Capital Area Workforce Development

Request for Proposals

#19-002

Release Date: 12/3/18, 10:00 am
Proposal Deadline: 2/1/19, 4:00 pm

Equal Opportunity Employer/Program
Auxiliary Aids and Services Available upon Request to Persons with Disabilities
Language assistance services are available free of charge to individuals with Limited English Proficiency
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Purpose

The Capital Area Workforce Development (CAWD) solicits qualified organizations to provide services through Capital Area’s NCWorks workforce system under the Workforce Innovation and Opportunity Act (WIOA). NCWorks helps employers meet their employment needs and individuals build careers in a 2-county (Wake and Johnston) area of North Carolina. Approximately $5 million is available to provide services for businesses and citizens for a first-year contract. There are three components to the RFP. (1) Operator of the NCWorks Career Centers/WIOA Adult and Dislocated Worker Service Provider; (2) Business Services (Talent Employment Solutions function) Service Provider; and, (3) WIOA Youth Services Service Provider. Respondents may choose to apply to one, two, or all three components. However, Capital Area will not select the same agency to provide adult and youth services.

- **Section 1** of this request is the Introduction. It provides information about the request for proposal process, evaluation criteria and bid requirements.

- **Section 2** of this request is the System Information & Requirements. It provides information about the system, policies, guidelines and performance.

- **Section 3** of this request contains specific required information for each of the following components of the proposal:
  - NCWorks Career Center Operator and WIOA Adult/Dislocated Worker Services (Section 3.1)
  - Business Services (Section 3.2)
  - NCWorks NextGen Center/WIOA Youth Services (Section 3.3)

- **Section 4** of this request contains resources for submitting a proposal including information on current operations.

- **Section 5** includes CAWD’s required forms and templates for proposal submission.
Submission Information

Deadline
The deadline for receiving responses to this request is **4:00 pm on Friday, February 1, 2019.** CAWD will not accept late proposals and will make no exceptions. Late proposals will be deemed non-responsive and will not be reviewed.

Submitting a Proposal
Bidders must provide both a printed proposal and an electronic version on computer storage media (portable USB drive or CD) as described below. All proposals must be assembled in the order outlined in the individual section of this request to which a bidder is responding. Failure to submit all required documents and forms will cause a proposal to be considered incomplete and non-responsive. Responses will not be accepted via e-mail.

**For printed proposals:** (1) Format using a 12-point Times New Roman font, 1.5 line spacing and 1" margins, (2) Staple or bind hard copies in the upper left-hand corner, and (3) provide eight complete copies of your proposal (one of which must be the signed original).

**For proposals on computer storage media:** (1) Use a standard CD-RW disc or portable USB drive, and (2) Provide your proposal in Microsoft Word or Adobe pdf format (do NOT password protect files). CAWD is not responsible for unreadable computer media.

Mail proposals to Jane P. Sterner, RFP Proposal #19-002, Capital Area Workforce Development, 2321 Crabtree Blvd, Suite 200, Raleigh, North Carolina 27604. **Submissions must arrive to the Capital Area office by 4:00 pm on Friday, February 1, 2019.**

Deliver proposals by hand to Capital Area Workforce Development at 2321 Crabtree Blvd., Suite 200, Raleigh, North Carolina between 8:30 am and 5:15 pm Monday through Friday. **Submissions must be delivered to the Capital Area office by 4:00 pm on Friday, February 1, 2019.** Address your submission to Jane P. Sterner, RFP Proposal #19-002, Capital Area Workforce Development.

Bidder’s Conference
Capital Area Workforce Development will hold a bidder’s conference on **Friday, December 14 at 9:30 a.m. at the NCWorks Career Center, 1830-B Tillery Place, Raleigh, North Carolina 27604.** We will make a brief presentation about this request and take questions. Attending the Bidder’s Conference is optional.

- If you have questions about this request, please direct them in writing to Capital Area Workforce Development by e-mail at capitalareawdb@wakegov.com or by fax to 919.856.6038. Subject: Questions – RFP#19-002

- Deadline for all questions is Monday, December 31, 2018 by 5:00 pm.
We will answer all questions we have received each week on the Capital Area Workforce Development web site at http://www.capitalareancworks.com/. They will be posted by 5:00 pm every Friday. The last date questions and answers will be posted online is Friday, January 4, 2019.

Notice of Intent to Apply
All potential bidders wishing to submit a proposal must submit a non-binding notification of intent to apply to Capital Area Workforce Development by Friday, January 4, 2019 by 4:00 pm. Submit the Notice of Intent to Apply form electronically to Capital Area Workforce Development by e-mail at capitalareawdb@wakegov.com or by fax at 919.856.6038. Subject line: 2018 Capital Area Notice of Intent to Apply, RFP #19-002. A Notice of Intent to Apply form can be found in Section 5: Forms and Templates. Proposals will not be accepted if a Notice of Intent to Apply form is not submitted by the deadline given.

Where to Find the Request for Proposals
The Request for Proposals with all attachments is available for download at:

http://www.capitalareancworks.com/

Evaluation Criteria and Process

Selection and Evaluation
CAWD will review and evaluate proposals on the basis of:

✓ Relevant experience in managing an operation similar to that on which the organization is bidding – including business policies and practices, qualifications of personnel the bidder offers to operate the business aspect, as well as business references (10%)
✓ Approach to managing operations in the Capital Area workforce system as described in your Scope of Work (60%)
✓ Financial processes, financial stability and the proposed budget of the bidding organization (30%)

CAWD’s evaluation process includes: review, scoring and recommendations by a review panel comprised of Capital Area Workforce Development Board members and staff; and final approval by the full Capital Area Workforce Development Board.

Bidders may be asked to make presentations and answer questions before the Review Panel. This session will be held on Friday, March 15, 2019. Bidders will be notified if they are chosen for this part of the process.

Contract Period
CAWD will negotiate a contract with successful bidders to begin on or around July 1, 2019. The first-year contracts will extend through June 30, 2020. Capital Area reserves the right to renew contracts on an annual basis for up to three additional years (through June 30, 2023) based on an annual review of performance (programmatic, financial, and service delivery), availability of
funds, and annual approval by the Capital Area Workforce Development Board. Capital Area Workforce Development reserves the right to end any contract prior to its conclusion based on poor performance or inability to meet the terms of the contract.

Notification
Capital Area will notify all bidders in writing of the results of the review process after the Board has made their decision. Notifications will be sent by April 1, 2019.

Appeal
The appeal process will consist of two levels: a debriefing and an appeal. The first level, a debriefing, may be requested in writing to Capital Area Workforce Development Executive Director within ten (10) working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals will not be considered.

The second level, an appeal, must be submitted in writing to CAWD Executive Director within five (5) working days following a debriefing. An appeal must identify an issue of fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the RFP document. Appeals not based on those conditions will not be considered. Appeals will be rejected as without merit if they address such issues as professional judgment on the quality of a proposal or the Board’s assessment of Local Area needs, priorities, or requirements. The Executive Director of Capital Area Workforce Development will issue a decision within five working days of receipt of a written appeal. The decision will be final.

Bid Requirements

Conditions of Bid
1. Any governmental, educational or not-for-profit organization or agency engaged in a public service may apply. Private for-profit organizations engaged in providing employment and training and educational opportunities for eligible adults or youth may apply.

2. Entities that are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency are not eligible to respond to this RFP or to receive a contract.

3. By signing this agreement; accepting this contract/purchase order; or submitting any bid, proposal, etc., vendors and contractors certify that as of the date of execution, receipt, or submission they are not listed on the Final Divestment List created by the NC Office of State Treasurer pursuant to NCGS 147 Article 6E, Iran Divestment Act, Iran Divestment Act Certification. Vendors and contractors shall not utilize any subcontractor that is identified on the Final Divestment List.

4. Any organization defined under NCGS 147-86.80(2), Divestment from Companies Boycotting Israel, shall not engage in business totaling more than $1,000 with any
company/business, etc. that boycotts Israel. A list of companies that boycott Israel is maintained by the NC Office of State Treasurer, pursuant to NCGS 147-86.81(a)(1). Any company listed as boycotting Israel is not eligible to do business with any State agency or political subdivision of the State.

5. Respondents must disclose and rectify any and all outstanding monitoring and/or audit concerns from any of the respondent’s other contracts prior to receiving a contract resulting from this RFP. Additionally, respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals.

6. Respondents are expected to have the technical competence, knowledge and expertise in management and administration, the professional staff, and the administrative and fiscal management systems to accomplish the scope of work and the goals and objectives stated in this RFP and must meet high standards of public service and fiduciary responsibility. Respondents are responsible for being knowledgeable of all laws, regulations, rules, and policies of the specific funding sources involved and applying them in developing the RFP response. The selected contractor must comply with WIOA law, WIOA regulations, WIOA guidance, and all appropriate NC Division of Workforce Solutions and Capital Area policies. A list with links to the referenced web sites is provided in Section 4 of the RFP.

7. CAWD may accept or reject any or all responses under this request.

8. CAWD is not obligated to contract with any respondent to this request.

9. CAWD may change any part of this request at any time prior to the submission deadline. If it becomes necessary to revise any part of the Request for Proposals, all addendums will be provided in writing to all known interested parties (those who have requested the RFP, submitted a Notice of Intent to Apply form, and/or attended the Bidder’s Conference) and posted on the Wake County and Capital Area Workforce Development websites. VERBAL COMMENTS OR DISCUSSION RELATIVE TO THIS SOLICITATION CANNOT ADD, DELETE OR MODIFY ANY WRITTEN PROVISION. ANY ALTERATION MUST BE IN THE FORM OF A WRITTEN ADDENDUM.

10. This solicitation does not commit Wake County and/or CAWD to award a grant, or to procure or contract for services. The Board reserves the right to select proposals it deems most responsive and appropriate and is not bound to accept any proposal based on price alone. The Board also reserves the right to request additional information, documentation, or oral discussion in support of written proposals. CAWD reserves the right to accept or reject any or all proposals received as a result of this request, or to cancel in part or in its entirety, this RFP if it is in the best interest of Capital Area to do so.

11. CAWD will not pay for any expenses incurred prior to the execution date of a contract or any expenses incurred after the termination date of the contract.

12. A bidder may submit multiple bids responding to a combination of requests.
13. Consortiums, joint ventures, or teams submitting a proposal will not be considered responsive to the request unless they have demonstrated in the proposal narrative that all contractual responsibility rests solely with a lead contractor.

14. Subcontracting is permissible. If any part of the work covered by this RFP is to be subcontracted, the respondent shall identify the subcontracting organization(s) in the proposal indicating the WIOA services to be subcontracted and the rationale for using a subcontractor rather than providing the services directly. All subcontracts are subject to applicable federal, state and local laws, rules, regulations, and policies governing procurement. No more than 25% of funds awarded under any contract may be subcontracted. This does not include OJT contracts developed for training WIOA customers. The respondent must also describe how subcontractors were (or will be) procured and selected, their qualifications, and the basis for payments. Subcontractors shall be subject to the same requirements as the respondent under this RFP and any resulting contract. Capital Area must approve all subcontracts prior to the final execution of a contract. Subcontract agreements shall include the minimum provisions required in Capital Area contracts. A copy of subcontract agreements must be submitted to Capital Area Workforce Development prior to entering into any agreement. Service Providers will be held accountable for all work done by its subcontractors.

15. No documents relating to this procurement will be presented or made otherwise available to any other person, agency or organization until after the funding awards. Commercial or financial information obtained in response to this RFP that is privileged and confidential and is clearly worded as such will not be disclosed at any time so long as all requirements of North Carolina General Statutes 132-1.2 have been met. Materials submitted to Capital Area as a part of this proposal are considered public information unless otherwise noted in the proposal itself as trade secret or proprietary information. Respondents must visibly mark as “Confidential” each part of their funding application that is considered proprietary information. Capital Area is not responsible for the return of any part of a submission, including creative examples of work.

16. Funding of any contract is contingent upon receipt of funds from the State of North Carolina and/or the United States Government.

17. As part of the proposal review process under this solicitation, Capital Area staff will conduct a pre-award review of the respondent organization’s administrative and fiscal capabilities. Any concerns or discrepancies will be addressed with the respondent(s) prior to final contract approval. Respondents who have outstanding audit or monitoring exceptions may not receive a contract unless the Board is satisfied with the current or proposed resolution of the findings, and the corrected measures are immediately forthcoming.

18. Capital Area Workforce Development will administer contracts awarded through this RFP. Capital Area may require successful respondents to participate in cost negotiations, technical revision, or other revisions to their proposal prior to final contract award. Successful contract negotiation is viewed as a step in the overall selection process. In addition, contract amounts may be adjusted by Capital Area Workforce Development based on Capital Area final allocations and/or subsequent contract negotiations.
19. CAWD will negotiate contracts to begin on or around July 1, 2019 and extend through June 30, 2020. Contracts may be renewed each year for up to three additional years (through June 30, 2023) depending upon an annual review of performance, availability of funds, and annual approval by the Capital Area Workforce Development Board.

20. Capital Area currently has other grants outside of those funded by WIOA. The organization(s) who is awarded the WIOA funds will assume responsibility for managing those grants as determined by Capital Area.

21. If selected as the awardee(s) for any part of this RFP, Capital Area reserves the right to award additional funds to the selected awardee(s). The additional funds may be additional WIOA funds or funds received through other outside grants.

22. No employee, member of a Board of Directors or other governing body, or representative of a bidder who submits a proposal under this Request may have any contact outside of the formal review process with any Capital Area staff, or any member of the Capital Area Workforce Development Board for purposes of discussing or lobbying on behalf of a bidder’s proposal. This contact includes written correspondence, telephone calls, personal meetings, e-mail messages, or other kinds of personal contact. Capital Area will reject proposals of those bidders who violate this condition.

23. No employee, member of a Board of Directors or other governing body, or representative of a bidder who submits a proposal under this Request may offer any favor, gratuity, inducement, or anything of monetary value to any Capital Area staff, or any member of the Capital Area Workforce Development Board for purposes of influencing the evaluation of a proposal submitted under this Request. Capital Area will reject proposals of those bidders who violate this condition.

