

Release Date: 12/1/22  
Proposal Deadline: 2/2/23, 4:00 pm

# CAPITAL AREA WORKFORCE DEVELOPMENT ADULT AND YOUTH SERVICES

## **Request for Proposals #23-004**

*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*

# Capital Area Workforce Development Request for Proposals

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Capital Area Workforce Development  
5942 Six Forks Road, Raleigh, NC 27609  
919 .856.6040 phone 919.856.6038 fax  
<http://www.capitalareancworks.com/>

# Capital Area Workforce Development Request for Proposals

## Section 1: Introduction

### 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). The Workforce Innovation and Opportunity Act of 2014, Public Law 113-128, authorizes local workforce programs. The Act and the Final Regulations (20 CFR Parts 676, 677 and 678) can be found online at: <https://www.dol.gov/agencies/eta/wioa/guidance>. A list of all of the applicable Laws, Regulations and Policies can be found under WIOA Statute and WIOA Guidance.

NCWorks helps employers meet their employment needs and individuals build careers in a five- county (Wake, Johnston, Lee, Orange, and Chatham) region of North Carolina. Approximately \$5,417,756 million in WIOA funding is available to provide services for businesses and citizens in the region. CAWD also pursues grant funding for special projects that are delivered through the NCWorks system. There are two components to the RFP. (1) Operator of the NCWorks Career Centers/WIOA Adult and Dislocated Worker Service Provider; and, (2) WIOA Youth Services Service Provider. 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 and procedures, system guidance and performance and accountability.
- **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)
  - NCWorks NextGen Center/WIOA Youth Services (Section 3.2)
- **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 EST on Thursday, February 2, 2023**. 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 two (2) complete printed copies as well as an electronic version on computer storage media (portable USB drive) as described below. All proposals must be assembled in the order outlined below. 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 11-point Times New Roman font, (2) Staple in the upper left-handed corner or bind in some form of notebook hard copies, and (3) provide **two complete copies** of your proposal (one of which must be the signed original). Please note: Only include the audit in the electronic version and the signed original hard copy.

**For proposals on computer storage media:** (1) Use a portable USB drive, and (2) Provide your proposal in Microsoft Word or Adobe pdf format, budgets must only be submitted in the Excel Spreadsheet provided. DO NOT submit the budget in pdf format. DO NOT password protect files. CAWD is not responsible for unreadable computer media.

Mail proposals to Jessica Locklear McLeod, RFP Proposal #23-004, Capital Area Workforce Development, 5942 Six Forks Road, Raleigh, North Carolina 27609.

**Submissions must arrive to the Capital Area office by 4:00 pm EST on Thursday, February 2, 2023.**

or

Deliver proposals by hand to Capital Area Workforce Development at 5942 Six Forks Road, Raleigh, North Carolina between 8:30 am and 4:00 pm EST Monday through Friday. **Submissions must be delivered to the Capital Area office by 4:00 pm EST on Thursday, February 2, 2023.** Address your submission to Jessica Locklear McLeod, RFP Proposal #23-004, Capital Area Workforce Development.

### Proposal Format

Proposal must be submitted in the following order:

- 1.0 Proposal Cover Sheet – *Form available in Section 5*
- 2.0 Organization Information – *Questions available in Section 5*
- 3.0 Statement of Work – *Questions available in Section 5*
- 4.0 Budget – *Template available as Attachment*
- 5.0 Budget Narrative – *No form or template, use a Word document for this*
- 6.0 Administrative Management Questions – *Form available in Section 5*
- 7.0 Fiscal Management Questions – *Form available in Section 5*

- 8.0 Copy of organization's most recent audit and audited financial statements  
– *only include the audit in the electronic version and the signed original hard copy*
- 9.0 References – *Use Template provided in Section 5*
- 10.0 Additional Attachments – *Section 5*

## Virtual Bidder's Conference

Capital Area Workforce Development will hold a virtual bidder's conference online on **Wednesday, December 14, 2023, at 10:00 am EST.**

**To register in advance for the virtual bidder's conference, go to:**

<https://us02web.zoom.us/meeting/register/tZMofuCgrDwpGtZbkeZeb99XeWtlE9dLSiGa>

After registering, you will receive a confirmation email containing information about joining the meeting.

Capital Area staff will make a brief presentation about this RFP and take questions.

Attending the Virtual Bidder's Conference is optional.

Any questions received or new information provided will be issued in the form of an addenda within a week after the bidder's conference.

- If you have questions about this RFP, please direct them in writing to Capital Area Workforce Development by e-mail at [capitalareawdb@wakegov.com](mailto:capitalareawdb@wakegov.com) Subject: Questions – RFP #23-004
- Deadline for all questions is Friday, December 30, 2022, by 4:00 pm EST.
- An addendum will be issued answering all questions received by **January 6, 2023** and published on the Wake County and the Capital Area Workforce Development web sites.

## Where to Find the Request for Proposals

The Request for Proposals with all attachments and issued addenda is available for download at:

<http://www.capitalareancworks.com/> and <https://www.wakegov.com/departments-government/finance/current-business-opportunities>.

## Capital Area Workforce Development Contact Information

Jessica Locklear McLeod  
One-Stop System Director  
Capital Area Workforce Development  
5942 Six Forks Road  
Raleigh, NC 27609  
919.856.6117 phone  
[jessica.locklearmcleod@wakegov.com](mailto:jessica.locklearmcleod@wakegov.com)

## Capital Area Workforce Development Administrative Entity

Pat E. Sturdivant, Executive Director  
Capital Area Workforce Development  
Wake County Government  
PO Box 550  
Raleigh, NC 27602

## Evaluation Criteria and Process

### **Selection and Evaluation**

CAWD will review and evaluate proposals based on, but not inclusive of, the below criteria:

- ✓ 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 Statement 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, staff and may include CAWD partners; and final approval by the full Capital Area Workforce Development Board.

Scoring:

#### **Point Values**

Very Good	= 4-5 Points <i>(Answered the question, above &amp; beyond expected with pertinent info applicable to question)</i>
Good	= 3 Points <i>(Answered the question thoroughly and completely)</i>
Adequate	= 1-2 Points <i>(Answered the question but needed to provide more detail)</i>
Less than Adequate	= 0 Points <i>(Did not answer the question)</i>

*Note: Responses that are considered less than adequate are rated "0" points.*

Bidders may be asked to make presentations and answer questions before the Review Panel. This session will be held virtually and is by invitation only. The virtual Q & A Session will be held on Wednesday, March 15, 2023. 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, 2023. The first-year contracts will extend through June 30, 2024. Capital Area reserves the right to renew contracts on an annual basis for up to three additional years (through June 30, 2027) for the Operator and Adult/DW Service Provider and up to two additional years (through June 30, 2026) for the Youth Service Provider. This is 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(s). Notifications will be sent by Friday, March 31, 2023.

