which the training is being provided but no longer than six months. Business Services Reps work closely with the WIA contractor and the employment community to identify WIA participants that can benefit from being enrolled in On-the-Job Training activity. This activity is becoming popular with the employment community as it allows the employer sufficient time to determine the suitability and capabilities of the trainee before placing him/her on the employer's payroll.

b) Provide the Local Area's OJT Policy (ies) as Attachment L.

Attachment L is in the Attachment Section

15. Describe use of Adult and Dislocated Worker work experience in the Local Area.

Work Experience for Adults and Dislocated Workers are utilized when either 1) coupled with class training; 2) utilized upon completion of class training. Work Experience activities enable participants to establish a work history; acquire specific skills; and improve work habits. Work Experience may be private for profit or public or private non-profit. Any private for profit worksites must have prior approval with justification from the Local Workforce Area Director.

Common Measures – Adult and Dislocated Workers

16. A) Use the charts below to indicate the Local Area's PY 2009 performance goal, actual performance and variance (performance divided by the goal) for each of the Adult and Dislocated Worker common measures. (Note: PY 2009 is the most recent full year of performance)

Adult Common Measures	PY 2009 Goal	PY 2009 Actual	Variance (actual goal)
Entered Unsubsidized Employment	82.3%	73.17%	88.90%
Employment Retention Rate at six months	91.0%	80.56%	88.52%
Average Earning	\$9,865.00	\$11,583.52	117.42%
Dislocated Worker Common Measures			
Entered Unsubsidized Employment	91.9%	90.00%	97.96%
Employment Retention Rate at six months	94.0%	89.13%	94.82%
Average Earning	\$12,255.00	\$11,467.24	93.57%

b). For each measure (individually) where the variance is less than 100%, briefly discuss steps taken or not taken to promote continuous improvement of the Local Area's Adult and Dislocated Worker program.

The economic environment is still sluggish and continues to have an impact on our performance. More intense steps have been implemented to ensure our participants have the skills necessary for employment, retention, and average wages. Greater emphasis is being placed on a thorough assessment to ensure each participant is placed in training that relates to their assessment results. Contractors are required to make available the WorkKeys assessment in order to gain a CRC for each participant prior to completion of training or at the end of training to enhance their employability; make available to all participants, the Key Train assessment to work on those skills needed to be successful; more emphasis on Work Experience and On-the-Job Training; more involvement in job development and job placement by the Business Services Staff. Contractor staffs are highly encouraged to take advantage of any training provided by the Training Center related to stronger/better approaches working with these two target groups. Quarterly mandatory training is required of contractors/staff to keep them abreast of new and changing areas in WIA and Workforce Plus. This allows the Local Workforce Area staff to address deficiencies noted in Workforce Plus and to address those deficiencies noted during monitoring site reviews. The Local Workforce Area staff monitors the Workforce Plus to ensure data keyed by contractors staff is accurate and keyed appropriately. This method of continuous improvement is carried out for the Adults and Dislocated Workers.

Equal Opportunity

17. a) Provide as Attachment M the Local Area's current Equal Opportunity (EO) Compliant Grievance Procedure to address Equal Opportunity requirements.

Attachment M is in the Attachment Section

b) Describe methods to ensure procedures updates.

Regional Consolidated Services Deputy Director is responsible for maintaining at all times current EO Compliant Grievance Procedures and when updates are necessary will forward revised updated procedures to the Local Workforce Area Director for issuing to all WIA contractors.

c) Provide the EO Assurance language included in all Local Area contracts.

The EO Assurance language stated below is included in all WIA contracts.

"It will comply with E.O. 11246, "Equal Employment Opportunity", as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity", and as supplemented by regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

YOUTH ACTIVITIES

1. Complete Attachment N “Local Area Youth Program Element Form” to reflect how each of the ten required elements will be made available to youth. If services are to be provided by referral, indicate the specific local agencies and/or organizations with which the Local Area has development referral agreements.

Attachment N is in the Attachment Section

2. Describe steps the Local Area uses to provide services to out-of-school youth, with specific attention given to services to school dropouts.

The Local Workforce Area will focus on serving the neediest youth, with priority given to out-of-school youth and high school dropouts by a strategic approach to the delivery of services connecting youth to high quality education and employment services. The Local Workforce Area will continue its collaborative efforts with the educational systems, with a focus on alternative education. It is our intent that all youth enrolled in an alternative school will receive a high quality education that adheres to the state standards developed in response to the “No Child Left Behind Act”.

The WIA youth program will provide leadership by serving as a catalyst to connect these youth to quality secondary and postsecondary educational opportunities and high growth and other employment opportunities. The strategic approach will include exposing youth to job opportunities through internships, job shadowing, work experience; providing information on growing occupations, labor market information for educational requirements of growth occupations, additional education, and training needed.

There will be a close connection to the JobLink Career Centers for the provision of current labor market information and access to electronic tools for information if not available at the service provider level. Service providers will be expected to be well versed on what the high-growth industries/occupations are in their respective area, what career pathways are for those jobs, and what options are potentially available for at-risk youth to access these jobs. Proper assessment and development of an individual service strategy plan, integration of needed services, provision of follow-up services with explicit documentation of services and outcomes will be necessary for success with at-risk youth.