Assurances and Certifications

All service providers who are awarded a contract are required to accept certain assurances and certifications. These forms are a part of the contract process, if awarded funding.

a. Assurances - Non-Construction Programs (SF 424B)
b. Certification Regarding Debarment and Suspension (3 CFR Part 1986)
c. Certification Regarding Lobbying (29 CFR Part 93)
d. Drug Free Workplace Certification (29 CFR Part 98)
e. Nondiscrimination & Equal Opportunity Assurance (41 CFR Part 60), as applicable

Conflict of Interest Statements

All service providers who are awarded a contract under this RFP are required to read and provide signed Conflict of Interest statements for all their employees that work in the Capital Area NCWorks System on an annual basis for as long as they are associated with Capital Area Workforce Development. Initial signature pages are due within 30-days of the contract start date.
Capital Area Workforce Development Contact Information

Jane P. Sterner
One-Stop System Director
Capital Area Workforce Development
2321 Crabtree Blvd., Suite 200
Raleigh, NC  27604
919.856.6117 phone 919.856.6038
fax jsterner@wakegov.com
http://www.capitalareancworks.com/
Section 2: System Information & Requirements

The System

The Capital Area local area in North Carolina is a diverse and growing 2-county area with over 1.2 million residents and over 37,000 businesses. Capital Area is the largest local area in North Carolina by population. Key business sectors include information technology, health care, skills trades and manufacturing. A list of Capital Area target industries is provided in Section 4 of the RFP.

Capital Area’s NCWorks system is an interlocking system of units, service providers and partners that work together in an integrated fashion. Although individual units may have primary responsibility for a set of customers, specific functions, or a specific service, all parts of the system must rely on each other and work closely together to ensure NCWorks performs, produces, and delivers the highest quality service for its customers.

The Capital Area Workforce Development Board

The Capital Area Workforce Development Board (CAWDB) is a public-private partnership mandated by federal legislation - the Workforce Innovation and Opportunity Act (WIOA), the Governor of North Carolina, along with the Capital Area Workforce Development Consortium Chief Elected Official. In addition to area employers, its membership includes representatives of education, organized labor, economic development organizations, and local community organizations. The Board sets the strategic direction for the Capital Area’s workforce system. Capital Area Workforce Development Board is the local workforce investment board and administrator for the Local Area encompassing Wake and Johnston Counties. WIOA and federal regulations can be accessed on the US Department of Labor, Employment and Training Administration web site at http://www.doleta.gov/wioa

CAWDB is the planning and coordinating body for workforce development activities, provides oversight and planning for the Capital Area NCWorks Career Center system, and administers the federal WIOA funding for Adults, Dislocated Workers, and Youth as well as other state and federal resources for Wake and Johnston Counties. CAWDB serves the largest population base among the 23 Local Areas in North Carolina.

The mission of Capital Area Workforce Development Board is to create a highly effective workforce system. This system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishment of this mission will enable all citizens to contribute to the prosperity of the community.

Capital Area Workforce Development Board is the leader in providing innovative solutions to match workforce skills with employer needs.
NCWorks Career Centers
NCWorks is North Carolina’s workforce system. It is a large system with several interrelated parts, all focused on adding value for its customers. The Capital Area NCWorks system includes six NCWorks Career Centers and three NCWorks NextGen Youth Centers across Wake and Johnston counties.

- **The network of NCWorks Career Centers** is the service delivery side of NCWorks, connecting educated and trained workers to the employers who need them. Using information from the Business Services staff about what employers need now, NCWorks Career Center staff help people get a job, keep a job or get a better job. Center staff support individuals in acquiring jobs, teach them about the best ways to look for work; offer professional advice and current information on the local labor market, careers, and career planning; support individuals who need help to increase their education, acquire the necessary skills for in-demand jobs, and go to work.

- **Business Services** (Talent Engagement Solutions) is the business outreach arm of NCWorks, responding to employers’ demands for skilled workers and providing information to the Career Centers about employers’ needs. The Business Services team helps employers source and develop talent and provides employers with information and professional consultation on human resource and workforce topics. Business Services uses the NCWorks Career Center network as a principal source of talent.

- **NCWorks NextGen Centers** helps young adults, ages 14 to 24, gain work experience, enter the job market, complete educational goals and prepare for a career. The program targets young adults with one or more barriers to employment. NextGen provides career exploration, paid internships, help finding employment, and scholarships for training and certifications. Eligible young adults can earn their high school diploma while being enrolled in occupational programs at the same time.

Policy and Procedures
CAWDB establishes policies and procedures which govern how all service providers operate and deliver services under the Capital Area NCWorks name. Board staff involve service providers in technical assistance sessions and workgroups that help develop, refine, and implement NCWorks policies and procedures.

Capital Area Workforce Development’s web site has a section for Staff that includes policies and procedures for the Capital Area NCWorks system. Standards and Guidelines set system and service delivery requirements and provide updates with new information for operations. Information on how to access CAWD policies and procedures is available in Section 4 of the RFP.
Outreach and Communications

- Outreach efforts must meet board standards and be approved by the Capital Area Communications Manager. This applies to print materials, interior and exterior signage, social media posts, and any item that will be viewed by the public. The communications manager will provide direction and guidance regarding:
  - Proper use of the logo
  - Imagery
  - Design aesthetics/colors
  - Layout
  - Appropriate language and tone

- Service providers may not use their corporate names or identities when operating any part of the Capital Area Workforce Development system. Service provider staff are required to present themselves to customers and the general public as NCWorks or NextGen staff as appropriate.

- The Capital Area Workforce Development staff coordinates and directs contacts with the media.

- The Board staff develops and maintains Capital Area’s website.

Quality Assurance

- The Board staff sets standards for quality assurance, programmatic, financial, and compliance monitoring of Capital Area NCWorks Career Center and NCWorks NextGen Center operations and contracts.

- A Quality Assurance Team monitors and conducts quality assurance reviews to ensure service providers are meeting compliance standards and operating in accordance with system requirements.

- Board staff also conduct reviews of contractor expenditures, billings, payments, inventory and financial systems on a regular basis throughout the year.

Information Systems

- The Division of Workforce Solutions sets requirements, provides, and maintains the management information systems (MIS) used in North Carolina. This network of systems is important in delivering service to customers, reporting on service delivery, and judging system and contractor performance. The MIS consists of several systems used to track all customers, services and performance.
NCWorks Online is North Carolina’s principal service delivery and customer case management system. It is a web-enabled, online case management and job matching service that also provides labor market information. Staff in the NCWorks Career Centers and NCWorks NextGen Centers use NCWorks Online, which is provided and maintained by the North Carolina Department of Commerce, Division of Workforce Solutions.

NCWorks Performs is a performance tracking system that provides “real-time” data regarding WIOA performance indicators and outcomes. It is provided and maintained by the North Carolina Department of Commerce, Division of Workforce Solutions.

Financial Management

- All organizations that receive WIOA funds must comply with the Uniform Guidance issued by the Office of Management and Budget on December 26, 2013 and December 19, 2014, along with DOL’s exceptions also published on December 19, 2014. The Uniform Guidance is published at 2 CFR Part 200 and DOLs exceptions at 2 CFR Part 2900. The Uniform Guidance consolidates and updates guidance and requirements applicable to Federal awards from earlier documents including OMB Circulars A–21, A–50, A–87, A–102, A–110, and A–122.

- All WIOA-funded contracts between the Capital Area Workforce Development and Service Providers will be conducted on a cost reimbursement basis only. However, related to for-profit organizations, profit is paid based on pay-for-performance criteria.

- All WIOA Service Providers/Contractors are required to conduct internal financial management reviews. The purpose is to provide adequate internal controls and ensure compliance with the following areas related to WIOA funds and services:
  - Provisions of the WIOA and its regulations;
  - Provisions of the WIOA Contract;
  - Applicable State and Workforce Development Board Policies;
  - Accepted financial management and accounting practices; and
  - Compliance with OMB Uniform Guidance (2 CFR Part 200) and others as appropriate.

Internal financial management procedures shall be sufficient to prevent fraud and abuse. All reports of information creating suspicion or instances of criminal misconduct must be reported immediately to Capital Area Workforce Development. Internal financial management procedures must also ensure that auditable and otherwise adequate records are maintained which support all expenditures of WIOA funds and confirm adherence to policies regarding allowable costs and allocations of cost to proper cost categories. The WIOA Contractor shall document all internal financial compliance reviews.
WIOA Service Providers/Contractors are required to establish internal program management procedures to assure compliance with contract requirements, delivery of high quality services to eligible individuals and achievement of planned outcomes. Internal program management procedures must also ensure that auditable and otherwise adequate records are maintained to support the eligibility of all WIOA participants and confirm adherence to specific requirements and time limitations.

It is the objective of the Capital Area Workforce Development Board to place the maximum amount of resources at points in the system where customers are directly served. All funds we contract for administrative and management activities of service providers will be spent in support of direct service delivery.

All service providers must demonstrate familiarity with and the ability to abide by the terms of Capital Area Workforce Development’s contracts, including the requirements for financial management.

As a recipient of WIOA funds, service providers must have an annual financial and compliance audit performed. The audits must be conducted in accordance with auditing standards set forth under the OMB Uniform Guidance (2 CFR Part 200). This requirement will be met by providing Capital Area a copy of the annual audit according to OMB Uniform Guidance. For-profit WIOA contractors must have an annual financial and compliance audit performed under Generally Accepted Accounting Standards by an independent auditor. A copy of the audit will be forwarded to Capital Area. The audit should be submitted within 30 days after the completion of the audit, but not later than six months after the end of the audit period.

In Accordance with WIOA and the WIOA regulations, WIOA contracted Service Providers must cooperate with any monitoring, inspection, audit, or investigation of activities related to WIOA contracts. These activities may be conducted by the North Carolina Division of Workforce Solutions, the U.S. Department of Labor, Capital Area Workforce Development, Wake County, or their designated representatives. This cooperation includes access to, examination of, and/or photocopying of books, records, files, documents, property or equipment related to all aspects of WIOA-funded activities under this contractual agreement.

The following records and documents must be maintained for WIOA-funded participants and employees. They must be available for monitoring and review by Capital Area and must be retained, subject to audit, for three years following the final audit of the contract. If any aspect of the program is under investigation or in the process of audit resolution and/or debt collection, the WIOA Service Provider is required to retain records after the three (3) year period and until the final audit resolution of all disallowed and/or questioned costs are paid or accepted as allowable. Please see below:

- General ledger or equivalent;
- Cash receipts and cash disbursements journals/reports or equivalent;
- Bank statement, reconciliation, deposit slips and canceled checks for each bank account through which WIOA funds were received or disbursed;
- All contracts with Capital Area including all amendments;
- All financial reports and documentation supporting requests for reimbursement;
- Payroll records including Individual Earnings Record, Employee Withholding Authorization (W-4), FICA reporting forms, Federal and State withholding, Unemployment taxes, Employee Personnel Files, Time Records and Employee Time/Salary Allocation plans;
- Invoices and/or supporting data for non-payroll disbursements; and
- Participants’ records including participant data forms, verification/documentation items, assessments tests and results, the Individualized Employment Plan, Individualized Service Strategy and documentation of outcomes.

- Proof of insurance is not a requirement for the submission of a proposal; however, successful respondents will be required to obtain all insurances specified/required by Wake County and provide same with proper Certificates of Insurance prior to commencing work under a contract resulting from this RFP.

- The U.S. Department of Labor requires that all income generated under any WIOA contract shall be reported and used to further program objectives.

- All non-expendable property/equipment with a life expectancy of one year or more or a unit cost of $1,000.00 or more, which is purchased or leased with WIOA funds must be approved in writing by Capital Area prior to purchase or lease. The Service Provider agrees to comply with the Uniform Guidance (2 CFR Part 200), and all applicable Wake County and Capital Area property policies.

The Service Provider(s) agrees not to dispose of or transfer property/equipment purchased with WIOA funds until written authorization is received from Capital Area. The Service Provider(s) will be responsible for maintaining an accurate inventory of all WIOA property/equipment in their possession.

- The respondent assures, with respect to operation of the WIOA-funded services or activities and all agreements or arrangements to carry out the WIOA-funded project or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, the Non-traditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 34. The United States has the right to seek judicial enforcement of this assurance.

- To ensure compliance with the E-Verify requirements of the General Statutes of
North Carolina, all contractors, including any subcontractors employed by the contract(s), by submitting a bid, proposal or any other response, or by providing any material, equipment, supplies, services, etc., attest and affirm that they are aware and in full compliance with Article 2 of Chapter 64, (NCGS 64-26(a)) relating to the E-Verify requirements.

- Individuals employed in work-related activities under WIOA must be compensated in accordance with applicable law, but not less than the higher of the rate specified in the Fair Labor Standards Act of 1938 or the applicable State minimum wage law.

- Health and safety standards under Federal and State law otherwise applicable to working conditions of employees are equally applicable to working conditions of WIOA participants engaged in work experience activities under WIOA. **Workers’ compensation insurance coverage must be secured for WIOA participants in work experience jobs.**

- We encourage service providers to consider implementing salary incentive programs for their staff, linked to the Board’s performance requirements. Board staff must review and approve any service provider incentive program before it is implemented.

- Service providers are not required to adhere to one set of travel policies – each may use its own internal policy, as long as, the Board staff has reviewed and approved the policy before implementation.

- Service providers must develop cost allocation plans that properly allocate costs between management/administrative functions and operations, as well as among the various federal revenue sources that fund Capital Area Workforce Development contracts. Service providers’ cost allocation plans must meet requirements of the NC Division of Workforce Solutions’ workforce financial manual and be reviewed by the Board staff. We will ask service providers to develop their allocation plans when negotiating a contract budget.

- Service providers must have a policy to control, track and account for cash substitutes used as scholarships for our WIOA customers.

### Performance

We judge our success by:

- Performance indicators set by the Federal Government;
- Contract expectations and additional performance measures set by the Capital Area Workforce Development Board;
- Pay for performance expectations established for for-profit service providers;
- Results from quality assurance reviews; and,
- Feedback from our customers.
**Performance Indicators.** WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of programs including Adult, Dislocated Workers and Youth programs. Expected outcomes are provided in Section 4 of the RFP.

**Contract Expectations and Additional Performance Measures.** The Board has developed a set of additional measures to determine how our system is achieving expected results. We expect contractors to meet contracted annual targets to continue receiving funding. Current measures are available in Section 4 of the RFP.

**Pay-for-Performance Expectations.** Capital Area Workforce Development established a pay-for-performance policy for all for-profit service providers. Payments of their profit line item is made based on the performance of the service provider. Pay-for-performance expectations for the current year are available in Section 4 of the RFP.