### **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) business 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) business 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 business days of receipt of a written appeal. This 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 also 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. In addition, 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.
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 service provider must comply with WIOA law, WIOA regulations, WIOA guidance, and all appropriate NC Division of Workforce Solutions and Capital Area policies. Below are reference links to the WIOA/ WIOA Regulations/ WIOA Final Rules/ WIOA Guidance/Advisories: <https://www.dol.gov/agencies/eta/wioa/guidance> and the North Carolina Division of Workforce Solutions Policies: <https://www.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-policies>.
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, and/or attended the Bidder's Conference) and posted on the Wake County Government 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. Capital Area currently has other grants outside of those funded by USDOL, under WIOA. The organization(s) who is awarded the WIOA funds will assume responsibility for managing any additional grants as determined by Capital Area.

20. 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.
21. If Capital Area's region is expanded to include additional counties, Capital Area reserves the right to award additional funds to the selected awardee(s) to expand services into any or all of the additional counties.
22. If, for any cause, the Service Provider shall fail to fulfill in a timely and proper manner obligations under this Contract and it is determined to be in the best interest of Capital Area to terminate, in whole or in part, the contract, Capital Area reserves the right to contract with the second highest respondent (to this RFP) without going out for bid.
23. If Capital Area receives additional funding during the contract time period and it is in the best interest of Capital Area overall performance, Capital Area reserves the right to contract with the second highest respondent (to this RFP) without going out for bid.
24. 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, text messaging or other kinds of personal contact. Capital Area will reject proposals of those bidders who violate this condition.
25. 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.
26. It is understood that in the performance of any services herein provided, the Proposer shall be, and is, an independent contractor, and is not an agent or employee of the County and shall furnish such services in its own manner and method, except as required by this contract. Further, the Proposer has, and shall retain the right to exercise full control over the employment, direction, compensation, and discharge of all persons employed by the Proposer in the performance of the services hereunder. The Proposer shall be solely responsible for, and shall indemnify, defend, and save the County harmless, from all matters relating to the payment of its employees, including compliance with Social Security, withholding, and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.
27. The County assumes no responsibility for confidentiality of information offered in a proposal. The RFP does not intend to elicit proprietary information. However, if proprietary information is submitted as part of the proposal, the information is to be labeled as such. Proposals are not subject to public inspection until after the contract award. Wake County reserves the right to share any information submitted in response to this RFP or process with any person(s) or firm(s) involved in the review and evaluation process. Proprietary or confidential information must be clearly labeled as such at the time of initial

submission and to the extent provided by N.C.G.S. Chapter 132, will not be made available for public inspection. If a request for inspection is made under public records law, the Proposer will be notified of the request and may participate in any subsequent civil action to compel disclosure of confidential information.

28. To ensure compliance with the E-Verify requirements of the General Statutes of North Carolina, all contractors, including any subcontractors employed by the contractor(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, (NCGS64-26(a)) relating to the E-Verify requirements
29. If the source of funds for this contract is federal funds, the following federal provisions apply pursuant to 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, Appendix II (as applicable):  
Equal Employment Opportunity (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland “Anti-Kickback” Act (40 U.S.C. 3145); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549 and 12689); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. § 200.322); and Record Retention Requirements (2 CFR § 200.324)
30. In consideration of signing this Agreement, the Parties hereby agree not to discriminate in any manner on the basis of race, natural hair or hairstyles, ethnicity, creed, color, sex, sexual orientation, gender identity or expression, national origin or ancestry, marital or familial status, pregnancy, National Guard or veteran status, religious belief or non-belief, age, or disability with reference to the subject matter of this Contract. The Parties agree to comply with the provisions and intent of Wake County Ordinance SL 2017-4. This anti-discrimination provision shall be binding on the successors and assigns of the Parties with reference to the subject matter of this Contract.

## 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.

## Section 2: System Information

### The System

The Capital Area local area in North Carolina is a diverse and growing five-county area with over 1.64 million residents and over 54,512 businesses. Capital Area is the largest local area in North Carolina by population. Key business sectors include information technology, healthcare, skilled trades, and manufacturing. A list of Capital Area target industries (Attachment XIII) 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, Johnston, Lee, Orange, and Chatham Counties. WIOA and federal regulations can be accessed on the US Department of Labor, Employment and Training Administration web site at <https://www.dol.gov/agencies/eta/wioa/guidance>.

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, Johnston, Lee, Orange, and Chatham Counties. CAWDB serves the largest population base among the 22 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.

CAWD's vision: 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 nine NCWorks Career Centers, three collocated NCWorks NextGen Youth Centers and two standalone NCWorks NextGen Youth Centers across Wake, Johnston, Lee, Orange, and Chatham 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 support jobseeker customers along a career pathway by helping them *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 students can earn their high school diploma while being enrolled in occupational programs at the same time.

## Policy, Procedures and Guidance

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. Below is additional information and guidance on procedures.

### *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 Career Center or NextGen Center 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, equal opportunity, ADA 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 service provider 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 service provider 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.

- ✓ **FutureWorks System (FWS) Bi** 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 DOL's 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. Pay-for-performance criteria are provided to service providers on an annual basis. The pay-for-performance criteria (Attachments III – V) for PY22 is listed in Section 4 – Resources.
- All WIOA service providers 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. WIOA service providers shall document all internal financial compliance reviews.

- WIOA service providers 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 service providers 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 shall obtain, at their sole expense, all insurance in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County Finance Department.

Workers' Compensation Insurance, with limits for Coverage A: Statutory for State of North Carolina, and Coverage B - Employers Liability: \$500,000 each accident/disease each employee/disease policy limit.

Commercial General Liability, with limits not less than \$1,000,000 per occurrence and \$2,000,000 aggregate.

Commercial Automobile Liability, with limits not less than \$1,000,000 per accident for bodily injury and property damage applicable to any vehicle used during performance of services, including coverage for owned, hired, and non-owned vehicles. Evidence of commercial automobile coverage is only required if vehicles are used in the provision of services under this Agreement.

Professional Liability (Errors and Omissions), applicable to any professional services provided with limits not less than \$1,000,000 per claim and \$2,000,000 aggregate.