3. Describe the Local Area's steps to include strategies to promote collaboration between the local workforce development system, education, human services, juvenile justice, and others, to focus service on the neediest youth to include youth in foster care, those aging out of foster care, youth offenders and children of incarcerated parents.

The Local Workforce Area's Youth Council's membership consisting of educators, juvenile justice, DSS's Links Program, local law enforcement, etc., is able to promote collaboration between the workforce development system and its partner agencies for the provision of services to youth most in need and have significant barriers to employment and those services can connect them to education and training in a non-threatening environment.

The Local Workforce Area promotes awareness of our youth activities to those agencies within the communities providing services to the neediest youth. Coordination already exists with our partner agencies, but a more intense effort will be implemented to ensure the neediest youth will be availed of WIA services. WIA will work closely with community based and the faith based organizations for identifying the neediest youth, providing mentoring services to youth, and providing transportation for youth to attend WIA activities. A comprehensive approach will be utilized in serving the neediest youth, including basic skills remediation, assistance with remaining or returning to school, employment, internships, job shadowing, work experience, GED activities, vocational training and post secondary training.

4. List the Youth Council's top priorities for the twelve month period July 1, 2011 – June 30, 2012.

The Youth Council has established the following priorities for the PY 2011.

- ***Sponsor "Building Futures" Youth in the annual NC Youth Summit***
- ***Continue to provide at least four quarterly questions to youth to address in their youth peer groups with a written report presented to the Youth Council***
- ***Include workshops geared toward subject matter pertinent to youth***
- ***Sponsor the youth service providers' activities for National Youth Services Day.***
- ***Fill vacancies in membership***

5. Provide a list of the contract agencies to serve as youth service providers as Attachment O reflecting status effective as of July 1, 2011. (Regulation Section 665.200(b)(4) and (c)).

Attachment O is in the Attachment Section

6. Provide Local Workforce Development Board Policy on supportive services for Youth as Attachment K

Attachment K is in the Attachment Section.

Incentives to Youth

7. Indicate whether the Local Area plans to provide incentives for recognition and achievement to eligible youth. If so, provide: a) criteria to be used to award incentives; b) type(s) of incentive awards to be made available; and c) whether WIA funds will be used or attach Youth Incentive Policy as Appendix IV
Youth Incentive Policy attached as Appendix IV

Performance Measures – Youth

8. a) Using the charts below, indicate the Local Area’s PY 2009 performance goal, actual performance, and variance for each of the Youth performance measures. (Note: PY 2009 is the most recent full year of performance.)

Older Youth Common Measure	PY 2009 Goal	PY 2009 Actual	Variance (actual /goal)
Youth 14-21 Placement in Employment or Education	69.57%	62.07%	89.22%
Youth 14-21 Attainment of Degree or Certificate	37.50%	56.25%	150.00%
Youth 14-21 Literacy and Numeracy Gains	35.00%	70.00%	200.00%

- b) For each measure (individually) where the variance is less than 100%, briefly discuss steps taken or to be taken to promote continuous improvement of the Local Area’s Youth programs.

Our continuous improvement consists of several methods that impact our performance in all measures for our Youth.

More intense steps have been implemented to ensure our participants have the skills necessary for employment or future education. All youth Contractors are required to make available the Key Train assessment to assist youth in improving their skills; make available WorkKeys assessment in order to gain a CRC prior to completion of training or at the end of training; more emphasis on Work Experience and On-the-Job Training for older out of school youth; a connection with the Business Services Staff for job development and job placement for older out of school youth.

Contractor staffs are highly encouraged to take advantage of any training provided by the Training Center related to stronger/better approaches working with our youth population. Quarterly mandatory training is required of contractors/staff to keep them abreast of new and changing areas in WIA and Workforce Plus. The Local Workforce Area staff provides quarterly training to all contractors’ staff on Numeracy/Literacy

requirements; all contractors' staff are highly encouraged to review the FAQ section on Workforce Plus for new information provided by Michael Hoskins and Martha Cranford.

This allows the Local Workforce Area staff to address deficiencies noted in Workforce Plus and to address those deficiencies noted during monitoring site reviews. The Local Workforce Area staff monitors the Workforce Plus to ensure data keyed by contractors staff is accurate and keyed appropriately. This method of continuous improvement is carried out for all youth measures.

The Local Workforce Area staff provides quarterly training to all contractors' staff on Numeracy/Literacy requirements; all contractors' staff are highly encouraged to review the FAQ section on Workforce Plus for new information provided by Michael Hoskins and Martha Cranford; all contractors' staff are encouraged to attend 101 Workforce Plus training regardless of their experience in order to gain or refresh their knowledge on Literacy/Numeracy; and, all contractors' staff are required to do Edit Checks in the section of WIAREPs so they may be able to stay abreast of any errors in Literacy/Numeracy that they might not be aware of.

All out of school youth are tested for basic skills proficiency; all skills deficient youth have a Numeracy/Literacy activity entered; and, pre-tests and post tests are entered into the Workforce Plus System correctly and in a timely manner. The Workforce Development Accountability Systems Manager monitors this closely for all contractors. If an error is detected, the contractor is notified immediately and instructed to correct.

This method of continuous improvement is carried out for each performance measure for all youth.