**Quality Assurance Reviews.** Capital Area Workforce Development monitors all NCWorks Career Centers and NCWorks NextGen Centers using a Quality Assurance (QA) process. This process ensures WIOA funds are spent in an efficient and effective manner as prescribed by WIOA. The QA process includes regular programmatic, financial, and random desk reviews. It also includes site visits of all Centers to ensure the provision of quality services.

**Customer feedback.** We expect each of our Centers to maintain on-going customer feedback mechanisms that solicits, processes and shares back to the system information on what customers think of our service and how customers think we can improve it. Centers are expected to take customer feedback and make improvements as deemed reasonable and beneficial to the system.
Section 3: Capital Area NCWorks Services

Introduction

Capital Area is issuing this Request for Proposals (RFP) to solicit cost-effective proposals to provide WIOA services in Wake and Johnston Counties.

For #1 and #3 below, respondents can choose to submit a proposal or proposals for either Wake County, Johnston County or both counties together. For #2 Business Services, respondents must submit a proposal to serve both counties. Capital Area will not accept proposals to provide Business Services in just one county. Additionally, Capital Area has successfully provided services with separate service providers for Adult/DW services and Youth services and plans are to continue with this model for the upcoming year.

Services and Award Amounts*

1. Operator of the Capital Area NCWorks Career Centers/ WIOA Adult and Dislocated Worker Service Provider

<table>
<thead>
<tr>
<th></th>
<th>Wake</th>
<th>Johnston</th>
<th>Total Both Counties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,699,125</td>
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<td>$2,265,500</td>
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2. Business Services (Talent Employment Solutions function) Provider

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<th>Wake</th>
<th>Johnston</th>
<th>Total Both Counties</th>
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</thead>
<tbody>
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<td>N/A</td>
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3. WIOA Youth Services Provider

<table>
<thead>
<tr>
<th></th>
<th>Wake</th>
<th>Johnston</th>
<th>Total Both Counties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,091,000</td>
<td>$500,000</td>
<td>$1,591,000</td>
</tr>
</tbody>
</table>

*Amounts are approximate and will be finalized during contract negotiations.
Section 3.1: NCWorks Career Center Operator and Adult/DW Services

Introduction

Capital Area provides services to customers through an Integrated Service Delivery (ISD) model in the NCWorks Career Centers. This model better serves our citizens and businesses by responding to customer needs, not just program requirements. It creates a seamless delivery system and improves customer services. The ISD model assists people in accessing the services they need to get back to work and help businesses connect with qualified workers. The respondent is expected to provide services based on this model which includes predefined functional areas, customer flow, and staffing roles and responsibilities.

Through the ISD model, all services are organized around three interrelated functions; Talent Engagement, Talent Development, and Talent Employment Solutions (Business Services). The expectation is that all function areas will work closely together to provide seamless services. The three interrelated functions to serve the customers are described below.

- **Talent Engagement** (TE) welcomes the customer, provides an orientation to new customers, conducts a basic assessment of needs, collects registration information, and directs the customer to center services based upon need.
- **Talent Development** (TD) assists the job seeker with work readiness activities. Activities include, but are not limited to, career guidance, skills analysis, assessment testing, supportive services assistance, soft skills training, partner services, and occupational skills training.
- **Talent Employment Solutions** (TES) provides services to employers and work-ready job seekers. Provides services to connect employers and job seekers through a variety of activities including recruitment, labor market data, rapid response, career fairs, interview days, on-the-job training and many others.

The selected provider(s) for this section of the RFP will have overall responsibility for the operations of the Capital Area NCWorks Career Center system, under the guidance of the Executive Director of the Board. This includes the provision of Basic Career Services, Individualized Career Services, and Training Services as provided through Talent Engagement and Talent Development in the NCWorks Career Centers. The selected provider(s) is responsible for overseeing all activities, roles, and responsibilities within the system in collaboration with key WIOA partners. One of the key partners in the Capital Area’s NCWorks Career Center(s) system is the Division of Workforce Solutions, Employment Services division (DWS).

To respond to the Talent Employment Solutions (business services) portion of this RFP, see Section 3.2.

See Section 4 for the complete Integrated Services Delivery customer flow and NCWorks Career Center staff roles and responsibilities.
NCWorks Career Center Structure

NCWorks has six full-time staffed career centers within the Capital Area Workforce Development’s 2-county service area. Each location provides people with high quality career services to help them get a job, keep a job or get a better job.

NCWorks Career Center staff:

1. Listen to what the customer says they want and need to get a job, keep a job or get a better job.
2. Provide professional advice when it is helpful and desired by the customer.
3. Help the customer get information, job referrals, career counseling, scholarships, and education or training that the customer and staff member have agreed will move them toward their employment goal.

The NCWorks Career Center system is the supply side of NCWorks. Career Centers supply the skilled workers Capital Area businesses need to grow and become more competitive. At the same time, Career Centers help people find and keep jobs and get the education and training they need to build their careers.

NCWorks Career Center staff works with the public in person, by telephone, and by digital communications (e-mail, text, etc.) The integrated service delivery model used at Capital Area requires every service provider to use our staffing model for staff who perform required services in each functional area. Some jobs require staff in those jobs to be located at every career center location. Other jobs are performed more efficiently from centralized locations. Centers with less traffic often combine the duties of several positions into one. Every job performed by every employee must contribute to the same outcome: Help people get a job, keep a job or get a better job.

Staff within the workforce system work to find skilled workers to fill employers’ job openings. They work with the employers listing jobs, and business consultants, employment counselors, personal service representatives and others in the system. Staff use the job matching and search functions in NCWorks Online as their primary resource but will also source talent through contacts with individuals and organizations outside the system. We expect that selected service providers will work closely with the Talent Employment Solutions team to connect their job seekers with employers. Respondents must propose the number of workforce professional staff that are necessary in each center.

See Section 4 of the RFP for a list of staff positions and customer traffic for each Center.
NCWorks Career Centers
Currently Capital Area has NCWorks Career Centers located throughout the area. See Section 4 of the RFP for a list of Capital Area NCWorks Career Centers, addresses and hours of operation.

NCWorks Career Centers
- Place individuals in jobs listed with NCWorks Online by employers;
- Assist customers by providing professional, helpful advice on job search topics as well as careers;
- Offer career planning, job search and training advice as well as counseling support; and,
- Help individuals build their careers by providing career assessment and testing, career information, and access to scholarships for education and family support.

- **Tier 1 Career Centers** are in locations identified as NCWorks Career Centers. All Tier 1 Centers are open later one night a week to offer alternate hours for working individuals.
  - Tillery Place (Raleigh)
  - Clayton (Clayton)

- **Tier 2 Career Centers** are locations associated with another organization and usually Career Center staff are on-site only during specific hours and specific days of the week. Currently our Tier 2 Career Centers include:
  - Swinburne (Raleigh)
  - Eastern Regional Center (Zebulon)
  - Northern Regional Center (Wake Forest)
  - Southern Regional Center (Fuquay-Varina)

- **Access NCWorks** is an innovative project to reach unemployed and underemployed citizens with access barriers to NCWorks Career Center services connecting more job seekers to sustainable employment. To do this Access NCWorks provides high quality career services through a virtual setting. The online system includes multiple outlets for communication—phone, chat, and email. These options allow more citizens to take advantage of the comprehensive services provided by NCWorks regardless of where they live.

Center staff serve anyone who wants to get a job, keep a job or get a better job. They provide the supply to Capital Area businesses’ demand for skilled workers. People looking for work include those who are unemployed as well as those who are underemployed; those who are looking for education credentials or skill upgrades; and those who need significant levels of service and support to go or return to work.

Center staff provide services in person at each local career center location, and over the telephone through Access NCWorks Call Center.

Career center service providers provide onsite access to anyone looking for work or career information. This means that Center staff will provide
• Basic Services to match current job openings with qualified people, help people look for and prepare for work, and understand local labor markets

• Individualized Services to provide career advice, help customers learn how to look for work, and help them manage an array of services toward an employment goal

• Scholarships for training and other work-related support

**Successful Respondents**

We expect successful respondents for the career center system to:

• Demonstrate knowledge and experience managing a high-volume customer service business with a diverse customer base
• Have knowledge and experience in placing individuals into jobs
• Understand and know how to provide career assessment and counseling
• Advise customers on education and training
• Provide high quality, customer-oriented service
• Keep accurate, up-to-date, complete records of the services and scholarships provided to customers.
• Demonstrate initiative and inclination to develop virtual service strategies that employ technology to serve customers. Examples might include:
  o the use of chat and social media platforms;
  o web conference interviews with employers and virtual hiring events and job fairs;
  o virtual orientations; and,
  o connect customers to online job readiness seminars and tools.
• Have the capability to staff Tier 2 locations and additional locations as the system grows.
• Solicit and process customer feedback on services and provide results and recommendations to Capital Area.

**Performance and Accountability**

NCWorks Career Centers are primarily responsible for achieving annual targets for performance measures relating to an educated workforce and higher incomes: placing individuals in employment that they can retain, and which increases their incomes and help them achieve higher levels of education and training, including certifications necessary to obtain good jobs.

Additional requirements include reaching a variety of targets for specific projects or groups of customers related to going to work, staying in work, increasing incomes, and obtaining education/training certifications.

Performance expectations are shown in Section 4 of the RFP.
How to Submit a Proposal

Submit your proposal in the following order:

1.0 Proposal Cover Sheet
2.0 Information about your organization
3.0 Scope of Work
4.0 Budget
5.0 Budget Narrative
6.0 Fiscal Management Questions
7.0 Administrative Management Questions
8.0 Copy of organization’s most recent audit and audited financial statements

Information About Your Organization

Provide the following information for us in a narrative that is no more than 10 pages. Include the question for each response.

1. A description of the organizational structure and why it is structured this way. Is the organization for profit or non-profit? Explain how this organizational arrangement supports the NCWorks business model.

2. An organization chart that shows graphically how your organization operates. Identify the principals and leadership, if any, that would be assigned to work on Capital Area Workforce Development’s contract?

3. A description of your organization’s mission, vision, and values, if you have them. How does your organization communicate the vision, mission and core values? How are they expressed in the organization?

4. A description of how your organization’s mission supports that of Capital Area Workforce Development. Describe how you will ensure that your organization’s mission, vision and values will not supplant or confuse the Workforce Board’s mission in operation of this project.

5. A description of your financial stability and any comments you wish to make about your credit rating, your payment policies, and any recognition you may have received from accrediting or other bodies for organization or financial excellence. Has your organization experienced any financial difficulty in the past five years?

6. Include references from at least three organizations that have contracted with your organization to provide services similar to those proposed (name of organization, contact person, telephone/email, amount of contract, service(s) provided, and location of services provided (city & state)).

7. A description of your organization’s policies and practices related to Equal Opportunity and persons with disabilities.
Scope of Work

Provide the following information for us in a narrative that is no more than 25 pages. Include the question for each response.

1. Describe your organization’s experience in helping people who are looking for employment or seeking assistance to go to school or training. Include your experience in the following areas:
   a. Working with individuals and helping them prepare for employment opportunities
   b. Assessment and intake. Please list the specific assessments you have used in the past and outline your process for assessment and testing.
   c. Goal-setting and career planning.
   d. Performance goals and applicable outcomes related to your programs. We are particularly interested in educational outcomes (i.e. enrollment, credential attainment and educational gains) as well as workforce outcomes (employment, retention, and wage gains).

2. Explain how you will ensure your office operations are integrated with the following to provide seamless service to customers:
   a. Talent Engagement
   b. Talent Development
   c. Talent Employment Solutions
   d. NC Division of Workforce Solutions, Employment Services

3. Describe how your Centers will work effectively with WIOA required partners and community partners. List community partners with which you currently have a relationship. Provide an example of how working with community partners has benefitted your customers.

4. Describe how your offices will recruit and provide meaningful service to customers who are eligible for Workforce Innovation and Opportunity Act Adult/DW dollars.

5. Define exceptional customer service. Describe how you provide exceptional customer service.

6. Explain how you will use emerging technologies to improve the quality and efficiency of services to customers.

7. How will you ensure that your services are delivered in a way that makes them equally accessible to individuals with all types of disabilities?

8. Explain how you will obtain and use feedback from customers to improve the delivery of service in your offices. As the Operator, how will you ensure consistency across all of the NCWorks Career Centers?

9. What is your approach for ensuring all of the Centers are following guidance established by the board and meeting performance expectations? How will you
10. Explain your organization’s plan to identify and develop current employees for leadership positions.

11. Describe the measures your organization will take to attract and retain high producing employees. How do you hold underperforming staff accountable?

12. Outside of Board-supported training, describe your approach to training and onboarding new staff and supporting staff with ongoing training and development.

13. You are visited by a customer who enters the office for the first time and says she needs to go to work right now and will take any type of immediate employment. This customer also conveys that she has little work experience and has no idea about what she wants to do with her future. Please describe the steps you would use to assist this customer.

14. You are visited by a customer who has an established work history as an engineer, but now wants to do different work – although he is unsure in what field. Describe the steps you would use in working with this customer.

15. A young adult has been working as a construction laborer. She tells your employment counselor that she would like to go back to school but has a family to support. She wants to be a social worker. How can we help?

**Proposed Budget and Costs Breakout**

**Guidelines for Completing the Budget Forms**

1. **Instructions:** Complete the budget forms (Excel document pages 1-4) to identify all WIOA costs for services for Adults and complete a second set of pages 1-4 to identify all WIOA costs for services for Dislocated Workers. This must be completed for each county you are proposing to serve.

2. Signature is required on page 1 of each budget set.

3. All budgets submitted for activities under this Request for Proposal will be for proposed costs during the 12-month period beginning July 1, 2019 and ending June 30, 2020.

4. Provide a **Budget Narrative** to explain all aspects of the proposed costs.

The purpose of the budget narrative is to describe to reviewers how the budget is related to the proposed activities.

The budget narrative should identify the line items indicated in the overall budget on the budget form and describe and justify the expenses included in the line item. For example, if your proposal includes a **Talent Development Consultant**, the budget narrative would include an entry similar to the following:
100. Staff Salaries

Talent Development Consultant (1.0 FTE) $34,000.00

The full-time Talent Development Consultant assists customers with their job search activities, career guidance, and referring customers for training and additional resources, and WIOA eligibility determination.

Each of the expenses identified in the planning stage and included in the final budget will appear in some form in the budget narrative. The most important thing to remember about the budget narrative is that you must justify any expenses that are not immediately obvious.

Additional budget information is included in Section 4 of the RFP.