Cyber Liability Insurance, with limits not less than \$3,000,000 per claim. Coverage shall be sufficiently broad to respond to the duties and obligations undertaken by Provider in this Agreement regarding sensitive information in any form in Provider's care, custody, or control, or for which Provider is legally responsible, and shall include but not be limited to third party liability coverage for loss resulting from denial of service, unauthorized access, security failure, system failure, extortion, or any failure to prevent disclosure of sensitive information, including but not limited to personal identifying information or protected health information. Breach/crisis response cost coverage must include actions required by federal and/or state statutes, and include but not be limited to

notification, call center costs, regulatory fines and penalties, investigation, and identity theft and credit monitoring services, with limits sufficient to respond to these obligations

Abuse/Molestation, including sexual as well as other abuse, with limits not less than \$1,000,000 per claim.

All insurance companies must be authorized to do business in North Carolina and have an AM Best rating of “A-/VII” or better; or have reasonable equivalent financial strength to the satisfaction of Wake County's Finance Department. If any required insurance policy expires during the term of this Agreement, Proposer must provide a certificate of insurance to the Wake County Finance Department as evidence of policy renewal prior to such policy expiration. Proposer shall be responsible for providing the Wake County Finance Department with 30-day notice of insurance policy cancellation or non-renewal during the term of this Agreement and for three years subsequent for any claims made coverage.

Response to this RFP indicates the ability to procure the coverages specified above. If Provider does not meet the insurance requirements specified above, alternate insurance coverage satisfactory to Wake County may be considered. Any request for consideration of alternate coverage must be presented within Proposer's response to 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 agrees not to dispose of or transfer property/equipment purchased with WIOA funds until written authorization is received from Capital Area. The service provider 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 service providers, including any subcontractors employed by the service provider, 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 pay competitive salaries for their program staff, to support recruitment and retention. All service providers who are awarded a contract must have a model of merit increase.
- 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.

## Performance and Accountability

We measure our success by the following:

- 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 and real-time measures for non-profit service providers;
- Quality assurance reviews; and,
- Customer feedback.

***Performance Indicators.*** WIOA establishes performance indicators and performance reporting requirements to assess the effectiveness of programs including Adult, Dislocated Workers and Youth programs. Attachment II: WIOA Performance Indicators are provided in Section 4 of the RFP.

***Pay-for-Performance/Real-Time Measures Expectations.*** Capital Area Workforce Development established a pay-for-performance policy for all for-profit service providers and real-time measures for non-profit service providers. In the case of for-profit organizations, payments of their profit line item is made based on the performance of the service provider. Attachment III Pay-for-performance – Adult/Dislocated Worker Attachment IV: Pay-for-performance – Youth and Attachment V: Real-time measures 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 WIOA Services

### Introduction

Capital Area is issuing this Request for Proposals (RFP) to solicit cost-effective proposals to provide WIOA services in Wake, Johnston, Lee, Orange, and Chatham Counties. This RFP is soliciting two categories for proposals:

3.1 NCWorks Career Center Operator and Adult/Dislocated Worker Services

3.2 NCWorks NextGen Youth and Young Adult Services

While one of our primary goals is to ensure customers, businesses, and jobseekers, receive quality services, Capital Area Workforce Development board also has a priority goal to protect Federal award assets and to uphold its fiduciary responsibility. With that in mind, CAWD's approach to Service Providers is to have one Service Provider to provide services for all counties in the Capital Area. However, CAWD will consider proposals that demonstrate a compelling proposal that request to provide services for a subset of counties or a single county. If your proposal includes providing services to less than the five-county region, you must fill out the form Attachment XXI: Application to Serve a Subset of the CAWD Region.

### Services and Award Amounts\*

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

County	Adult	DW	Total
Johnston	374,464.49	428,849.03	<b>803,313.52</b>
Wake	908,314.73	1,023,237.65	<b>1,931,552.38</b>
Chatham	107,470.05	141,377.72	<b>248,847.77</b>
Lee	118,608.64	157,931.69	<b>276,540.33</b>
Orange	129,532.38	90,689.36	<b>220,221.74</b>
<b>Total</b>	<b>1,638,390.29</b>	<b>1,842,085.45</b>	<b>3,480,475.74</b>

### 3.2 WIOA Youth Services Provider Funding

<b>County</b>	<b>Youth</b>
Johnston	500,000.00
Wake	723,126.75
Chatham	263,970.93
Lee	265,828.72
Orange	184,353.79
<b>Total</b>	<b>1,937,280.19</b>

*\*Amounts are approximate and will be finalized during contract negotiations.*

## Section 3.1: NCWorks Career Center Operator and Adult/DW Services

### NCWorks Career Center

CAWD has nine staffed career centers within its five-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. Section 4 of the RFP for a list of (Attachment VII) Capital Area NCWorks Career Centers, addresses and phone numbers.

#### 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 staffed with full-time staff and are open at least 35 hours a week. Currently, we have one Tier 1 Career Center is located at:
    - Tillery Place (Raleigh)
  - **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)
    - Clayton
    - Sanford
    - Pittsboro
    - Chapel Hill

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 (including Business Services)\*, 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 and the provision of business services as provided through Talent Employment Solutions 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).

\*Note: If you are applying to only provide services in a subset of counties, you will not operate as the system operator for the system.

See Section 4 for the Integrated Services Delivery customer flow Attachment VI.

## Talent Engagement & Talent Development

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.

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

- **Access NCWorks** is an innovative contact center designed to serve unemployed and underemployed citizens with access barriers to NCWorks Career Center services. Access NCWorks provides high quality career services through a virtual setting. The online system includes multiple outlets for communication via phone, chat, internet, and email. These options allow more citizens to take advantage of the comprehensive services provided by NCWorks regardless of where they live within the Capital Area region.

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

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 (Attachment VI) and customer traffic (Attachment VIII) for each Center.

## Talent Employment Solutions

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

CAWD NCWorks system focuses on economic development by ensuring businesses have access to a skilled workforce comprised of trained individuals that prioritize growth. We connect businesses with candidates, to whom we provide training, resources, education, and growth opportunities to maximize their potential and talent so they can truly thrive as professionals in their chosen careers. CAWD expects 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:
  - the use of chat and social media platforms;
  - web conference interviews with employers and virtual hiring events and job fairs;
  - virtual orientations; and,
  - 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.

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 expectations are shown in Section 4 of the RFP in Attachments II - V.

## Section 3.2: 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 five-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.

