

Annual Report

A Year of Change



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The past year has brought some major changes to Charlotte Works: in July 2014, President Obama signed the [Workforce Innovation and Opportunity Act \(WIOA\)](#), new legislation that strengthens the role of local workforce boards and our connections to employers. The law modernizes the 15-year-old Workforce Investment Act (WIA) by increasing accountability and emphasizing regional cooperation and planning.



Last July also kicked off a year-long strategic planning process that resulted in a [new five-year plan](#) adopted this past summer. It sets a new course for Charlotte Works, one that is less focused merely on delivering job-seeker and business services, but on becoming a regional workforce catalyst centered on impacting economic mobility for all citizens, increasing the capacity of our workforce system and becoming the source of regional labor market data and intelligence.

PY14 also marked the first year in which Charlotte Works became the operator of job-seeker services. Our first step was to modernize two local Division of Workforce

Solutions (DWS) offices with an updated environment and state-of-the-art technology to create more inviting career centers. With Charlotte Works and DWS staff co-located in all three Charlotte career centers, cross-training and team-building also ranked high on our list of priorities. Our goal was – and continues to be – to offer a seamless client experience regardless of the center you visit.

Operating the system also meant participating in the launch of the statewide NCWorks brand. Gone are the old JobLink Centers. In their place, the new NCWorks Career Centers have staffs and environments that are dedicated to providing job-seekers and employers alike with a world-class client experience.

Striving to be the best or most innovative workforce system in our nation is a never-ending process; despite this past year's significant progress, we are not done. In this new year, we'll continue to focus on staff development and on growing our regional partnerships and laying the groundwork for the new plan. For Charlotte Works, the status quo is not an option, because employers have choices of where to create jobs. It's up to us and our partners to ensure our community is the obvious choice.

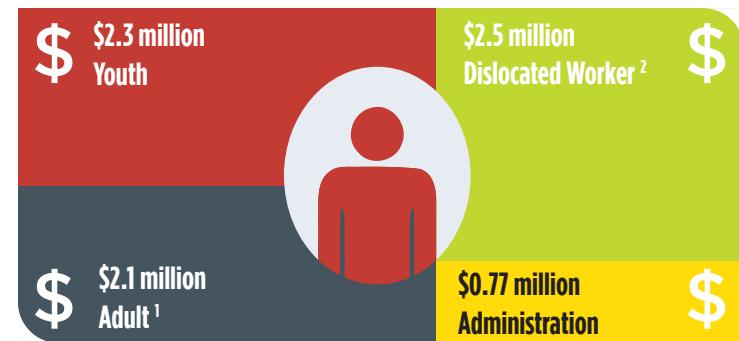
Dan Roselli
*Chair,
Board of Directors*

A handwritten signature in black ink, appearing to read "Dan Roselli".

Steven Partridge
President & CEO

A handwritten signature in black ink, appearing to read "Steven Partridge".