Audit and Financial Statements

Attach a copy of your organization’s most recent organization audit as well as audited financial statements.
Capital Area provides services to customers through an Integrated Service Delivery (ISD) model in the NCWorks Career Centers. This model better serves our citizens and businesses by responding to customer needs, not just program requirements. It creates a seamless delivery system and improves customer services. The ISD model assists people in accessing the services they need to get back to work and help businesses connect with qualified workers. The respondent is expected to provide services based on this model which includes predefined functional areas, customer flow, and staffing roles and responsibilities.

Through the ISD model, all services are organized around three interrelated functions; Talent Engagement, Talent Development, and Talent Employment Solutions (business services). The expectation is that all function areas will work closely together to provide seamless services. The three interrelated functions to serve the customers are described below.

- **Talent Engagement** (TE) welcomes the customer, provides an orientation to new customers, conducts a basic assessment of needs, collects registration information, and directs the customer to center services based upon need.
- **Talent Development** (TD) assists the job seeker with work readiness activities. Activities include, but are not limited to, career guidance, skills analysis, assessment testing, supportive services assistance, soft skills training, partner services, and occupational skills training.
- **Talent Employment Solutions** (TES) provides services to employers and work-ready job seekers. Provides services to connect employers and job seekers through a variety of activities including recruitment, labor market data, rapid response, career fairs, interview days, on-the-job training and many others.

The selected provider(s) for this section of the RFP will have overall responsibility for the provision of business services as provided through the Talent Employment Solutions function in the Capital Area NCWorks System. The selected provider(s) is responsible for overseeing all business services activities, roles, and responsibilities in collaboration with key WIOA partners. One of the key partners in the Capital Area’s NCWorks Career Center(s) is the Division of Workforce Solutions, Employment Services division (DWS).

To respond to the NCWorks Career Center Operator and Adult/DW service provider portion of this RFP, see Section 3.1.

See Section 4 for the complete Integrated Services Delivery customer flow and NCWorks Career Center roles and responsibilities.
Talent Employment Solutions Structure

Capital Area Workforce Development Board follows a market-driven approach to serving both the employers and citizens of the Capital Area local area. We believe that an individual’s job needs are best met by meeting employers’ needs for a well-educated and well-trained workforce. As the source of jobs that people want, employers are the primary customer for NCWorks.

In close cooperation with Board staff, Talent Employment Solutions (TES) staff helps area employers with a variety of human resource needs – including sourcing talent for open jobs, providing professional advice and resources for talent employment strategies, and offering reliable, current data on labor market conditions such as local wage rates and employment numbers by industry and occupation.

Talent Employment Solutions is driven primarily by economic rather than social-welfare considerations. TES focuses on the following:

- Recognizes employers as the primary customers of the Capital Area NCWorks system
- Provides high-quality information and basic labor market information service for all employers
- Markets intensive labor market service to employers who will work closely with NCWorks to develop workers to meet their current and expected future shortages
- Builds quality relationships with these employers based solely on the quality of service it provides
- Recognizes ongoing relationships based on trust as the most effective way to link public labor market service with employers needs and open avenues to jobs that would otherwise be unavailable to many area residents

Talent Employment Solutions makes employers the lead partners in the design and delivery of long-term education and training for current and new workers. It provides employers with access to the same information and basic service regardless of where or how they contact NCWorks. TES reflects a climate of professionalism and quality.

TES is also the provider of Rapid Response services for employers who are experiencing layoffs or downsizing.

Talent Employment Solutions service providers provide onsite access to any business looking for skilled workers, assistance with recruitment or labor market information. This means that TES staff will:

- Listen and deliver NCWorks services to businesses and follow up to ensure customer satisfaction and identify additional opportunities
- Develop solid relationships with area employers based on providing high-quality information and service that adds value to the business
- Collaborate openly with the Talent Development team to source, recruit and screen
qualified candidates for employer’s job openings by sharing information on employers’ current needs for workers, labor market trends and feedback from employers

- Collaborate with CAWD staff to identify, recommend, design and deliver custom solutions for industry-wide skills shortages
- Collaborate with all system partners on projects and initiatives
- Identify and manage worksites for work-based learning, including, but not limited to: work experiences, pre-apprenticeship and apprenticeship programs, internships, job shadowing, and on-the-job training opportunities
- Respond to employer requests including entering and updating job orders into NCWorks Online

**Successful Respondents**

We expect the successful respondent for this service to be equipped to understand the human resource needs of business and demonstrate substantial experience in business-to-business sales and service. We also expect a successful respondent to show us:

- The ability to work as a part of a system-wide team to satisfy customers
- The ability to establish good employer relationships by delivering high-quality service
- The ability to listen to and understand an employer’s expressed needs, analyze how NCWorks resources might fill the need, and suggest appropriate services
- The ability to ensure our system delivers the right services promised to customers
- The ability to represent NCWorks to the business community as knowledgeable human resource professionals
- The ability to expertly manage staff, operations and money

**Performance and Accountability**

NCWorks Career Centers are primarily responsible for achieving annual targets for performance measures relating to an educated workforce and higher incomes: placing individuals in employment that they can retain, and which increases their incomes and help them achieve higher levels of education and training, including certifications necessary to obtain good jobs.

Additional requirements include reaching a variety of targets for specific projects or groups of customers related to going to work, staying in work, increasing incomes, and obtaining education/training certifications.

Performance measures and additional measures are shown in Section 4 of the RFP.
How to Submit a Proposal

Submit your proposal in the following order:

1.0 Proposal Cover Sheet
2.0 Information about your organization
3.0 Scope of Work
4.0 Budget
5.0 Budget Narrative
6.0 Fiscal Management Questions
7.0 Administrative Management Questions
8.0 Copy of organization’s most recent audit and audited financial statements

Information About Your Organization

Provide the following information for us in a narrative that is no more than 10 pages. Include the question for each response.

1. A description of the organizational structure and why it is structured this way. Is the organization for profit or non-profit? Explain how this organizational arrangement supports the NCWorks business model.

2. An organization chart that shows graphically how your organization operates. Identify the principals and leadership, if any, that would be assigned to work on Capital Area Workforce Development’s contract?

3. A description of your organization’s mission, vision, and values, if you have them. How does your organization communicate the vision, mission and core values? How are they expressed in the organization?

4. A description of how your organization’s mission supports that of the Capital Area Workforce Development Board. Describe how you will ensure that your organization’s mission, vision and values will not supplant or confuse the Workforce Board’s mission in operation of this project.

5. A description of your financial stability and any comments you wish to make about your credit rating, your payment policies, and any recognition you may have received from accrediting or other bodies for organization or financial excellence. Has your organization experienced any financial difficulty in the past five years?

6. Include references from at least three organizations that have contracted with your organization to provide services similar to those proposed (name of organization, contact person, telephone/email, amount of contract, service(s) provided, and location of services provided).

7. A description of your organization’s policies and practices related to Equal Opportunity and persons with disabilities.
Scope of Work

Provide the following information for us in a narrative that is no more than 20 pages. Include the question for each response.

1. The Capital Area Workforce Development Board expects Business Services to serve 1,853 employers across the area. Explain how Talent Employment Solutions will work to deliver results.

2. What attributes make a good business consultant? How will you know if your business consultants are doing good work? How will you work with a consultant when you identify a weakness?

3. Define exceptional customer service. Describe how you provide exceptional customer service.

4. Explain how you will use emerging technologies to improve the quality and efficiency of services to businesses.

5. Explain how you will obtain and use feedback from businesses to improve the delivery of business services in the Capital Area.

6. Capital Area staff includes a Business Engagement Director who works directly with business-led groups in key regional industries, focusing on long-term workforce strategies. Describe how TES and the business consultant roles can effectively support the Business Engagement Director and the industry sector groups.

7. What is your philosophy on using work-based learning to support employment?

8. Describe how the Talent Employment Solutions team will coordinate services with the Tier 2 centers to assist businesses in their areas. How will managers in NCWorks Career Centers know that companies in the area are getting what they want and need from NCWorks?

9. Describe how you let staff throughout the NCWorks system know what Talent Employment Solutions is currently hearing from businesses about their needs for skilled workers – what jobs are going unfilled, what skills most applicants lack, what issues customers are having with referrals from NCWorks Career Centers.

10. In the Capital Area, the unemployment rate was 2.6% in September 2018 which represents 18,011 individuals who are out of work. However, there are still many businesses who are saying they cannot find the skilled workers needed for their openings. What is your business services strategy in a good economy to address this issue for businesses and assist them with finding the employees they need?

11. You work hard to see that NCWorks Career Centers sends the most qualified candidates to fill postings listed in NCWorks Online. The Talent Development team has a large block of workers who are looking for jobs but don’t have a lot of experience or skills. How do you provide high quality business services and help this group of customers find good
employment?

12. A large manufacturing company just announced they would open a new facility in the Capital Area. They will need skilled craft people, engineers, managers and support staff. Who do you approach to offer our help, how do you determine which of our services will likely benefit the company, and how do you make sure you don’t offer more than we can deliver?

13. You know from the news that a telecommunications company is having a massive layoff affecting over 500 employees. What is your strategy to address this situation? What can you do to help these employees apply for openings in the region?

14. During a meeting, the manager of an auto parts store tells a business consultant that the store is part of a chain with seven locations in a 5-county area in North Carolina. The manager says that all the stores are in constant need for counter people who have good auto parts knowledge. What is your next step?

15. A small manufacturer tells you that it needs to upskill ten current employees to work on a new product – and that it is having difficulty locating entry level machinists who can operate the machines the company uses. In addition, the current employees are limited English speakers and the company’s supervisors have difficulty communicating with the employees. Describe your proposal to help this company with its needs.

**Budget and Budget Narrative**

**Guidelines for Completing the Budget Forms**

1. **Instructions:** Complete the budget forms (Excel document pages 1-4) to identify all WIOA costs for services for Adults and complete a second set of pages 1-4 to identify all WIOA costs for services for Dislocated Workers. This must be completed for each county you are proposing to serve.

2. Signature is required on page 1 of each budget set.

3. All budgets submitted for activities under this Request for Proposal will be for proposed costs during the 12-month period beginning July 1, 2019 and ending June 30, 2020.

4. Provide a **Budget Narrative** to explain any aspects of the proposed costs.

The purpose of the budget narrative is to describe to reviewers how the budget is related to the proposed activities.

The budget narrative should identify the line items indicated in the overall budget on the budget form and describe and justify the expenses included in the line item. For example, if your proposal includes a Talent Development Consultant, the budget narrative would include an entry similar to the following:
100. Staff Salaries
Talent Development Consultant (1.0 FTE) $34,000.00

The full-time Talent Development Consultant assists customers with their job search activities, career guidance, and referring customers for training and additional resources, and WIOA eligibility determination.

Each of the expenses identified in the planning stage and included in the final budget will appear in some form in the budget narrative. The most important thing to remember about the budget narrative is that you must justify any expenses that are not immediately obvious.

Additional budget information is provided in Section 4 of the RFP.

Audit and Financial Statements

Attach a copy of your organization’s most recent organization audit as well as audited financial statements.
Section 3.3: NCWorks NextGen Centers

Introduction

The Capital Area Workforce Development Board is committed to a future in which individuals have the knowledge, skills, and aptitudes to work, learn and earn incomes that make them self-sufficient. The Board works to ensure a single, integrated workforce system in the 2-county area so that:

- Citizens can learn and work in their homes, in schools, and on the job to realize their greatest potential.
- People throughout the area know about the system and can access the same high-quality information and labor market services regardless of where they live or how they encounter the system.
- Strong commitments to innovation, productivity, accountability, and results keep the system flexible and responsive to employers’ and peoples’ ever-changing workforce needs.
- Life-long learning and skills development are integral parts of the workforce system.

The Board intends that its system will support the needs of young people in the local area to:

- Complete high school or obtain a high-school equivalency with good information about careers and good jobs of the future in the region;
- Enter post-secondary training or education – including work-based learning opportunities such as apprenticeships and on-the-job training – to enter employment; and,
- Access lifelong learning opportunities to advance in careers and earnings over time.

Youth Services

The Board’s WIOA Youth services are directed specifically to young people between the ages of 14 and 24 who are out-of-school (not attending any school, including post-secondary) (at least 75%) or in-school (no more than 25%) and who face challenges in obtaining the education, skills or experience they need to get good jobs. The Board seeks to set the standard for helping these young people – often referred to as opportunity youth – get a job, keep a job, or get a better job.

The purpose of this solicitation is to provide direct services for these opportunity youth and young adults through a mix of WIOA funding and strategic partnerships with other youth-serving organizations.

We seek to:

- Align youth-serving institutions to ease access, reduce duplication, close service gaps
and promote collaboration;

- Reduce the number of young persons who are not engaged with the labor market;
- Provide entry into career pathways, increased education and/or paid work experience; and,
- Improve outcomes for youth and young adults through job placement or accelerated credential attainment and increased literacy and numeracy levels

**Current Operations**

The Capital Area Workforce Development Board has two service providers that currently provide services for eligible young people, who are ages 14-24, out-of-school, or in-school, and have multiple challenges that prevent them from finding or maintaining employment. Our service providers:

- Provide case management, career and personal counseling, mentoring, help in completing their education, and financial aid assistance for scholarships, child care, and work support;
- Prepare Individual Service Strategies and support customers through their course of services;
- Help customers enroll in education and training programs or provide such education credentials and training for customers;
- Recommend and arrange for work-based learning activities including internships, and work experiences to help youth into full-time jobs; and,
- Work with NCWorks Career Centers to recruit and cross-refer youth and young adult customers wanting and needing services.

**Youth Elements**

Youth services includes five **components** for WIOA youth and young adult programming that should be used to interconnect the 14 WIOA youth elements, to ensure participants are prepared for employability success. Proposals must demonstrate ability to ensure all youth elements are available (either directly or in partnership) to customers:

- **Education**
  Educational opportunities are readily available to youth and young adults to help them achieve long-term goals, as well as access resources, tools and services. Occupational skills training, high school equivalency, classes, and tutoring are focused on preparing youth and young adult for high demand occupations.

- **Career Pathways**
  Career pathways versus “jobs” are the focus for youth and young adult employment and training. A clear path from education into the workforce is provided through career pathways that include integrated services, diverse training, career readiness, partnerships and other unique features.
• **Career Experience**
  Career opportunities, entrepreneurship, and work-based learning must be available to each youth and young adult in the program. Local businesses are engaged to provide internships, job shadowing, and on-the-job training.