### Apprenticeships

Apprenticeship is an important part of Capital Area's approach to serving youth. Capital Area's Apprenticeship Prep program was designed to support and prepare youth to transition into a registered apprenticeship or employment.

See Attachment XI: Capital Area Apprenticeship Prep Framework in Section 4 for more information.

### 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, childcare, 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 Vocational Rehabilitation, Department of Social Services, Adult Basic Education and juvenile justice.

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

CAWD 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.



## 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 and additional measures for WIOA Youth programs are shown in Section 4 of the RFP in Attachments II, IV & V.

## Section 4: Resources

### General Information

Request for Proposals Timeline

### Performance

WIOA Performance Indicators

Pay for Performance (Profit) – Adult/DW

Pay for Performance (Profit) -Youth

Real-time Measures (Non-Profit) – Youth

### Service Delivery

Integrated Service Delivery Model  
Customer Flow

List of NCWorks Career Centers

NCWorks Career Centers Customers Served

NCWorks System Staffing Levels (*Adult & Youth Services*)  
CA One-Stop Staffing Chart

NextGen Youth Framework

NextGen Apprenticeship Prep Framework

NextGen Youth Served

Target Industries

### Financial

Budget Information

Budget Instructions – Adult, Dislocated Workers

Budget Instructions – Youth

## Capital Area Workforce Development Request for Proposals #23-004 Timeline

Action	Date/Time
RFP Development	Aug – Nov. 2022
RFP Release Date	December 1, 2022 2:00 pm
RFP Virtual Bidders Conference	December 14, 2022 10:00 am
Last Date to Submit Questions Final Questions Posted Online	December 30, 2022 January 6, 2023
RFP Responses Due	February 2, 2023 4:00 pm
Technical Evaluation of Proposals	February 13 – March 10, 2023
Virtual Respondent Q and A Session ( <i>By invitation only</i> ) Review Panel Discussion/Decision	March 15, 2023 9:00 am – 12 noon 1 - 4 pm
WIOA Funding Recommendations to Workforce Board for Action/Approval	March 17, 2023
Board Votes on Proposals	March 23, 2023
WIOA Award Notification to Respondents	by March 31, 2023
Contract Negotiations	April 24 - 28, 2023
Contract Preparation	May 2023
Contract Processing CA/Contractor/Wake County Contract Control Office	June 2023
WIOA Service Provider Contract(s) Begins	July 1, 2023

**Performance Goals**  
**PY 2022 - 2023**

	Title I – Programs					
	Workforce Innovation and Opportunity Act					
	Adult		Dislocated Worker		Youth	
	PY 2022	PY 2023	PY 2022	PY 2023	PY 2022	PY 2023
Employment (Second Quarter after Exit)	78.5%	79.0%	73.0%	74.0%	74.0%	75.0%
Employment (Fourth Quarter after Exit)	76.5%	77.5%	74.0%	75.0%	74.0%	75.0%
Median Earnings (Second Quarter after Exit)	\$7,300	\$7,300	\$8,355	\$8,355	\$3,900	\$4,000
Credential Attainment Rate	66.0%	67.0%	65.0%	65.5%	62.7%	63.7%
Measurable Skill Gains	72.5%	73.5%	74.0%	75.0%	48.5%	48.5%

	Title III - Program	
	Wagner-Peyser	
	PY 2022	PY 2023
Employment (Second Quarter after Exit)	72.7%	73.7%
Employment (Fourth Quarter after Exit)	72.7%	73.7%
Median Earnings (Second Quarter after Exit)	\$7,000	\$7,000

**Capital Area PY 2022 Workforce Innovation and Opportunity Act  
Adult/Dislocated Worker/Wagner Peyser Pay for Performance Measures (For Profit Organizations)**

<b>Goal</b>	<b>Measures</b>	<b>Based on those who...</b>	<b>Formula</b> ( / is divided by, - is minus)	<b>Source</b> (How the measure will be tracked)	<b>Pay Ratio</b> (% of profit earned)
<b><u>Adult/Dislocated Worker</u></b>					
100.00%	Entered Employment Rate	...are employed	# participants enter employment each quarter/ target # (3026)	Detail Reports, Employer Reports, Referrals and Referral Results, Results, List by hired + 650 Activities	0% - 49% = \$0.00 50% - 74% = 50% 75% - 99% = 75% 100% > = 100%
45.00%	Q2 Follow-up Training Related to Employment & Occupational Code completed	... have a Q2 Follow-up activity during the year	# Q2 Follow-up activity screens with Training Related Employment (positive) & Occupational code completions / # Q2 Follow-Up activity screen of	Detailed Reports ; Case Load – WIOA ; follow Up Details & Summary - run in “column format” , Picking Adult & DW. In the “Details of follow Up” section, Change to program Year 2021/2022, follow up type = 2nd quarter	0% - 75% = \$0.00 76% - 79% = 50% 80% - 99%= 75% 100% > = 100%
75.00%	WIOA Adult Priority of Service	... were enrolled in the WIOA Adult program	# of exiters in the WIOA Adult priority populations who received an individualized career and/or training service / Exiters who received an individualized career and/or training service	Federal Reports, WIOA Performance, PIRL Data Analytics, Data Integrity Measures Report will be run by Capital Area with every new data download. Report will be sent to program managers	0% - 67% = \$0.00 68% - 92% = 50% 93% - 99% = 75% 100% > = 100%
73.00%	Measurable Skill Gains	... are active yearly in education or training	# participants who make a skill gain during the program year. Adult and Dislocated Worker will each have their own Num/Den calculation. The % of profit will be split for each cohort.	FutureWorks Roster, Adult/DW Skill	0% - 89% = \$0.00 90% - 94% = 25% 95% - 99% = 50% 100% or above = 100%

**Capital Area Pay for Performance Measures for PY22**

All measures will be tracked quarterly and submitted by the 15<sup>th</sup> of the month following Quarter end.

Profit will be awarded quarterly.

*Rates could change based on the state requirements.*

*Rates are determined annually.*

Capital Area expects all measures (Federal, State, and Local) to be met or exceeded

Failure to meet all **Pay for Performance** measures quarterly will require a written action plan. Failure to meet all **Pay for Performance measures** at year end will result in a letter, outlining the failure to meet measures, which will be placed in the Contractors file.