Our budget



Expenditures for Program Year (PY) 2014–2015: \$7.7 million

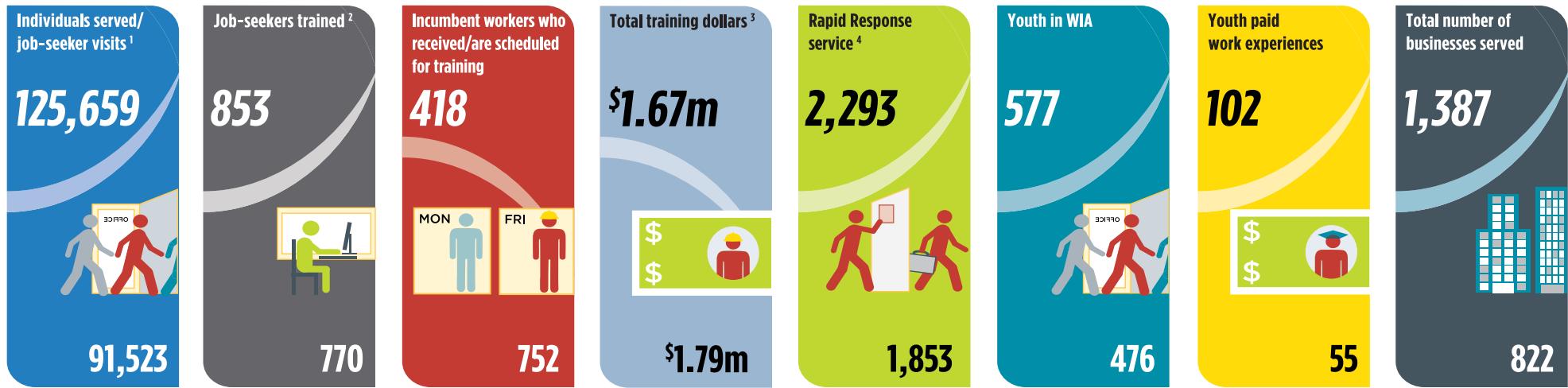
Charlotte Works, a 501(c)(3) nonprofit organization, is funded by the [U.S. Department of Labor \(Employment and Training Administration\)](#) to administer [Workforce Investment Act](#) programs. We undergo an independent audit each year to verify the financial information presented in this report and on Form 990 filed with the Internal Revenue Service. Copies of both documents are available upon request.

¹ Adult: receives TANF, SSI or Food Stamp assistance; or previous six-month household income meets federal poverty income guidelines; or homeless or resides in temporary/transitional housing

² Dislocated Worker: permanently laid off by a Mecklenburg County employer/unlikely to return to previous employment; and receiving Unemployment Insurance (UI)/has exhausted UI benefits in the last year; or received a notice of termination or lay-off; or company has closed/notified of plant closure within 180 days; or self-employed but is now unemployed because of general economic conditions/natural disaster

Our performance

PY 14-15 results in *italics*, PY 13-14 comparison at bottom



1 Includes visits to all three Charlotte NCWorks Career Centers and 30+ SNAP sites.

2 Includes job-seekers who received intensive training or On-The-Job Training Grants; clients who continued receiving services from the previous program year; and clients who completed *Working Smart* soft-skills training.

3 Includes intensive training, On-The-Job Training and Incumbent Workforce Development Grants.

4 Provides information to workers who are being laid off.

5 Staff-assisted employer services include such activities as job fairs, posting job orders, mass recruitment, labor market information, candidate resume reviews and pre-screening, On-The-Job training and more.

Our outcomes

	PY 14-15	PY 13-14
Adult ¹ entering employment	66.9%	68%
Adult ¹ retention	85%	86%
Adult ¹ wages	\$13,268	\$14,754
Dislocated Worker ² entering employment	84%	78%
Dislocated Worker ² retention	90%	91%
Dislocated Worker ² wages	\$18,674	\$18,691
Youth placed into paid employment	55%	51%
Youth earning a degree or credential	66%	62%
Youth literacy / numeracy gains ³	42%	51%

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3 Increased one functioning level in reading and/or math

Our area

	PY 14 - 15	PY 13 - 14	Change
Average unemployment for the year ¹	5.7%	6.2%	-0.5%
Total population ²	1,012,207	992,514	20,025 or 0.99%
Average weekly wages ³	\$1,397	\$1,378	\$19 or 0.98%
New & expanded jobs announced	107,345 ⁵	100,00 ⁴	+734

1 Rates are for the months of June.

2 Totals are for the calendar years.

3 Rates are for Q1 2014 and Q1 2015.

4 Total for Q3 2012, Q4 2012, Q1 2013, Q2 2013.

5 Total for Q3 2013, Q4 2013, Q1 2014, Q2 2014.

Charlotte Works, partners closing the soft-skills gap

Employers continue to express concern over the lack of soft skills among job applicants and new hires. In response, Charlotte Works and the Charlotte-Mecklenburg Workforce Development Partners (a consortium of eight area organizations focused on workforce development) have produced an extensive, five-module soft-skills curriculum, [Working Smart: Soft Skills for Workplace Success](#).