• **Leadership Development**
  Leadership development must be a strong aspect of Capital Area’s youth and youth adult program design. Opportunities for youth and young adults to participate in community service, peer-centered activities, classroom development, mentoring, and soft skills training are available.

• **Wrap Around Services**
  Capital Area will work with state and local organizations to ensure that wrap around services are available in order to meet the needs of their youth and young adults in different ways. Partnerships must include: VR, DSS, Adult Basic Education and juvenile justice.

**How It Works**

Community and youth projects should launch young adults on a meaningful career pathway towards good jobs in our region. We blend an array of service – from NCWorks NextGen and partner agencies – to help young people develop essential workplace skills, improve their education and occupational skills and find a job, keep a job and get a better job.

**Expectations**

We expect service providers to:

• Conduct creative outreach and recruitment activities to identify customers for NCWorks NextGen assistance within the local community.

• Complete thorough intake interviews and collect eligibility documentation.

• Maintain case management records in NCWorks Online.

• Conduct individual assessments that are comprehensive in nature, and can accurately identify a plan to provide services that are necessary and appropriate for eligible youth to be successful in attaining higher skills, educational credentials and jobs.

• Work closely with education/training providers to refer customers for academic skills remediation, high school equivalency preparation, English literacy instruction.

• Develop effective community partnerships that will support the service delivery needs of youth as identified in the comprehensive assessment.

• Conduct career exploration activities with structured opportunities to explore a range of career options in an industry. This includes labor market information sessions on career clusters and occupations, college fairs and campus visits, job site visits, and industry and community guest speaking events.
• Connect customers to skill development opportunities.

• Help customers enroll in education and training programs or provide such education and training for customers. This includes providing financial support for school through WIOA as well as other scholarships and financial aid available through alternative private and public funds.

• Work closely with NCWorks Career Center’s Talent Employment Solutions Team to provide employer leads, share employer feedback, develop and structure work-based learning opportunities that match the skills and interests of customers and address the needs of the employer.

• Engage a significant number of young people in meaningful work-based learning activities to develop workplace skills.

• Provide supportive services as appropriate.

• Maintain contact and active engagement with employers and customers regarding work performance, training progress, and retention.

Successful Respondents

We invest in service that employs best practices for youth development -- service that meets the psychological/social/emotional needs of young people, provides education and training assistance, and offers wrap-around supports focusing on employment outcomes.

Successful respondents will offer activities that:

• Incorporate intensive case management, career exploration and readiness, and career pathways (academic and occupational).

• Use life and socio-emotional learning skills to better equip young people with non-cognitive abilities needed for successful employment.

• Ensure access to all of the essential components (identified above) while demonstrating an understanding of how appropriate services impact the employability of in-school and out-of-school youth and young adults.

• Demonstrate success and/or an actionable plan for serving the rural areas of the local area.

• Work successfully with young people who are court-involved, in foster care or aging out of foster care, homeless, truant, transient, disabled, and military service veterans.
How to Submit a Proposal

Submit your proposal in the following order:

1.0 Proposal Cover Sheet
2.0 Information about your organization
3.0 Scope of Work
4.0 Budget
5.0 Budget Narrative
6.0 Fiscal Management Questions
7.0 Administrative Management Questions
8.0 Copy of organization’s most recent audit and audited financial statements

Information about Your Organization

Provide the following information for us in a narrative that is no more than 10 pages. Include the question for each response.

1. A description of the organizational structure and why it is structured this way. Is the organization for profit or non-profit? Explain how this organizational arrangement supports the NCWorks business model.

2. An organization chart that shows graphically how your organization operates. Identify the principals and leadership, if any, that would be assigned to work on Capital Area Workforce Development’s contract?

3. A description of your organization’s mission, vision, and values, if you have them. How does your organization communicate the vision, mission and core values? How are they expressed in the organization?

4. A description of how your organization’s mission supports that of the Capital Area Workforce Development Board. Describe how you will ensure that your organization’s mission, vision and values will not supplant or confuse the Workforce Board’s mission in operation of this project.

5. A description of your financial stability and any comments you wish to make about your credit rating, your payment policies, and any recognition you may have received from accrediting or other bodies for organization or financial excellence. Has your organization experienced any financial difficulty in the past five years?

6. Include references from at least three organizations that have contracted with your organization to provide services similar to those proposed (name of organization, contact person, telephone/email, amount of contract, service(s) provided, and location of services provided).

7. A description of your organization’s policies and practices related to Equal Opportunity
and persons with disabilities.

Scope of Work

Provide the following information for us in a narrative that is no more than 20 pages. Include the question for each response.

1. Describe your organization’s experience in helping youth and young adults become career ready. Describe the challenges related to this population. How would this service look different when serving in-school youth versus out-of-school youth and young adults?

2. Provide a detailed description of your youth program and the activities in which a customer would participate including all services received. Fully describe how each activity will support goals for education/skill certification and full-time employment in good jobs.

3. Describe in detail your strategies for targeted outreach, recruitment, enrolling and orienting youth. Please identify any unique recruiting timelines and/or include strategies for maintaining an active caseload through the year.

4. Describe how youth will be assessed upon enrollment. Include a description of any tools or methods used to determine the following: levels of basic skills, work readiness skills, interests and aptitudes, occupational skills and supportive service needs. Explain how these assessments inform the service strategy for youth.

5. Describe your experience in tracking/reporting outcomes, including any experience using NCWorks Online and NC Performs.com.

6. Describe your strategies for incorporating a career pathway approach into your service delivery system. Identify strategies that move youth along a continuum to increased employability.

7. Define exceptional customer service. Describe how you provide exceptional customer service.

8. Explain how you will obtain and use feedback from customers to improve the delivery of service in the NextGen Center.

9. Explain how you will use emerging technologies to improve the quality and efficiency of services to youth.

10. Describe what you consider to be current or past successful collaborations? What made it a success?

11. Describe how you will collaborate with the NCWorks Career Centers (including the Talent Employment Solutions team) to assist youth in obtaining employment.
12. Describe in detail how your organization incorporates work-based learning activities to provide opportunities for youth and young adults to gain work experience. Describe the balance between classroom-based activities and work-based learning opportunities.

13. Describe your process for following up with youth. Identify strategies used to ensure participants retain employment and/or persist in college. How will you maintain contact with youth and assist them during the follow-up period?

14. How will you ensure that your services are delivered in a way that makes them equally accessible to individuals with all types of disabilities?

15. Select one of the scenarios listed below and develop an Individual Service Strategy (ISS) for the customer. Describe, in detail, the service that you would provide or facilitate to help the customer achieve the stated goals or to overcome any identified barriers. Be specific.

i. Lisa is a 18-year old female who lives in public housing. She is receiving TANF, has a one-year old daughter and does not own a car. She has completed 11th grade and tested at a 7th grade reading level and 8th grade math. She previously worked in fast food restaurants but quit because she does not trust anyone other than her father to care for her daughter. Lisa would like to become a nurse in the future.

ii. Damian is a 22-year old male who completed a couple of classes in college before dropping out. He owns a car but does not have a valid driver’s license. He has an 8th grade reading and 8th grade math level. He has some previous work history in shipping and receiving and wants to get a job. He is interested in manufacturing.

iii. Antoine is a 19-year old male, high school graduate. He lives with his grandparents at home. He has no work history and is involved with the court system. He has a 10th grade reading level and 12th grade math level. He did not take the ACT or SAT. He would like to pursue college or advanced training.

Performance and Accountability

NCWorks NextGen Centers are primarily responsible for achieving annual targets for performance measures relating to an educated workforce and higher incomes: placing individuals in employment that they can retain, and which increases their incomes and help them achieve higher levels of education and training, including certifications necessary to obtain good jobs.

Performance indicators for WIOA Youth programs are shown in Section 4 of the RFP.

Budget and Budget Narrative

Guidelines for Completing the Budget Forms
1. **Instructions**: Complete the budget forms (Excel document pages 1-4) to identify all WIOA costs for services for Youth. This must be completed for each county you are proposing to serve.

2. Signature is required on page 1 of each budget set.

3. All budgets submitted for activities under this Request for Proposal will be for proposed costs during the 12-month period beginning July 1, 2019 and ending June 30, 2020.

4. Provide a **Budget Narrative** to explain any aspects of the proposed costs.

The purpose of the budget narrative is to describe to reviewers how the budget is related to the proposed activities.

The budget narrative should identify the line items indicated in the overall budget on the budget form and describe and justify the expenses included in the line item. For example, if your proposal includes a *Talent Development Consultant*, the budget narrative would include an entry similar to the following:

**100. Staff Salaries**

*Talent Development Consultant (1.0 FTE) $34,000.00*

*The full-time Talent Development Consultant assists customers with their job search activities, career guidance, and referring customers for training and additional resources, and WIOA eligibility determination.*

Each of the expenses identified in the planning stage and included in the final budget will appear in some form in the budget narrative. The most important thing to remember about the budget narrative is that you must justify any expenses that are not immediately obvious.

Additional budget information is included in Section 4 of the RFP.

**Audit and Financial Statements**

Attach a copy of your organization’s most recent audit as well as audited financial statements.
Section 4: Resources

General Information

Request for Proposals Timeline

Laws, Regulations and Policies

Laws, Regulations and Policies

Performance

WIOA Performance Indicators
Performance Accountability Measures (*NC Commission*)
Pay for Performance – Adult/DW
Pay for Performance - Youth

Service Delivery

Integrated Service Delivery Model
Customer Flow
Staff Roles and Responsibilities – NC Works Career Center
Staff Roles and Responsibilities – Business Services

List of NCWorks Career Centers

NCWorks Career Centers Customer Traffic

NCWorks System Staffing Levels (*Adult & Youth Services*)
Organization Chart – NCWorks Career Center – Tillery
Organization Chart – NCWorks Career Center - Clayton

NextGen Youth Framework

NextGen Youth Served

Target Industries

Financial

Budget Information
<table>
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<th>Date/Time</th>
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<td>Feb – Nov. 2018</td>
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<td>RFP Release Date</td>
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<td>December 14, 2018 9:30 am</td>
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<td>Final Questions Posted Online</td>
<td>January 4, 2019</td>
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<td>Intent to Apply Due</td>
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<td>RFP Responses Due</td>
<td>February 1, 2019 4:00 pm</td>
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<td>Technical Evaluation of Proposals</td>
<td>February 11 – March 15, 2019</td>
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<td>Respondent Q and A Session <em>(By invitation only)</em></td>
<td>March 15, 2019</td>
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<td>Review Panel Discussion/Decision</td>
<td>March 25, 2019</td>
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<td>WIOA Funding Recommendations to Workforce Board for Action/Approval</td>
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<td>Board Votes on Proposals</td>
<td>April 1, 2019</td>
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<td>WIOA Award Notification to Respondents</td>
<td>April 8 - 19, 2019</td>
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<td>Contract Negotiations</td>
<td>May 2019</td>
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<td>Contract Preparation</td>
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<td>Contract Processing</td>
<td>July 1, 2019</td>
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<td>CA/Contractor/Wake County Contract Control Office</td>
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<td>WIOA Service Provider Contract(s) Begins</td>
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Laws, Regulations and Policies

Workforce Innovation and Opportunity Act

WIOA Final Rules
https://www.doleta.gov/WIOA/Final_Rules_Resources.cfm

WIOA Guidance/Advisories
https://wdr.doleta.gov/directives/All_WIOA_Related_Advisories.cfm

North Carolina Division of Workforce Solutions Policies
https://www.nccommerce.com/workforce/workforce-professionals/policy-statements

Capital Area Policies
https://capitalareancworks.com/contractors-2/
Password: WorkForce#23
### Capital Area Workforce Development – WIOA Performance Indicators

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<th>PY17 goal</th>
<th>PY17 Actual</th>
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<th>PY18</th>
<th>PY19</th>
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<td>63%</td>
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<th>% Achieved</th>
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<td>103.4%</td>
<td>78.6%</td>
<td>79.6%</td>
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<tr>
<td>Employment Q4</td>
<td>77.0%</td>
<td>77.0%</td>
<td>101.5%</td>
<td>77.5%</td>
<td>79.0%</td>
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<td>Credential</td>
<td>57.0%</td>
<td>59.7%</td>
<td>104.6%</td>
<td>60.0%</td>
<td>62.0%</td>
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<td>$7,900</td>
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<th>PY17 goal</th>
<th>PY17 Actual</th>
<th>% Achieved</th>
<th>PY18</th>
<th>PY19</th>
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<td>Credential</td>
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<td>66.7%</td>
<td>119.1%</td>
<td>60.0%</td>
<td>62.0%</td>
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<tr>
<td>Skills Gains</td>
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<td>Baseline</td>
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<th>% Achieved</th>
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<tr>
<td>Employment Q2</td>
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<td>99.8%</td>
<td>72.0%</td>
<td>73.0%</td>
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<tr>
<td>Employment Q4</td>
<td>71.0%</td>
<td>72.9%</td>
<td>102.6%</td>
<td>72.0%</td>
<td>73.0%</td>
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<tr>
<td>Median Earnings</td>
<td>$6,461</td>
<td>$6,256</td>
<td>96.8%</td>
<td>$6,461</td>
<td>$6,661</td>
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### Local Workforce Development Board Performance Accountability Measures TARGETS

<table>
<thead>
<tr>
<th>Outreach &amp; Engagement</th>
<th>Skills Gap</th>
<th>Process</th>
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<tr>
<td>Adults served</td>
<td>Current % of labor force</td>
<td>TARGET: Provide staff-assisted services to a percentage of the labor force that is equal to or larger than the annual unemployment rate for WOB area (2017)</td>
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</table>

**Capital Area Workforce Development Board**

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2018 Capital Area Workforce Development Request for Proposals
Section 4 Forms & Templates - Page 45
## Capital Area PY 2018 Workforce Innovation and Opportunity Act
### Adult and Dislocated Worker Pay for Performance Measures

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measures</th>
<th>Based on those who...</th>
<th>Formula</th>
<th>Source</th>
<th>Pay Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult/Dislocated Worker</td>
<td>Entered Employment Rate</td>
<td>...are employed</td>
<td># participants enter employment each quarter/ target # (3617)</td>
<td>Detail Reports, Employer Reports, Referrals and Referral Results, Results, List by hired + 650 Activities</td>
<td>0% - 49% = $0.00 50% - 74% = 50% 75% - 99% =75% 100% or above =100%</td>
</tr>
<tr>
<td>100.00 %</td>
<td>On-the-Job Training Retention</td>
<td>... are enrolled in On-the-Job Training</td>
<td># participants who retain employment after 30-day evaluation (post training plan completion) / # OJT’s</td>
<td>Completed 30-day evaluations documenting continued employment Quarter will be 30 days back</td>
<td>0% - 69% = $0.00 70%-79%=25% 80% - 89% = 50% 90% - 99% =75% 100% or above =100%</td>
</tr>
<tr>
<td>75.00 %</td>
<td>Credential Attainment</td>
<td>... are enrolled in education or training</td>
<td># participants who obtain a credential / # participants who end training in the quarter</td>
<td># credentials documented in NCWorks / Detail Report, Services Provided Individuals, List, with a training end date during the quarter</td>
<td>0% - 89% = $0.00 90% - 94% = 25% 95% - 99% =50% 100% or above =100%</td>
</tr>
<tr>
<td>65.00%</td>
<td>Measurable Skill Gains</td>
<td>... are active yearly in education or training</td>
<td># participants who make a skill gain</td>
<td>Detailed Report, Services Reports, Services provided Individuals, actual begin date (300, 301, 310)/# active participants. Does not capture carry overs</td>
<td>0% - 89% = $0.00 90% - 94% = 25% 95% - 99% =50% 100% or above =100%</td>
</tr>
<tr>
<td>65.00%</td>
<td>Business Satisfaction Rate</td>
<td>... complete the employer satisfaction survey</td>
<td>Survey matrix % of all received surveys (min of 300)</td>
<td>Survey results. Minimum of 300 surveys. One survey per employer.</td>
<td>0% - 79% = $0.00 80% - 89% = 50% 90% - 99% =75% 100% or above = 100%</td>
</tr>
</tbody>
</table>

**Capital Area Pay for Performance Measures for PY 2018**
All measures will be tracked quarterly.
Profit will be awarded quarterly.
*Rates could change based on the state requirements.*
*Rates are determined annually.*
### Capital Area Pay for Performance Measures for PY 2018

All measures will be tracked quarterly.