**Capital Area PY 2022 Workforce Innovation and Opportunity Act  
Youth Pay for Performance Measures (For Profit Organizations)**

<b>Goal</b>	<b>Measures</b>	<b>Based on those who...</b>	<b>Formula</b> (/ is divided by, - is minus)	<b>Source</b> (How the measure will be tracked)	<b>Performance Expectations</b>
<b><u>Youth</u></b>					
73.50%	Entered Employment or in Education/Training Rate	...are employed or in education/training	# participants who enter employment each quarter/ # participants who exit (cumulative each quarter)	Case Note Template Youth Found Employment	Capital Area expects all measures (Federal, State, and Local) to be met or exceeded.
62.70%	Credential Attainment	... are enrolled in education or training	# participants who obtain a credential / # participant who exit during program year (credential time frame 1/2021-12/2021)	FutureWorks Roster, Youth Credential Rate	
50.00%	Measurable Skill Gains	... are active yearly in education or training	# participants who make a skill gain during program year	FutureWorks Roster, Youth Skill	
90.00%	Follow-up Services Provided	... exited the previous program year	# participants who are provided follow-up services/# participants who exited	Detail Reports, Services Provided Individuals, List, Title 1, Youth, EDSI, F01, F03, F04, F05, F06, F07, F08, F11, f18, F19 + Case Note Template: Follow-up Contact Attempted	

**Capital Area Real Time Measures for PY22**

All measures will be tracked quarterly and submitted by the 15<sup>th</sup> of the month following Quarter end.

Profit will be awarded quarterly.

*Rates could change based on the state requirements.*

*Rates are determined annually.*

Capital Area expects all measures (Federal, State, and Local) to be met or exceeded

Failure to meet all **Real Time** measures quarterly will require a written action plan. Failure to meet all Real Time measures at year end will result in a letter, outlining the failure to meet measures, which will be placed in the Contractors file.

**Capital Area PY 2022 Workforce Innovation and Opportunity Act  
Youth Real Time Performance Measures (Non-Profit Organizations)**

<b>Goal</b>	<b>Measures</b>	<b>Based on those who...</b>	<b>Formula</b> <i>(/ is divided by, - is minus)</i>	<b>Source</b> <i>(How the measure will be tracked)</i>	<b>Performance Expectations</b>
<b><u>Youth</u></b>					
73.50%	Entered Employment or in Education/Training Rate	...are employed or in education/training	# participants who enter employment each quarter/ # participants who exit (cumulative each quarter)	Case Note Template Youth Found Employment	Capital Area expects all measures (Federal, State, and Local) to be met or exceeded.
62.70%	Credential Attainment	... are enrolled in education or training	# participants who obtain a credential / # participant who exit during program year credential time frame 1/2021-12/2021)	FutureWorks Roster, Youth Credential Rate	
50.00%	Measurable Skill Gains	... are active yearly in education or training	# participants who make a skill gain during program year	FutureWorks Roster, Youth Skill	
90.00%	Follow-up Services Provided	... exited the previous program year	# participants who are provided follow-up services/# participants who exited	Detail Reports, Services Provided Individuals, List, Title 1, Youth, EDSI, F01, F03, F04, F05, F06, F07, F08, F11, f18, F19 + Case Note Template: Follow-up Contact Attempted	

**Capital Area Real Time Measures for PY22**

All measures will be tracked quarterly and submitted by the 15<sup>th</sup> of the month following Quarter end.

Profit will be awarded quarterly.

*Rates could change based on the state requirements.*

*Rates are determined annually.*

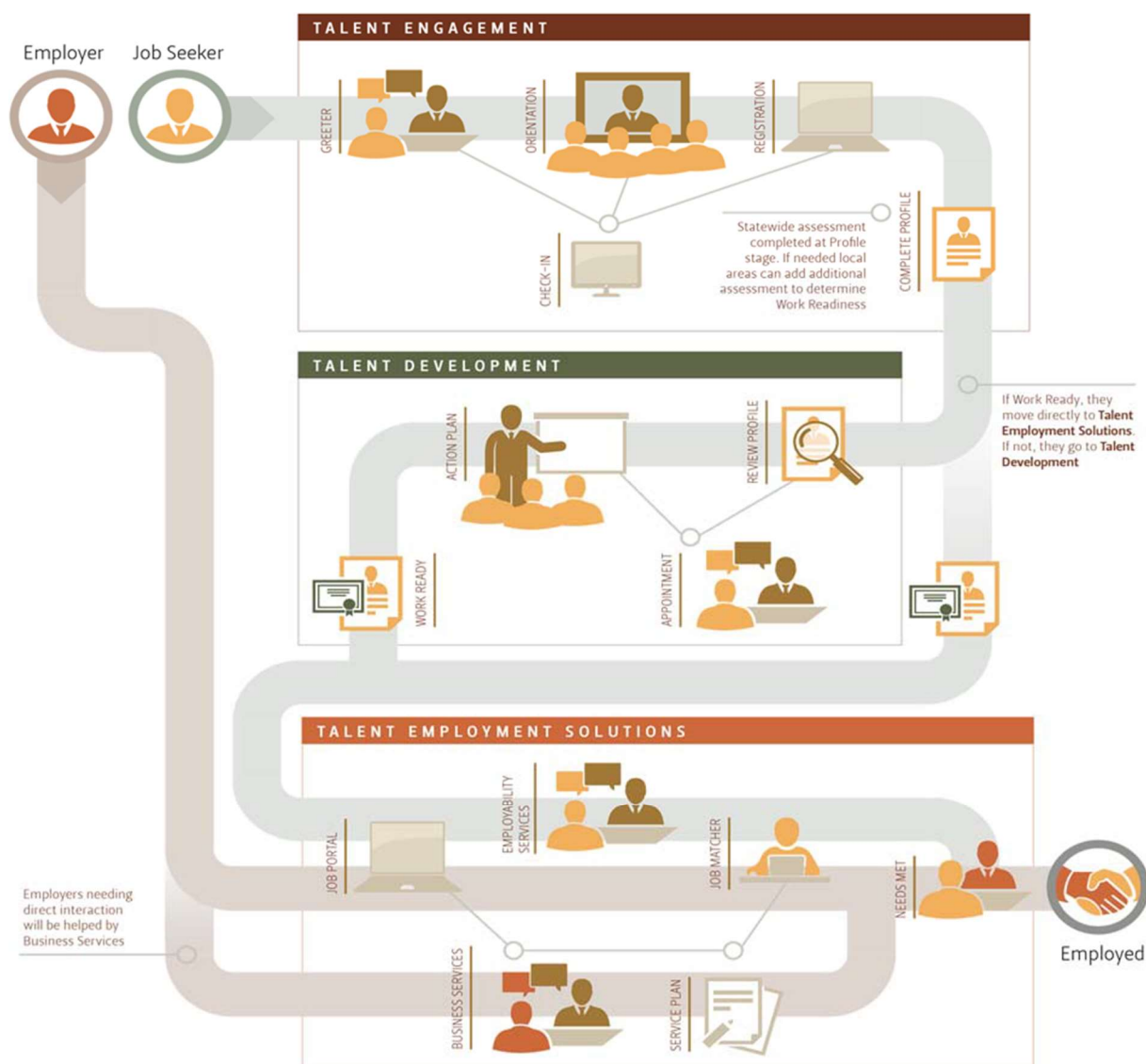
Capital Area expects all measures (Federal, State, and Local) to be met or exceeded

Failure to meet all **Real Time** measures quarterly will require a written action plan. Failure to meet all Real Time measures at year end will result in a letter, outlining the failure to meet measures, which will be placed in the Contractors file.