The course (16 lessons taught over 24 hours) presents work- and life-skills to enhance employee productivity. After laying a solid foundation



Kevin Welch (L), a 23-year Army veteran who's been unemployed since 2013, participates a role-play exercise during a *Working Smart: Soft Skills for Workplace Success* workshop. "My soft skills were lacking. I had them, but never really thought about them because of my military regimen," he says. "It made me look at myself and see things that I did that could've been counterproductive or unnecessary. The program made me focus a lot on myself and my shortcomings. Moving forward, I can do things better."

of self-awareness and self-management skills, *Working Smart* covers topics including employer expectations, workplace ethics and accountability, communication and problem-solving.

"Our clients are equipped with the tools necessary to navigate through life, even after they leave our organization. The curriculum aides in self-reflection and personal growth," says RoseAnn Feeney, job coach/developer at Hope Haven, Inc. "It helps our organization as we develop job leads with employers by showing them the training we offer to help prepare our clients for the workforce and becoming contributing members of society."

Fourteen local organizations that work to equip job-seekers for new opportunities (including Charlotte Works) have begun using *Working Smart* with their clients since its launch in summer 2014. Together, they've certified 254 individuals whose resumes now include the *Working Smart* certification, signaling to employers that these candidates have been better prepared to meet the demands of the job beyond the technical requirements. More than 50 of them have landed jobs since completing *Working Smart*.

And the program is expanding: three collaboratives of workforce development boards, community colleges and other community partners in North Carolina's High Country, Raleigh and Union County have been certified to manage and deliver *Working Smart*. The curriculum is also being adapted for youth.

Doing what works: success stories



When Mykl Sandusky relocated to Charlotte in August 2014, he couldn't have predicted that his new position would shortly be eliminated, leaving him jobless in a new city. Yet that's precisely where he

found himself in January 2015 as he walked into the NCWorks Career Center at Forest Point Boulevard. "Without exception, every [staff member] was supportive, respectful and understanding," he says. "This provided me with the energy to continue on the days when I just wanted to stay in bed and forced me to realistically comprehend my situation, so that I not only resolved my unemployment, but took a career step that's an excellent move for me and my family." In April, Sandusky started as a portfolio architect with Lowe's Home Improvement. "Leaving the area was a strong consideration," he recalls. "My experience with NCWorks Career Centers is one of the reasons I chose to stay here and call the area home."



A native of Bolivia, Jorge Espinoza had already begun applying for jobs before he moved to the U.S. in January 2014. He quickly became frustrated at not being able to find a job in his field as a civil engineer with a master's degree and began applying for retail positions, finally landing at a Lowe's Home Improvement store in March. Espinoza came to the NCWorks Career Center at W. Morehead Street in April, taking advantage of resume and career coaching and joining a job-search team. His frustration stretched through the summer even as he continued to apply for positions. Espinoza was planning to return to Bolivia when he was called for an interview as a transportation planner associate with Michael Gallis and Associates; he started in August. "I think the most important thing about NCWorks is that you are committed to our success," says Espinoza. "I always recommend my foreign friends who are looking for a job to look on your website and attend the courses. I believe it's one of the most important resources in the metro area to guide you in knowing what to do, how to do it and when to do it when job-hunting."

Youth pre-apprenticeship program kicks off at CATS

Community partners packed a training classroom at the Charlotte Area Transit System (CATS) maintenance facility in June to launch a pre-apprenticeship pathways program.

Four students who are enrolled in Charlotte Works' [Youth Works](#) program are participating in classroom and hands-on training that includes topics such as transit care, information technology, operations and finance. The pre-apprenticeship closely mirrors the training program that new technicians complete after being hired by CATS.

It's also structured to align with the diesel and heavy equipment technology program at Central Piedmont Community College, should the students decide to pursue a career in the transportation industry.

Students completed an application, in-person interviews and an aptitude test. The students who posted the top scores on the aptitude test were selected to be the inaugural class.

The 14-month initiative is a collaboration among Charlotte Works, CATS and the City of Charlotte's Mayor's Youth

Employment Program. Program partners are excited about the future of the program and look forward to its growth, including more recruitment targeting girls. Partners also have plans to expand the pre-apprenticeship program to other industries such as advanced manufacturing, energy, healthcare and information technology.