Profit will be awarded annually.

*Rates could change based on the state requirements.*

*Rates are determined annually.*

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measures</th>
<th>Based on those who...</th>
<th>Formula</th>
<th>Source</th>
<th>Pay Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Youth</strong></td>
<td><strong>70.00 %</strong></td>
<td>Entered Employment or in Education/Training Rate</td>
<td>...are employed or in education/training</td>
<td># participants enter employment each quarter/ # participants who exit</td>
<td>Detail Reports, Services Reports, Services Provided Individuals (Youth Employment-427) + Detailed Reports, Case Load, Exited cases</td>
</tr>
<tr>
<td><strong>60.00 %</strong></td>
<td><strong>Credential Attainment</strong></td>
<td>... are enrolled in education or training</td>
<td># participants who obtain a credential / # participants who end training in the quarter</td>
<td># credentials documented in NCWorks / Detail Report, Services Provided Individuals, All Services, with a training end date during the quarter</td>
<td>0% - 89% = $0.00 90% - 94% = 25% 95% - 99% = 50% 100% or above = 100%</td>
</tr>
<tr>
<td><strong>53.00%</strong></td>
<td><strong>Measurable Skill Gains</strong></td>
<td>... are active yearly in education or training</td>
<td># participants who make a skill gain</td>
<td>Detailed Report, Case Load, Measurable Skill Gains/ # active participants</td>
<td>0% - 89% = $0.00 90% - 94% = 25% 95% - 99% = 50% 100% or above = 100%</td>
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<tr>
<td><strong>25.00%</strong></td>
<td><strong>Work-based Learning</strong></td>
<td>... expenditures</td>
<td>% of Work-based Learning expenditures/ total allocation</td>
<td>Monthly financial report at the end of the quarter</td>
<td>0% - 99% = $0.00 100% or above = 100%</td>
</tr>
</tbody>
</table>
Capital Area
NCWorks Career Center Customer Flow

The selected provider will have overall responsibility for the operation of the CAWDB NCWorks Career Center System, **under the guidance of the Executive Director of the Board**. The selected provider will be responsible for overseeing all activities, roles and responsibilities within the center; however, key partners will provide staff in various roles throughout the Centers. One of the key partners in the CAWD NCWorks System is the Division of Workforce Solutions Employment Services division (DWS). Figure 2 below provides a high-level view of the expected customer flow for the One-Stop center.

**Figure 2: High Level View of the NCWorks Career Center Customer Flow**
Capital Area NCWorks Career Center
Staff Roles and Responsibilities

The information below provides a view of the roles and responsibilities that are needed to effectively maintain the Capital Area NCWorks Career Center Integrated Services Delivery model. Proposals can recommend additional positions; however, the basic roles and responsibilities must be present in all proposals.

- **NCWorks Career Center Operations Manager**
  The NCWorks Career Center will have a manager that will oversee the activities of the entire Capital Area Career Center System and all functional areas within the Centers. The Operations Manager will be responsible for overseeing the daily operation of the center, assigning staff to other Centers, ensuring compliance of center policies and procedures, hiring center staff when appropriate, ensuring communal areas are functioning properly (i.e. computer labs, training rooms, conference rooms, etc.), managing the center’s operating budget, submitting reports to Capital Area as requested.

**Talent Engagement Staff – Roles and Responsibilities**

- **Talent Engagement Supervisor**
  In addition to the responsibilities outlined above, the Senior Customer Service Representative will be responsible for overseeing the operation of the Talent Engagement Area, including: coordinating staff coverage, ensuring compliance of policies and procedures, coordinating staff training, and overseeing the implementation of quality assurance and improvements efforts.

- **Customer Service Representatives**
  The Customer Service Representative will be responsible for welcoming customers to the career center, monitoring the check-in process, directing customers, conducting orientation sessions, conducting initial assessments of customers, facilitating the registration process, monitoring wait times for services, and assisting customers with questions.

- **Resource Specialist Customer Service Representative**
  In addition to the responsibilities of the Customer Service Representative, the Resource Specialist will provide information and advice on additional services, such as: child care, healthcare, transportation, housing, food stamps, etc. as well as assist the Senior Customer Service Representative.

- **Call Center Operators**
  Call Center staff is responsible for handling all incoming calls to the NCWorks Career Center. They will be responsible for providing technical assistance to job seekers accessing services virtually, job seekers seeking general information, employers trying to access services, and other calls and issues that come into the center’s main contact number. They will also be responsible for responding to e-mail, text and chat that comes in through Access NCWorks.
Talent Development Staff - Roles and Responsibilities

- **Talent Development Supervisor**
  Talent Development Supervisor is responsible for the oversight of all Talent Development activities. Duties include: day-to-day operation of the Talent Development function, completing and submitting reports, ensuring customers’ needs are met, handling customer complaints, conducting team meetings, handling all fiscal matters for this department, staff scheduling, staff training, staff orientation, overseeing workshops and the WIOA program, and coordination with the NCWorks Operations Manager to keep them informed of Talent Development activities, coordination with Talent Engagement and Talent Employment Solutions, stay abreast of workforce development trends.

- **Talent Development Advisors**
  Talent Development Advisors are staff that will assist customers with their basic job search activities. Duties include: working in both computer labs to assist customers with job search, assist customers with their individual employment plans, refer customers to additional resources, assist with Talent Development activities as needed, and coordinate with Talent Employment Solutions to keep abreast of latest employment trends to ensure businesses get qualified candidates.

- **Talent Development Consultant Team Leader**
  Talent Development Consultant Team Leader will directly oversee WIOA programs. Duties include: developing budgets, following fiscal policies, and ensuring funds are spent, overseeing WIOA program enrollments, certifying cases, ensuring performance measures are met, participating in Rapid Response activities, overseeing WIOA staffing, coordinating and conducting WIOA program orientations, developing and submitting reports to the Talent Development Supervisor and CAWDB, and serving as the point of contact for all WIOA program activities.

- **Talent Development Consultants**
  The Talent Development Consultant will be responsible for assisting customers with their job search activities, career counseling, and referring customers for training and additional resources, WIOA eligibility determination, enrollment, and case management, keeping abreast of latest employment trends, and working closely with Talent Employment Solutions staff.

- **Assessment Specialist**
  The Assessment Specialist will be responsible for conducting all testing and assessments. Duties include: scheduling assessments, distributing results, ensuring testing environment is conducive for testing, ensuring materials needed are available.

- **Instruction Coordinator**
  Instruction Coordinator may be either part-time or full-time and are responsible for all on-site and on-line workshops, classes and training. Duties include: scheduling workshops, developing curriculum, ensuring workshops are posted on management system, ensuring materials are prepared and available, marketing of workshops, conducting staff training for
all function areas, coordinating and conducting networking groups, assisting with Talent Development and Talent Employment Solution activities as needed. This position requires that all candidates must be certified training instructors or facilitators.

- **Program Assistant**
  Program Assistant provides general administration support to the Talent Development function. Duties include: office management, staff support, including assessments, reports, correspondence, workshops, intake, reception, and coordinating team meetings. This position may also assist customers in both computer labs.
The information below provides a view of the roles and responsibilities that are needed to effectively maintain the Capital Area Talent Employment Solutions function of the NCWorks Career Center. Proposals can recommend additional positions; however, the basic roles and responsibilities must be present in all proposals.

- **Talent Employment Solutions Supervisor**
  Talent Employment Solutions Supervisor will be responsible for the oversight of Talent Employment Solutions activities, coordinating staffing schedules, training and supervising the work of Talent Employment Solutions staff, ensures compliance of policies and procedures, handles all fiscal matters for the department, conducts team meetings, handles customer complaints, completes and submits reports to the NCWorks Career Center Manager and CAWD Business Engagement Director to keep them informed of Talent Employment activities, works closely with Talent Engagement and Talent Development staff, coordinates business days, networking activities, supports job fairs, recruitment initiatives and other activities related to support business customers and connect job seekers to employment opportunities.

- **Employer Consultant–Outside**
  Employer Consultant–Outside’s role is focused as a “hunter” of employers currently hiring. The role will educate employers currently hiring of CAWD and non-CAWD financial and non-financial resources, including how to use the job posting and matching technology. Too, this role will communicate with and leverage “Inside” Employer Consultants who will follow-up with the employer and connect them with qualified candidates. The role will also input and maintain employer contacts and ongoing communication within CAWDB’s specific employer database.

- **Employer Consultant–Inside**
  Employer Consultant-Inside’s role is to research and update information on employers that have registered with the NCWorks Career Center for job referrals and postings. Key duties include: contacting employers to ensure information is accurate; work with Job Seeker Consultants to pre-screen and refer qualified candidates to employers to fill job openings; serve as an information resource for businesses per workforce solutions; follow-up to ensure employer needs are met; support all activities of the TES function such as job fairs, recruitment initiatives, etc.

- **Job Seeker Consultants**
  Job Seeker Consultants ensure “work-ready” job seekers have registered in the job-matching application and that their resumes are good quality. Responsible for contacting job seekers regarding openings that correlates with their experience, skills, education, training and follow-up with job seekers per their search status.
- **On-the-Job Training Specialist**
  The On-the-Job (OJT) Specialist will be responsible for developing training plans using industry appropriate software that focuses on closing the skill gap for each customer and ensuring contract compliance and adherence to Capital Area’s OJT policy.

- **Program Assistant**
  The Program Assistant will be responsible for general administrative duties to support the Talent Employment Solutions function and Talent Employment Solutions Supervisor. Other duties include: assisting in the coordination and marketing of events and activities that support employers and job seekers needs.
NCWorks Career Center Locations

**Raleigh**
1830-B Tillery Place
Raleigh, NC 27604
Phone: 919-715-0111
Fax: 919-715-0164

**Wake Forest**
WC Northern Regional Center
350 E. Holding Avenue
Wake Forest, NC 27587
Phone: 919-562-6300
Fax: 919-562-6315

**Fuquay-Varina**
WC Southern Regional Center
130 N. Judd Parkway NE
Fuquay-Varina, NC 27526
Phone: 919-557-1121
Fax: 919-557-1091

**Zebulon**
WC Eastern Regional Center
1002 Dogwood Drive
Zebulon, NC 27597
Phone: 919-404-3900
Fax: 919-404-3957

**Swinburne**
Wake County Human Services
220 Swinburne Street
Raleigh, NC 27610
Phone: 919-250-3770
Fax: 919-212-9491
TTY: 919-212-7590

**Clayton**
8998 US Hwy 70 West, Suite 100
Clayton, NC 27520
Phone: 919-553-0953
Fax: 919-553-0979

**NCWorks NextGen Center**
1649 Old Louisburg Road
Raleigh, NC 27604
Phone: 919-758-8453
Fax: 919-803-1915

**NCWorks NextGen Center**
Raleigh Pathway Center
900 South Wilmington Street
Raleigh, NC 27601

**NCWorks NextGen Center**
912 N. Brightleaf Boulevard
Smithfield, NC 27577
Phone: 919-934-1029 ext.223
Fax: 919-934-1916
Customer Traffic

Distinct Individuals

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* Center closing 12/14/18, traffic will be directed to Tillery and Fuquay-Varina

Total Visits

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* Center closing 12/14/18, traffic will be directed to Tillery and Fuquay-Varina
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*Includes Veterans staff, does not include Security Officer provided by DWS
Cary location is closing December 14, 2018

### NextGen Career Center Staffing

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<td>Raleigh – Tillery &amp; Raleigh Pathways Ctr</td>
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Background
In North Carolina there are a significant number of youth and young adults who are not engaged in education, training and employment. New strategies to reach and engage alienated and disengaged young people will be a priority of the 23 NC Workforce Development Boards.

The NC Workforce Development Boards implementation of the Workforce Innovation and Opportunity Act (WIOA), does supersede the Workforce Investment Act of the past 15 years. WIOA youth and young adult funding can only be expended on eligible and enrolled participants. With the enactment of WIOA, local workforce development boards must focus 75% or more of funding on out-of-school youth and young adults, and no more than 25% on in-school youth and young adults. The new law puts greater emphasis on serving out-of-school youth and young adults through training and services that are employer driven and linked to labor market demand.