## 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 Director of Operations***

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.

### **❑ *NCWorks Career Center Manager***

The NCWorks Career Center Manager is responsible for overseeing the overall management of the NCWorks Career Center. The NCWorks Career Center Manager ensures that all functions are working as a team and services are provided seamlessly. The NCWorks Career Center Manager plans, coordinates, and organizes programs and services delivery. This person ensures staff provides excellent customer service and treats customers (job seekers and employers) professionally and courteously. They have direct or indirect supervisory responsibilities with function supervisors and staff in the office. The NCWorks Career Center Manager also develops on-going relationships with other NCWorks Career Center Managers in the area/region/state, various public, private and non-profit agencies, both on and off-site.

## ***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 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.

❑ **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.

**Capital Area Business Services  
Staff Roles and Responsibilities**

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.

❑ **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

### **Fuquay-Varina**

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

### **Swinburne**

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

### **Sanford**

1909 Lee Avenue  
Sanford, NC 27330  
Phone: 919-775-2241

### **Chapel Hill**

Europa Center  
100 Europa Dr. Ste 101  
Chapel Hill, NC 27516  
Phone: 919-245-4335

### **NCWorks NextGen Center**

1800-H Tillery Place  
Raleigh, NC 27604  
Phone: 919-285-1207

### **Wake Forest**

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

### **Zebulon**

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

### **Clayton**

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

### **Pittsboro**

Central Carolina Community  
College  
764 West Street  
Pittsboro, NC 27312  
Phone: 919-545-8058

### **NCWorks NextGen Center**

912 N. Brightleaf Boulevard  
Smithfield, NC 27577  
Phone: 919-934-1029 ext.223  
Fax: 919-934-1916

## Customer Traffic

### Individuals that Registered

NCWorks Career Center Location	PY21	Monthly /12	PY22 (7/1/22 – 10/31/22)	Monthly /4
Access-NCWorks Call Center	6	.5	N/A	
Fuquay-Varina	1,271	106	360	90
Raleigh	7,125	594	1,772	423
Wake Forest	459	38	151	38
Zebulon	441	37	106	27
Chatham County*	256	21	57	14
Clayton	1,142	95	380	95
Lee County*	707	59	232	58
Swinburne	27	23	1	.25
Orange County	N/A	N/A	N/A	N/A
<b>Total</b>	<b>11,433</b>	<b>953</b>	<b>3,058</b>	<b>745</b>

\*Adult data contains Youth data also (no breakout available)

### Distinct Individuals Receiving Services

NCWorks Career Center Location	PY21	Monthly /12	PY22 (7/1/22 – 10/31/22)	Monthly /4
LA34 Capital Area WDB	7	.6	1	.25
Access-NCWorks Call Center	1,742	145	257	64
Fuquay-Varina	3,684	307	927	232
Raleigh	27,859	2,322	6,422	1605
Wake Forest	1,959	163	666	167
Zebulon	1,772	148	567	567
Chatham County**	3,338	278	526	132
Clayton	5,944	495	1,523	381
Lee County**	1,442	120	749	187
Swinburne	1,369	114	271	678
Orange County	N/A	N/A	N/A	N/A
<b>Total</b>	<b>49,116</b>	<b>4,093</b>	<b>10,909</b>	<b>2,425</b>

## Customer Traffic

### Individuals that Registered

NextGen Career Center Location	PY21	Monthly /12	PY22 (7/1/22 – 10/31/22)	Monthly /4
Educational Data Systems Inc	18	1.5	5	1.25
Johnston County Industries	36	3	8	2
Chatham County**				
Lee County**				
Orange County	N/A		N/A	
<b>Total</b>	<b>54</b>	<b>4.5</b>	<b>13</b>	<b>3.25</b>

**\*\*Youth data combined with Adult data (No breakout available)**

### Distinct Individuals Receiving Services

NextGen Career Center Location	PY21	Monthly /12	PY22 (7/1/22 – 10/31/22)	Monthly /4
Educational Data Systems Inc	249	21	96	24
Johnston County Industries	278	23	140	35
Chatham County**				
Lee County**				
Orange County	N/A			
<b>Total</b>	<b>527</b>	<b>44</b>	<b>236</b>	<b>59</b>



### NCWorks System Staffing

NCWorks Career Center Location	WIOA Staff	DWS Staff	Total
Raleigh - Tillery	17	10*	27
Clayton	3	6*	9
Raleigh -Swinburne	1	0	1
Zebulon	1	0	1
NRC	1	0	1
SRC	1	0	1
Pittsboro	1	0	1
Sanford	2	7*	9
Orange County	3	1**	3.5

*\*Includes Veterans staff, does not include Security Officer provided by DWS*

*\*\* Part time staff*

NextGen Career Center Location	Full-Time	Part-Time	WIOA Staff
Smithfield	5	2	6
Raleigh – Tillery	4	0	4
Pittsboro	1	0	1
Sanford	1	0	1
Orange County	1	0	1



## North Carolina Workforce Innovation & Opportunity Act Youth & Young Adult Framework

### 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 basicskills 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.<sup>1</sup>