"This is not just a one-time thing. We're targeting this type of program to offer a new way of learning to get youth on a career path early," says Charlotte Works' President and CEO Steve Partridge.

The inaugural class of the pre-apprenticeship program at CATS includes (from left) Tyshawn Collins, Israel Garcia-Perez, Marcus Feagins and Abraham Aschen. The 14-month initiative gives youth an opportunity to get hands-on training in the transportation industry.



Sealed Air unpacks in Charlotte

All Charlotte was excited when Sealed Air Corporation announced in July 2014 that it would combine three divisions to create a new global headquarters in the city. "The Bubble Wrap Company" is among the largest corporate relocations ever announced for Charlotte. And it's among the largest and most well-known employers that Charlotte Works has ever supported with a variety of

services and resources.

"Charlotte Works was one of the

very first organizations we were in contact with, even when we were still anonymously trying to decide what city to move to," notes Susan Edwards, Sealed Air's vice president, global HR business partners. "We could find any number of employment services, any mass-market type of firms, but we were interested in developing partnerships with local organizations that were familiar with how to recruit within local

dynamics. Charlotte Works immediately got our attention for being forward-thinking and innovative, not a slow-moving government agency."

"It's about understanding what they do and customizing to help get them what they need," says Beth Lefevre, Charlotte Works' business services project manager. Among the services the team performed during this first part of Sealed Air's relocation were helping to staff a local human resources team, providing interview space, connecting the company with Central Piedmont Community College for onboarding and training programs, consulting on the Charlotte region's talent pool and screening both resumes and candidates.

In January 2015, more than 90 job-seekers attended an information session to learn about the company and opportunities in financial analysis and administration and network with the executives. "This would have taken a month if I'd had to do this, but with Charlotte Works handling the initial screening, in 24 hours, I got good candidates," says Jim Marks,

finance director for Sealed Air's North America Diversey Care division.

And in July, Sealed Air participated in a private recruiting event hosted by Charlotte Works for a group of customer service representatives who were being laid off from a local financial institution. "We hired 30 to 40 people from this," says Edwards, "and we would never have known about it without Charlotte Works."

Banking on success

"I feel like I can breathe, I feel like I can give back," says Robin Craig with a big, bright smile on her face. The family self-sufficiency supervisor at Grace-Mar Services, Inc., is smiling again after losing her job in the loss mitigation department of a local financial institution in March 2015.

Craig was among more than 750 mortgage-related associates laid off over nearly 10 months. Charlotte Works began providing services to the dislocated workers in June 2014. Because most of the affected employees were still working, our team used the firm's technology to deliver orientation and multiple workshops via webinar.

While the company provided resume development and interview skills in-house, it asked our team to



Robin Craig (L) discovered Charlotte Works when her former employer partnered with us as it was laying off 750 workers. Now she supervises Charlotte Housing Authority intern Deborah Clark (R) as a family self-sufficiency supervisor at Grace-Mar Services, Inc.

help prepare the workers for exclusive internal and external recruiting events. More than 30 employers including AIG, GM Financial, Sealed Air and others with actual openings for positions similar to the ones the bank employees were losing participated in a half-day event organized by Charlotte Works in August 2014. During the spring 2015 lay-offs, the recruiting events moved "virtual," with the team posting listings on the company's intranet.

Charlotte Works also provided "express enrollment" into the Workforce Investment Act (WIA) Classroom Training program. Interested employees registered on [NCWorks Online](#) and completed paperwork in advance. When our team arrived onsite, they verified and connected participants with career coaches and intake specialists.

Craig attended this session intent on changing careers to landscaping. But after realizing she'd take a significant pay cut, she considered getting a human resources certification. "Working with Charlotte Works gave me the opportunity to bounce ideas and decide what do I really want to do?" says Craig. "[The company] brought it to us very early in the process. It made the transition a lot easier for me."



Executive Center Drive Resource Center before...



Forest Point Boulevard entry before...