WIOA defines Out-of-School youth and young adults as 16 to 24 year-olds who are not attending school and one or more of the following:
- School dropout;
- Within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter;
- Holds a secondary school diploma or recognized equivalent and is low-income and is either basic skills deficient or an English language learner;
- Subject to the juvenile or adult justice system;
- Homeless, runaway,
- In foster care or aged out of the foster care system, eligible for assistance under Section 477, Social Security Act, or in out-of-home placement;
- Pregnant or parenting;
- An individual with a disability;
- Low income person who requires additional assistance to enter or complete an educational program or to secure and hold employment.¹

WIOA defines In-School youth as 14- 21 year-olds who are low income and attending school and one or more of the following:
- Basic skills deficient;
- English language learner;
- An offender;
- Homeless,
- Runaway,

¹
- In foster care or aged out of the foster care system;
- Pregnant or parenting;
- An individual with a disability;
- Person who requires additional assistance to enter or complete an educational program or to secure and hold employment

**Framework Purpose**

The purpose of the WIOA youth and young adult framework is to ensure that North Carolina’s Workforce Development Boards provide a baseline of services and a guideline for delivering those services in order to prepare youth and young adults for educational and employment opportunities. WIOA youth and young adult funding can only be expended on WIOA eligible and enrolled participants.

All youth and young adults have essential needs that must be met if they are to make a successful transition to life and the workforce. These core needs fall into 5 categories (Illustration 1): mental health, physical health, civic and social involvement, intellectual health, and employability.

In order for the Framework to be successful, the WDB is accountable and responsible for ensuring programs, policies, and services are in place to help youth and young adults move towards self-sufficiency in all five categories. The boards will utilize support from other community programs whose primary responsibility is meeting the needs of alienated and disengaged youth and young adults. These five core areas must also be considered when designing any program or framework for our target population.

4/22/16: Revision 0-NCAWDB Youth Framework
The fundamentals of the WIOA Youth program are Intake, Objective Assessment, Individual Service Strategy (ISS)/Individual Employment Plan (IEP) and Information and Referrals. Based on individual needs identified through the Objective Assessment and the ISS/IEP, youth and young adults are served through a comprehensive array of workforce development services that fall within 14 required program elements of WIOA (see Appendix A). By implementing the 14 elements within the necessary strategies and tools provided in this framework and considering the five essential needs for youth and young adults, each local area workforce board will be able to ensure that:

- **Align** youth and young adult’s education with jobs in high demand industries
- **Improve** youth and young adult’s employability skills for success in the workplace
- **Focus** career processes, services and programs for youth and young adults
- **Address** through partnerships and referrals, holistic needs of youth and young adults mental health, physical health, civic and social involvement, intellectual health, and employability
- **Leverage** resources and opportunities through strengthened NCWorks partnerships which may include, but not limited to NCWorks Career Centers, Vocational Rehabilitation (VR), Department of Social Services (DSS), Adult Basic Education (ABE), Community Colleges, Universities, and community organizations.

This new framework equips Workforce Development Boards with a standard working system through which to provide workforce development services for youth and young adults. It provides the necessary strategies and tools to assist youth and young adults in identifying their interests and skills, as well as being prepared to succeed in post-secondary education and in a competitive workforce.

**Framework**

North Carolina’s framework includes five components for WIOA youth and young adult programming that should be used to interconnect the 14 WIOA youth elements, to ensure participants are prepared for employability success. *(WIOA youth and young adult funding can only be expended on eligible and enrolled participants.)*

1. **Education**
   Educational opportunities are readily available to youth and young adults to help them achieve long-term goals, as well as access resources, tools and services. Occupational skills training, high school equivalency, classes, and tutoring are focused on preparing youth and young adult for high demand occupations.

2. **Career Pathways**
   Career pathways versus “jobs” are the focus for youth and young adult employment and training. A clear path from education into the workforce is provided through career pathways that include integrated services, diverse training, career readiness, partnerships and other unique features.
3. **Career Experience**
   Career opportunities, entrepreneurship, and work-based learning must be available to each youth and young adult in the program. Local businesses are engaged to provide internships, job shadowing, and on-the-job training.

4. **Leadership Development**
   Leadership development must be a strong aspect of the local Workforce Development Boards youth and youth adult program design. Opportunities for youth and young adults to participate in community service, peer-centered activities, classroom development, mentoring, and soft skills training are available.

5. **Wrap Around Services**
   Each workforce board’s local area will work with state and local organizations to ensure that wrap around services are available in order to meet the needs of their youth and young adults in different ways. Partnerships must include: VR, DSS, Adult Basic Education and juvenile justice.

**Guiding Principles**
The guiding principles are the **foundation** of the WDB’s youth and young adult service delivery system. They define what is truly important for its **success**, and serve as a template for **building and growing** our system. Essential to the foundation of the framework is to establish **resources and training** for staff that administer **career development** for youth and young adults.

The following represents guiding principles for NC youth and young adult programs:

- **Accountability**
  Local Workforce Development Boards will set and track local accountability measures that align with USDOL-WIOA performance indicators and the NCWorks Commission on Workforce Development performance accountability measures. The WDB’s will monitor and provide technical assistance to ensure that these measures are met or exceeded. This will result in high quality services being provided to meet the needs of youth and young adults. Data related to performance accountability and all other aspects of WIOA youth program operations are captured in the NCWorks.gov online system.

- **Staff Development**
  Ongoing professional development for workforce system staff is critical to stay relevant and to better serve youth and young adults. All staff performance is supported by specific organizational and management practices that ensure that the best people are retained and adequately trained and supported on the job.

- **Case Management**
  The WDB’s ensure that extensive one on one interaction between staff and participants is a part of service delivery. Case management will require long term commitments to
effectively create positive outcomes for youth and young adults. This activity must connect youth and young adults to the right resources and services to improve education and training outcomes, and to establish pathways to employment.

- **Local Area Assessment**
  Local workforce boards should have a clear understanding of their target youth population. Prior to program design of the board’s youth and young adult program, the local board should research and have a clear picture of the following:

  - Labor market data (high growth, high demand industries/sectors)
  - Youth and young adult demographics
  - Available resources (funding, services, tools...etc.)
  - Local youth and young adult issues (gangs, high poverty, English language proficiency, etc.)
  - Other youth and young adult programs

**Commitment to Success**
The Local Workforce Development Boards of North Carolina are committed to sharing and utilizing this youth and young adult framework to **create and grow** a sound, inclusive system that can produce a **successful emerging workforce**. This will be done by a **commitment** to:

- Coordinate efforts and work collaboratively with other agencies to best serve our youth and young adults
- Provide consistency in working with youth and young adults to connect them to education and/or employment
- Work with youth and young adults to identify their strengths and assets
- Assess and tailor services and outcomes for youth and young adults based on their individual needs, strengths and barriers

A Youth Leads team has been established to take the lead in continuous improvement by identifying issues and developing solutions that affect successful youth and young adult outcomes.

North Carolina Workforce Development Boards are committed to ensuring the success of the WIOA youth and young adult program, therefore all WDB’s must follow this framework when developing their program design.
REFERENCES


Appendix A

Definitions of WIOA Youth Service Elements (14)

1. **Tutoring / Study Skills Training** includes instruction and evidence-based dropout prevention and recovery strategies that lead to completion of HS diploma or equivalent (including a recognized certificate of attendance or similar document for youth with disabilities) or preparation for post-secondary credentials.

2. **Alternative Secondary School Services** includes referral to formal alternative education programs or formal dropout recovery services, as appropriate.

3. **Work Experiences (WE)** are planned, structured, learning experiences that take place in a workplace for a limited period of time. They may be paid or unpaid and may occur in for-profit, non-profit or public sectors. As with all workplace relationships labor standards and laws apply. WEs provide youth with an opportunity to explore careers and develop skills. WEs must include a combination of academic and occupational education components. WEs include the following types of experiences:
   - Summer Youth Employment - administrators of SYE programs must be competitively selected by the board via award of a contract or grant (employers used for SYE do not need to be competitively selected).
   - Pre-Apprenticeship is a program, or set of strategies, designed to prepare individuals to enter and succeed in a registered apprenticeship program; a documented partnership with at least one or more registered apprenticeship programs must be in place. Providers offering occupational education for pre-apprenticeship must be on the Eligible Training Provider List.
   - Internships & Job Shadowing are activities that provide the youth with an opportunity to explore an occupation or work environment and may include activities that allow them to gain employment and occupational skill competencies.
   - On-the-Job Training is training provided by an employer to a paid participant who is engaged in productive work from which she/he gains the knowledge and skills essential to the full performance of the job and for which the employer is provided a reimbursement of up to 50% of the participant wage and for which the employer makes a commitment to hire the individual.

4. **Occupational Skills Training** is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required of certain occupational fields at the entry, intermediate and advanced skill levels. Priority must be given for training that leads to recognized post-secondary credentials that are in in-demand industry sectors or occupations in the local area.

5. **Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational** cluster refers to the integrated education and training model in which required education and training occur concurrently and contextually with workforce preparation activities and workforce training. Such a program element must describe how workforce preparation activities, basic academic skills, and hands-on occupational skills are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway.

4/22/16: Revision 0-NCAWDB Youth Framework
6. **Leadership Development** are opportunities that encourage responsibility, confidence, employability, self-determination and other positive social behaviors, such as:
   - exposure to post-secondary educational possibilities,
   - community and service-learning projects,
   - peer-centered activities, including peer mentoring or peer tutoring,
   - organizational and team work training, including team leadership training,
   - training in decision-making, including prioritization and problem solving,
   - citizenship training, including life skills such as parenting and work behavior training,
   - civic engagement activities which promote the quality of life in a community, and
   - activities that place the youth in a leadership role such as serving on a youth leadership committee or a Standing Youth Committee.

7. **Supportive Services** for youth are those that are designed to enable them to participate in WIOA activities and may include: linkage to community services; referrals to health care; and cost assistance with: transportation, childcare, housing, uniforms, work attire, work-related tools, protective gear, educational testing, and reasonable accommodations for youth with disabilities.

8. **Adult Mentoring** is a formal, in-person, relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support and encouragement to develop the competence and character of the mentee. The activity must last for a period of at least 12 months and must be with an adult mentor other than the assigned youth case manager. Adult mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of a company who acts as a mentor.

9. **Follow-up Services** are critical services that must be provided for at least a 12 month period following the youth’s exit from the program and are designed to help ensure that the youth is successful in employment or postsecondary education/training. Follow-up services may include: leadership activities, regular contact with the youth’s employer to help address work-related issues, assistance with career pathway development or in securing a better paying job, assistance with further education or training and participation in work-related peer support groups, adult 2 mentoring or other services determined appropriate based on the needs of the participant. Follow-up must include more than only an attempted contact and must be documented in order to receive a performance outcome.

10. **Comprehensive Guidance & Counseling** is individualized to the participant, may include career and academic counseling, drug and alcohol abuse counseling, mental health counseling and referral to partner programs for which the youth counselor has coordinated the youth referral with the partner agency on behalf of the individual youth.

11. **Financial Literacy** is education or activities that: assist youth to initiate checking and savings accounts at banks and to make informed financial decisions; supports youth learning how to manage spending, credit, and debt, including student loans, consumer credit and credit cards; teaches the significance of credit reports and credit scores and rights regarding credit and financial information; teaches how to assure accuracy of a credit report and how to correct
inaccuracies, and how to maintain or improve good credit; supports a participant’s ability to understand, evaluate, and compare financial products and services; informs participants about identity theft, their rights in regard to it and ways they can protect themselves from it; and supports the financial literacy needs of non-English speakers through use of multilingual financial literacy and education materials.

12. **Entrepreneurial Skills Training** is training that provides the basics of starting and operating a small business, this training must develop the skills associated with entrepreneurship, such as: taking initiative, creatively seeking out and identifying business opportunities, developing budgets and forecasting resource needs, understanding various options for acquiring capital and the trade-offs associated with each option, and how to communicate effectively and market oneself and one’s ideas. Approaches to teaching youth these skills may include: educational programs that introduce youth to the basics of starting and running a business; enterprise development supports and services that incubate and help the youth develop their own business through access to small loans or grants, or that provide individualized assistance in development of viable business ideas; and may include experiential programs in which youth get experience in the day-to-day operation of a business and more.

13. **Provision of Labor Market & Career Awareness Information** are services that impart information to the youth about jobs that are in demand in the local labor market and that may include career awareness and exploration activities and career counseling.

14. **Activities to prepare youth to transition to post-secondary education include information about and preparation for college entrance** including information about applying to colleges, financial aid, entrance testing, student life, pre-requisite courses and more.
NextGen Youth Served

PY17

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<tr>
<td>Wake County</td>
<td>170</td>
<td>45</td>
<td>215</td>
</tr>
<tr>
<td>Johnston County</td>
<td>131</td>
<td>42</td>
<td>173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>301</strong></td>
<td><strong>87</strong></td>
<td><strong>388</strong></td>
</tr>
</tbody>
</table>
Target Industries and High Growth Occupations

*Occupations listed below have the highest projected growth over the next 3 years (2018-2021) and have median hourly earnings of greater than $15/hour. Funding is not limited to these occupations – this is a guide to aid in consultations.*

<table>
<thead>
<tr>
<th>Information Technology, Professional and Scientific Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Software Developer</td>
</tr>
<tr>
<td>➢ Computer Systems Analyst</td>
</tr>
<tr>
<td>➢ Computer User Support Specialist</td>
</tr>
<tr>
<td>➢ Market Research Analyst and Marketing Specialist</td>
</tr>
<tr>
<td>➢ Civil Engineer</td>
</tr>
<tr>
<td>➢ Management Analyst</td>
</tr>
<tr>
<td>➢ Computer and Information Systems Manager</td>
</tr>
<tr>
<td>➢ General and Operations Manager</td>
</tr>
<tr>
<td>➢ Sales Representative</td>
</tr>
<tr>
<td>➢ Network and Computer Systems Administrator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Registered Nurse</td>
</tr>
<tr>
<td>➢ Medical Assistant</td>
</tr>
<tr>
<td>➢ Medical Secretary</td>
</tr>
<tr>
<td>➢ Dental Assistant</td>
</tr>
<tr>
<td>➢ Licensed Practical and Licensed Vocational Nurse</td>
</tr>
<tr>
<td>➢ Physical Therapist</td>
</tr>
<tr>
<td>➢ Phlebotomist</td>
</tr>
<tr>
<td>➢ Dental Hygienist</td>
</tr>
<tr>
<td>➢ Medical and Health Services Managers</td>
</tr>
<tr>
<td>➢ Radiologic Technologist</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Machinist</td>
</tr>
<tr>
<td>➢ Industrial Engineer</td>
</tr>
<tr>
<td>➢ Inspector, Tester, Sorter, Sampler Weigher</td>
</tr>
<tr>
<td>➢ Computer Hardware Engineer</td>
</tr>
<tr>
<td>➢ Mechanical Engineer</td>
</tr>
<tr>
<td>➢ Electrical and Electronic Engineering Technician</td>
</tr>
<tr>
<td>➢ Electrical Engineer</td>
</tr>
<tr>
<td>➢ First Line Supervisor</td>
</tr>
<tr>
<td>➢ Architectural and Engineering Manager</td>
</tr>
<tr>
<td>➢ General and Operations managers</td>
</tr>
<tr>
<td>➢ Industrial Machinery Mechanics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skilled Trades and Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Carpenter</td>
</tr>
<tr>
<td>➢ First-Line Supervisor</td>
</tr>
<tr>
<td>➢ Heating, Air Conditioning, Refrigeration Mechanic and Installer</td>
</tr>
<tr>
<td>➢ Plumber, Pipefitters and Steamfitters</td>
</tr>
<tr>
<td>➢ Operating Engineers, Construction Equipment Operator</td>
</tr>
<tr>
<td>➢ Electrician</td>
</tr>
<tr>
<td>➢ Cement Mason and Concrete Finisher</td>
</tr>
<tr>
<td>➢ Construction Manager</td>
</tr>
<tr>
<td>➢ Heavy and Tractor Trailer Truck Driver</td>
</tr>
<tr>
<td>➢ General and Operations Manager</td>
</tr>
</tbody>
</table>
General Information for all sections (3.1, 3.2, 3.3)

- Wake and Johnston Counties: A separate spreadsheet must be completed for each county.
- County breakdown costs are currently 75% Wake County and 25% Johnston County.
- Historically limitations for administrative costs are 5-7% and limitations for profit are 5-8%. Capital Area will not pay more than 8% profit fees on any WIOA service contract.
- There is no expected cost per participant.