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,

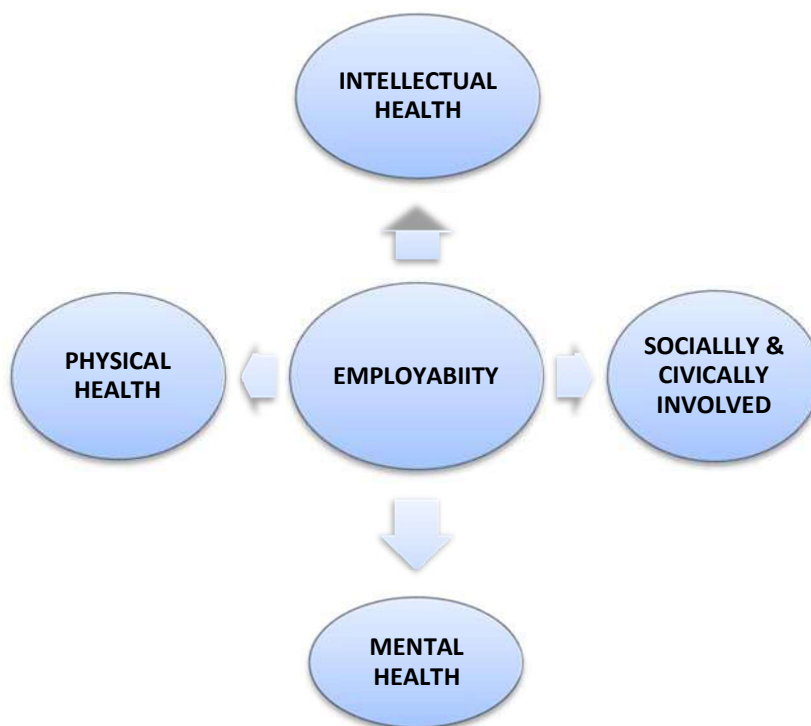


- In foster care or aged out of the foster care system;
- Pregnant or parenting;
- An individual with a disability;
- Person who requires additional assistance to enter or complete an educational program or to secure and hold employment

## 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. <sup>2</sup>



*Illustration 1*

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.

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 young 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

Employment and Training Administration, United States Department of Labor – The Workforce Innovation and Opportunity Act, Fact Sheet: Youth Program. n.d. Retrieved from [https://www.doleta.gov/wioa/Docs/WIOA\\_YouthProgram\\_FactSheet.pdf](https://www.doleta.gov/wioa/Docs/WIOA_YouthProgram_FactSheet.pdf)

Wonacott, Michael. n.d. The WIA Youth System Focused Features, Youth Development System Builder. Retrieved from <https://jfs.ohio.gov/owd/WorkforceProf/Youth/Docs/WIAYouthSystem.pdf>



## 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.



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.



## **Capital Area Workforce Development Youth Apprenticeship Prep Model**

### **Overview**

CAWD's NextGen Program piloted a new Apprenticeship Prep model in July 2021. CAWD's Apprenticeship Prep program for youth between the ages of 16-24 combine academic and technical classroom instruction with work experience and advancement to an apprenticeship program. Apprenticeship Prep provides the foundation for youth to choose among multiple pathways – to enroll in college, begin full-time employment, or a combination.

CAWD Apprenticeship Prep benefits:

- Youth engage in work-based/experiential learning and continue in furthering their education during or after high school and/or college.
- Students are connected to career pathways during education, increasing the potential for career success.
- Businesses gain access to a talent pipeline of entry-level workers to address skills shortages in the workplace.

The program model features industries that are in demand in the Capital Area region. It also combines basic skills preparation, occupational skills training, and other activities and support to help participants obtain the skills needed to continue into a full apprenticeship program. Through partnerships with businesses, high schools, community colleges, and other partners, CAWD's Apprenticeship Prep program can make a difference in the lives of youth while supporting economic and workforce development.

The pilot started in Wake County beginning July 1, 2021, as a transition year, with plans to move to full implementation in the Capital Area region beginning in July 2023. Areas of concentration under consideration for the pilot are Electrical, Healthcare, or Information Technology. Plans are to run two cohorts for two industries for the pilot year with 15 students in each cohort for a total of four cohorts with 60 youth for the first year.

### **Youth Apprenticeship Prep Pipeline**

#### **Step 1: Participant Recruitment:**

Recruitment for the program is targeted based on industry. It takes place via referrals from our partners, such as local high schools, community colleges, community-based organizations, and Social Services organizations. CAWD utilizes our community partner tool, Care360, for referrals for the program. This stage is the entry point where students are exposed to the program requirements and the industry information.

#### **Step 2: Program Eligibility**

As a part of the screening process, youth must meet the following eligibility criteria for the NextGen program. An individual must be:

- U.S. Citizen or Registered Alien;



- Be between the ages of 16 - 24 at the time of enrollment;
- Meet Selective Service Registration requirements (If applicable);
- Have at least one of the following barriers:
  - School Dropout
  - An individual who is subject to the juvenile or adult justice system
  - Homeless/Runaway
  - Youth in or aged out of a foster care system
  - Pregnant or Parenting
  - Individual with a Disability
  - Low-income

### **Step 3: Path Determination/Enrollment**

There are two paths as part of the Youth Apprenticeship Prep Model. These paths will determine when a youth is enrolled in the program. They are as follows:

- **Path #1:** Youth is immediately enrolled into the program, if:
  - Youth has HS Diploma or HS Equivalent, or
  - Youth scores at least a *9<sup>th</sup> grade or higher in Reading and 6<sup>th</sup> grade or higher in Math* on the Test of Adult Basic Education (TABE) Test

*Note: Youth will work on HS Diploma/HS Equivalency as a first activity in the program*
- **Path #2:** Youth's enrollment is temporarily delayed into the program and referred to the local Community College for the Basic Skills Program, if:
  - Youth scores below a *9<sup>th</sup> grade in Reading and 6<sup>th</sup> grade in Math* on the TABE Test.
    - NextGen staff will remain in regular contact with the youth to ensure they remain engaged and continue to work on their goals to get into the program
    - To keep them engaged, youth will participate in job readiness activities, i.e., workshops, etc. with the NextGen Program
    - Once a youth scores at least a *9<sup>th</sup> grade or higher on Reading and 6<sup>th</sup> grade or higher on Math* on the TABE Test, they can be enrolled into the program

### **Step 4: Readiness Training**

- Youth are engaged in Leadership Development activities geared toward the desired occupation.
- Additional activities are derived from the 14 WIOA youth program elements such as mentorship, career exploration, and leadership training.

### **Step 5: Pre-apprenticeship**

At the heart of the program experience, this stage involves youth completing a pre-apprenticeship program to explore their interest and fit in a technical field before committing to a full apprenticeship.

- Before committing to the pre-apprenticeship, youth will be able to learn more about the industry through pre-enrollment sessions. The sessions will be industry-specific



- include tools for youth to learn more about the industry
- include speakers from the industry

The pre-apprenticeships are conducted using approved training providers, including community colleges, where youth will earn their industry-recognized credentials. Youth will be able to concurrently take courses directly related to the apprenticeship field in addition to their required high school equivalency coursework.