...and after



...and after



...and after

Serving you better at Charlotte's NCWorks Career Centers

If you walked into the former N.C. Division of Workforce Solutions (DWS) offices on Executive Center Drive and Forest Point Boulevard before October 2014, you'd have found cramped workspaces, slow computers, long lines and a depressing atmosphere. Today, you'll find modern workstations; bigger screens on fiber-optic-enabled computers; short wait-times; and bright paint, walls, floor and furniture.

Together, the local DWS and Charlotte Works staff have integrated and transformed service delivery to provide clients with the best, most seamless and productive experience possible – whether seeking assistance with unemployment insurance benefits, attending workshops, meeting potential employers or learning more about WIA training opportunities. "I feel more welcomed during my transition period in

this new facility, which helps me focus more," notes a client at the NCWorks Career Center at Forest Point Boulevard.

2014 also saw the unveiling of the new NCWorks brand, under which all three Charlotte Career Centers were certified as part of North Carolina's new "integrated services delivery" system, designed to streamline workforce services for both job-seekers and employers.

"We're excited about these enhancements that allow us to provide better customer service," says Stephanie Lattimore, manager of that center. "Clients say, 'Wow, it looks great in here!' And we smile and reply, 'We did it just for you.'"

NCWorks

PY 14-15 Board of Directors

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Owner & Co-Founder
Packard Place

Toya Allen, Vice Chair
Director, Client Services
Cornerstone OnDemand

Jerome Festa, Treasurer
Managing Director
Wells Fargo International Group

Marcus Bass
UniServ Director, Service Area GG
North Carolina
Association of Educators

Tim Beam
Regional Manager
North Carolina Department
of Commerce,
Division of Workforce Solutions

Latondra Bennett
Human Resources Manager
Siemens

Karen Brackett-Browning
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Jimmy Chancey
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Technical Education
Charlotte-Mecklenburg Schools

Peggy Eagan
Director
Mecklenburg County
Department of Social Services

Michael Elder
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Goodwill Industries of the
Southern Piedmont

Robert Fish
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Bankston Partners

Patrick Graham, Ph.D.
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Urban League of Central Carolinas

Georgia Gulette
Unit Manager
North Carolina Division of
Vocational Rehabilitation

Kati Hynes
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Charlotte Chamber of Commerce

Kathi Polis McLendon
Dean, College & Career Readiness
Central Piedmont Community College

Brian McMurray
Managing Director
American Airlines

Phil Paustian
Director, Corporate Human Resources
Chiquita Brands

Doug Rowe
Senior Vice President/General Manager -
Integrated Projects Group
Lend Lease

Mark Short
Managing Director, Organizational
Development
Duke Energy

Robin Strayhorn
Senior Recruiter
PNC Bank

Larry Wilson
Vice President,
Corporate Human Resources
Carolina HealthCare System

Charlotte has three NCWorks
Career Centers:

1401 W. Morehead Street, Suite 100
Charlotte, NC 28208
704.206.1350
Mon / Fri: 8 a.m. - 4:30 p.m.
2nd & 3rd Wed: 8 a.m. - 8 p.m.

5601 Executive Center Drive, Suite 100
Charlotte, NC 28212
704.566.2870
Mon / Fri: 8 a.m. - 4:30 p.m.

7140 Forest Point Boulevard, Suite A
Charlotte, NC 28217
704.565.6875
Mon / Fri: 8 a.m. - 4:30 p.m.

www.charlotteworks.com
www.ncworks.gov

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Services for Employers

- Post jobs for free
- Tap into our statewide candidate database
- Customized recruiting services
- Get help assessing hiring needs
- Receive a training grant
- Gain valuable labor market data and forecasts

Services for Job-Seekers

- Build a resume & interview skills
- Create a career mission statement
- Develop a career marketing plan
- Join a job team
- Network with employers & peers
- Receive a training grant

We serve job-seekers and businesses, providing resources to develop a skilled workforce that meets employer needs.

This annual report presents the highlights of our program year. For details about all our accomplishments, visit *News @ The Works*, our online newsletter site, at <http://newsletter.charlotteworks.com>.

Equal Opportunity Employer/Program.
Auxiliary aids and services available to individuals with disabilities.