NCWorks Career Centers and Business Services (Sections 3.1 & 3.2)

- A separate budget spreadsheet must be completed for Adult and Dislocated Workers. They are separate funding streams.
- Breakdown of costs between Adult and DW is Adult 60% and DW 40%.
- Capital Area has an infrastructure agreement in place. As part of the agreement, the Division of Workforce Solutions (DWS) provides all computers, copiers, printers and fax machines in the NCWorks Tier 1 Centers. They also provide computer support and telephone, Wi-Fi services and general office supplies. Security (system & officer) is provided by DWS for the Raleigh-Tillery location. It is not needed for Johnston County. There is no need to include these in the budget.
- Lease costs for Wake County is $356,285 and lease costs for Johnston County is $202,590. This amount includes the lease increases for contract period July 1, 2019 to June 30, 2020. Electricity, heating, air and janitorial are included in the lease. The Operator will include lease costs in their budget. It is not necessary to include leasing costs in the Business Services proposal.
- There is no need to include furniture in the budget unless you think additional furniture is needed.
- Be sure to review the Capital Area Adult/DW Supportive Services policy to determine the costs and limitations for Adult/DW supportive services.
- OJT's will only be listed in the Business Services budget.
- Identify the basis for the Indirect Costs computation (salaries only, salaries & fringes, total direct costs, etc.)

NextGen Youth Centers (Section 3.3)

- 75% Out of School youth and 25% In school
- Youth Contractors must include lease costs in their budget. Lease costs for Wake County is $43,680. It includes electricity, heating and janitorial. It also includes the amount for any lease increase that will take place during the year. Johnston County respondents will need to research facilities in JC to determine lease costs, including utilities.
- Include assessment costs for YouScience assessment tool. This cost is $7.50 per youth.
- Youth providers must spend 25% of their expenditures on work-based learning.
- Be sure to review the Capital Area Youth Supportive Services policy to determine the costs and limitations for youth supportive services.
- OSTs and OJT's must be listed separately in the budget.
Section 5: Forms and Templates

Forms

Notice of Intent to Apply form

Cover Pages
  Proposal Identification/Certification Page - #1 (Operator/Adult/DW)
  Proposal Identification/Certification Page - #2 (Business Services)
  Proposal Identification/Certification Page - #3 (Youth Services)

Administrative Management Questions

Fiscal Management Questions

Templates

Budget Templates – Separate Excel Spreadsheets
  Adult/DW Budget Template (use for both 3.1 & 3.2 responses)
  NextGen Youth Services Budget Template (use for 3.3 response)
NOTICE OF INTENT TO APPLY

Complete this non-binding form and send by e-mail to capitalareawdb@wakegov.com or by fax to 919.856.6038. Deadline for submitting the form to Capital Area is Friday, January 4, 2018 by 4:00 pm (EST). Proposals will only be accepted if a Notice of Intent to Apply form is submitted to Capital Area by the deadline given.

As the authorized representative for my organization, I intend to apply for (select all that apply):

______ #1: WIOA NCWorks Career Center Operator/Adult/DW Services
   County(ies) to be Served: _______ Wake County   _______ Johnston County   _______ Both Counties

______ #2: WIOA NCWorks Career Center Business Services
   County(ies) to be Served: _______ Both Counties (Wake and Johnston)

______ #3: WIOA Youth Services
   County(ies) to be Served: _______ Wake County   _______ Johnston County   _______ Both Counties

Organization Name: ___________________________________________________________

Business Address: ____________________________________________________________

Contact Person: ____________________________________________________________

Title: ___________________________ Telephone: _____________________________

Fax: ___________________________ E-mail: ________________________________

__________________________________________________________
Signature (of person completing form) Date
PROPOSAL IDENTIFICATION/CERTIFICATION #1

NCWorks Career Center Operator
And
Adult/Dislocated Worker Services
Funded Under the
Workforce Innovation and Opportunity Act

County(ies) to be Served: _____ Wake County _____ Johnston County _____ Both

Name of Responding Organization: __________________________________________

Business Address: ______________________________________________________

Contact Person: __________________________________ Telephone: ______________

Fax: _______________ E-mail: ____________________________________________

Proposed Adult Services Budget: $ _____________
Proposed DW Services Budget: $ _____________

Proposed WIOA Combined Budget Total: $ _____________

CERTIFICATION: The information contained in this proposal represents the organization and its proposed operating plans and budget necessary to conduct the proposed WIOA Title I Operator/Adult/DW Activities described herein. I acknowledge that I have read and understand the requirements of the Request for Proposal (RFP) and that the organization is prepared to implement the proposed activities as described. I certify that I am authorized to sign this proposal on behalf of the organization submitting the proposal, and further certify that the responding entity named above waives any right to claims against Wake County Government and the Capital Area Workforce Development Board members in their individual capacities. The Proposal is firm for a period of at least ninety (90) days from the closing date for submission.

____________________________________________________________________

Name of Signatory Official (printed) Title

____________________________________________________________________

Signature of Signatory Official Date
PROPOSAL IDENTIFICATION/CERTIFICATION #2

NCWorks Career Center
Business Services
Funded Under the
Workforce Innovation and Opportunity Act

County(ies) to be Served: ____________ Both (Wake and Johnston Counties)

Name of Responding Organization: ________________________________________________

Business Address: ________________________________________________________________

Contact Person: __________________________ Telephone: ____________________________

Fax: ___________________________ E-mail: __________________________________________

Proposed Business Services Dislocated Worker Budget: $________________________
Proposed Business Services Adult Budget: $________________________

Proposed WIOA Combined Business Services Budget Total: $ _______________________

CERTIFICATION: The information contained in this proposal represents the organization
and its proposed operating plans and budget necessary to conduct the proposed WIOA Title I
Business Services Activities described herein. I acknowledge that I have read and understand
the requirements of the Request for Proposal (RFP) and that the organization is prepared to
implement the proposed activities as described. I certify that I am authorized to sign this
proposal on behalf of the organization submitting the proposal, and further certify that the
responding entity named above waives any right to claims against Wake County Government
and the Capital Area Workforce Development Board members in their individual capacities.
The Proposal is firm for a period of at least ninety (90) days from the closing date for
submission.

__________________________________________
Name of Signatory Official (printed) Title

__________________________________________
Signature of Signatory Official Date
PROPOSAL IDENTIFICATION/CERTIFICATION #3
Youth Services
Funded Under the
Workforce Innovation and Opportunity Act

County(ies) to be Served:      _____ Wake County    _____ Johnston County    _____ Both

Name of Responding Organization:  

Business Address:  

Contact Person:  ____________________________    Telephone:    ____________________________

Fax: ____________________________    E-mail: ____________________________

Proposed Wake County Youth Services Budget:  $ ____________
Proposed Johnston County Youth Services Budget:  $ ____________
Proposed Youth Services Budget Total:  $ ____________

CERTIFICATION: The information contained in this proposal represents the organization and its proposed operating plans and budget necessary to conduct the proposed WIOA Title I Youth Activities described herein. I acknowledge that I have read and understand the requirements of the Request for Proposal (RFP) and that the organization is prepared to implement the proposed activities as described. I certify that I am authorized to sign this proposal on behalf of the organization submitting the proposal, and further certify that the responding entity named above waives any right to claims against Wake County Government and the Capital Area Workforce Development Board members in their individual capacities. The Proposal is firm for a period of at least ninety (90) days from the closing date for submission.

Name of Signatory Official (printed)  

Title

Signature of Signatory Official    

Date
ADMINISTRATIVE MANAGEMENT QUESTIONS

Answer the following questions regarding your administrative management system. If selected for award of a contract, some items listed below may be required during the pre-award review prior to entering into a contract with Capital Area.

Yes, No or N/A

1. Does your organization have current Articles of Incorporation? ________

2. Does your organization have written personnel policies? ________

3. Do your written personnel policies contain procedures for:
   a. Open employee recruitment, selection and promotional opportunities based on ability, knowledge and skills; ________
   b. providing equitable and adequate compensation; ________
   c. training of employees to assure high-quality performance; ________
   d. retaining employees based on the adequacy of their performance, and for making adequate efforts for correcting inadequate performance; ________
   e. assuring fair treatment of applicants and employers in all aspects of personnel without regard to political affiliation, race, color, national origin, sex, age, disability, religion or creed, with proper regard for their privacy and constitutional rights as a citizen; and ________
   f. assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or nomination for office? ________

4. Can your organization revise its present written personnel policies to include the above procedures? ________

5. Do your written personnel policies contain a prohibition against nepotism? ________

6. Do your written personnel policies contain a prohibition against employees using their positions for private gain for themselves or other parties? ________

7. Does your organization have an authorized, written travel policy for employees and authorized agents that provides for reimbursement for mileage and per diem at a specified rate? ________

8. Does your organization have a written employee grievance procedure to resolve employment complaints? ________

9. Does your organization have the capacity or staff to produce and maintain participant records, reports, and other information as needed/required by Capital Area? ________

10. If any costs are determined to be disallowed, does your organization have a procedure and source for reimbursing such costs to the Board? ________

11. Is your organization governed by a Board/Council? ________
12. Does your organization operate under local rules or by-laws? 

13. Has your Board/Council reviewed and approved this proposal? 

14. Does your organization have a current approved Fidelity Bond? 

15. Does your organization have an Equal Opportunity (EO) Policy? 

16. Does your organization have a Complaint or Grievance process? 

17. Does your organization have any legal judgments, claims, arbitration proceedings, lawsuits, or other legal proceedings pending against the organization, its owners, or principles? 

I certify that the information provided on this form is an accurate and true representation of the administrative management systems of this organization.

Organization Name

Type/Printed Name and Title of Authorized Representative

Signature of Authorized Representative ____________________________ Date ____________________________
FISCAL MANAGEMENT QUESTIONS

Answer the following questions regarding your fiscal management system. If selected for award of a contract, some items listed below may be required during the pre-award review prior to entering into a contract with Capital Area.

1. Do you have a copy of/access to the WIOA Law, Federal Regulations and subsequent amendments? __________
2. Does your accounting system provide you with adequate information to prepare a monthly financial report? (Such report must be derived from a balance sheet and income and expense statements). __________
3. Does your accounting system provide control and accountability over all funds received, property and other assets? __________
4. Can your accounting system provide for financial reports on an accrual basis? __________
5. Does your accounting system provide for identification of receipt and expenditure of funds separately for each funding source? __________
6. Are your accounting records maintained in such a manner as to facilitate the tracking of funds to source documentation of the unit transaction? __________
7. Does your accounting system have the capability to develop procedures for determining the allowability and allocability of costs in accordance with the provisions of WIOA regulations? __________
8. Are State and Federal funds which are advanced to you deposited in a bank with federal insurance coverage? __________
9. Has the bank in which you deposit State and Federal funds insured the account(s) or put up collateral or both, which is equal to the largest sum of money which would be in such bank account(s) at any one point in time during the contract period? __________
10. Do you make monthly reconciliation of your bank accounts? __________
11. Are these reconciliations made by the same person who performs the record keeping for receipts, deposits and disbursement and transactions? __________
12. Do you record daily your cash receipts and disbursement transactions? __________
13. Are there individuals or positions in your organization which have, as one of their duties, the receipt, distribution or handling of money covered under bond? __________
14. Is there a person who is responsible for the recording of all financial transactions? __________
15. Is there a person who is responsible for the receipt of all purchased goods?

   a. Does this person immediately assign, upon receipt, an inventory number to the required items

   b. Does this person perform an inventory audit at least once a year?

   c. Do you maintain records on all property acquisition, disposition and transfer?

16. Do you have written procedures and internal controls established for the procurement of goods and services?

17. Is a competitive bid process incorporated in your purchasing procedures for acquisition of subcontractors, major goods and services, equipment and office space?

18. Is documentation (i.e., timesheets, etc.) properly kept in support of each payroll disbursement?

19. Are records maintained to support authorized leave (sick, etc.)?

20. Is proper documentation maintained to support travel disbursement? (Please provide a copy of travel disbursement policy)

21. Has a formal audit of your organization’s financial records been conducted within the past year?

22. Is your accounting system bound by any outside agency (city, county, etc.)?

23. Do you have an indirect cost plan with current approval by a cognizant agency?

24. Is your organization funded by more than one source?

25. Does your organization have a written lease for all rented or leased properties?

26. Does your organization have written accounting procedures? (If yes, please provide a copy.)

27. Does your most recent audit have unresolved audit findings?

I certify that the information provided on this form is an accurate and true representation of the fiscal management systems of this organization.

Organization Name

Type/Printed Name and Title of Authorized Representative

________________________________________________________
Signature of Authorized Representative               Date