#### **Step 6: Apprenticeship or Employment**

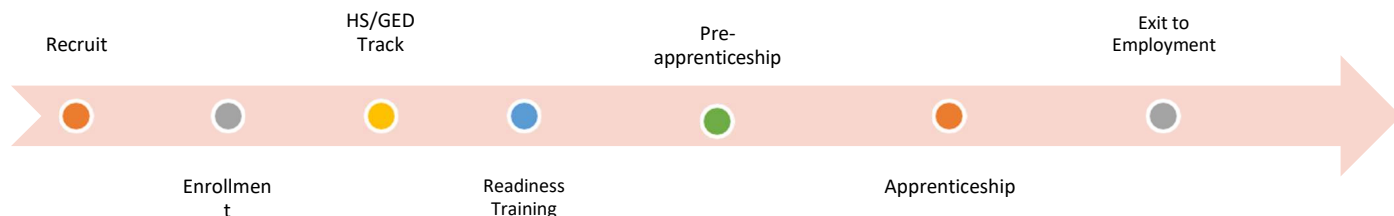
Once pre-apprenticeship is completed, youth are referred to applicable apprenticeship, further education, or employment. Where applicable, OJT dollars will be used to support entrance to employment or a registered apprenticeship up to 800 hours.

#### **Step 7: Exit/Follow-up**

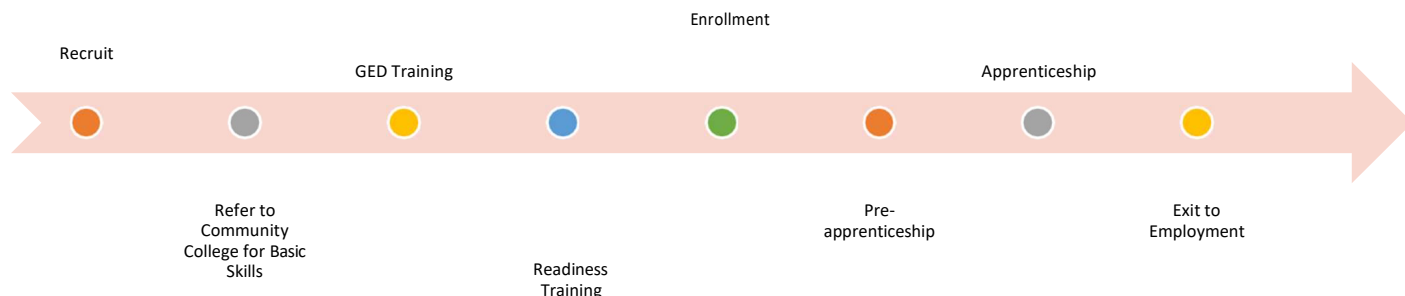
Once the youth enter an apprenticeship or employment, they are eligible to exit from the program. After the program exit, the youth will remain in contact with staff for at least a year to ensure they continue to be successful.

#### **Path Summaries:**

##### **Path #1**



##### **Path #2**



## NextGen Youth Served

**PY20** (July 1, 2020 – June 30, 2021)

County	Carry Overs (from PY19)	Enrollments	Total Youth Served
Wake County	106	89	195
Johnston County	105	48	153
Lee County	26	4	30
Chatham County	39	4	43
Orange County	n/a	n/a	n/a
Total	276	145	421

**PY21** (July 1, 2021 – June 30, 2022)

County	Carry Overs (from PY20)	Enrollments	Total Youth Served
Wake County	103	82	185
Johnston County	94	50	144
Lee County	11	6	17
Chatham County	4	0	4
Orange County	n/a	n/a	n/a
Total	212	138	350

## 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.*

### Information Technology, Professional and Scientific Services

- Software Developer
- Computer Systems Analyst
- Computer User Support Specialist
- Market Research Analyst and Marketing Specialist
- Civil Engineer
- Management Analyst
- Computer and Information Systems Manager
- General and Operations Manager
- Sales Representative
- Network and Computer Systems Administrator

### Healthcare

- Registered Nurse
- Medical Assistant
- Medical Secretary
- Dental Assistant
- Licensed Practical and Licensed Vocational Nurse
- Physical Therapist
- Phlebotomist
- Dental Hygienist
- Medical and Health Services Managers
- Radiologic Technologist

### Advanced Manufacturing

- Machinist
- Industrial Engineer
- Inspector, Tester, Sorter, Sampler Weigher
- Computer Hardware Engineer
- Mechanical Engineer
- Electrical and Electronic Engineering Technician
- Electrical Engineer
- First Line Supervisor
- Architectural and Engineering Manager
- General and Operations managers
- Industrial Machinery Mechanics

### Skilled Trades and Construction

- Carpenter
- First-Line Supervisor
- Heating, Air Conditioning, Refrigeration Mechanic and Installer
- Plumber, Pipefitters and Steamfitters
- Operating Engineers, Construction Equipment Operator
- Electrician
- Cement Mason and Concrete Finisher
- Construction Manager
- Heavy and Tractor Trailer Truck Driver
- General and Operations Manager

**Capital Area Request for Proposals #23-004**  
**Budget Information**

**General Information for all sections (3.1, 3.2)**

- 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)**

- 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, Orange, and Lee Counties. There is no need to include these in the budget.
- Lease costs for Wake County is \$419,411 and lease costs for Johnston County is \$232,553. This amount includes the lease increases for contract period July 1, 2023 to June 30, 2024. Electricity, heating, air and janitorial are included in the lease. The Operator will include lease costs in their budget.
- 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.
- OJTs 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 3.2)**

- At least 75% Out of School youth and up to 25% In school
- Youth Contractors must include lease costs in their budget. Lease costs for Wake County is \$88,397. 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.
- 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 OJTs must be listed separately in the budget.

**WIOA SERVICE PROVIDER**  
**ADULT AND DISLOCATED WORKER SERVICES THROUGH THE**  
**CAPITAL AREA NCWORKS**  
**PROPOSED BUDGETS 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.
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, 2023 and ending June 30, 2024.
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) \$43,514.00*

*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.



**WIOA SERVICE  
PROVIDER YOUTH  
SERVICES THROUGH  
THE CAPITAL AREA  
NCWORKS  
PROPOSED BUDGETS 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 Youth.
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, 2023 and ending June 30, 2024.
4. Provide a **Budget Narrative** to explain any aspects of the proposed costs.

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