



**CHARLOTTE  
WORKS**

ENGAGED / EMPOWERED / EMPLOYED

# **REQUEST FOR PROPOSALS**

## **PROGRAM YEAR 2023 WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) TITLE I YEAR-ROUND OUT-OF-SCHOOL YOUTH PROGRAM**

**RFP Release Date:** January 4, 2023  
**Proposal Deadline:** 12 P.M. March 3, 2023

8601 McAlpine Park Drive Suite 130  
Charlotte, NC 28211

E-mail: [2023rfp@charlotteworks.com](mailto:2023rfp@charlotteworks.com)

Website: [www.charlotteworks.com](http://www.charlotteworks.com)

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

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## **I. INVITATION TO BID**

To: All Potential Workforce Innovation and Opportunity Act (WIOA) Title I Youth Program Providers

From: Danielle Frazier, President & CEO

Date: January 4, 2023

Subject: Request for Proposals – WIOA TITLE I – Youth Program

Thank you for your interest in providing training services to participants in the WIOA Title I Out-of-School Youth Program in Mecklenburg County. Charlotte Works is currently accepting proposals for the operation of the program.

The enclosed Request for Proposal (RFP) package contains:

- Application Instructions
- Specifications for Describing Requested Services
- Budgeting Requirements
- Format Criteria

While every effort has been made to include all necessary information in this packet, Charlotte Works reserves the right to request additional details.

### **REVIEW, AWARD, AND NOTIFICATION OF PROPOSING ORGANIZATIONS SCHEDULE**

<b>RFP Posting</b>	<b>Wednesday, January 4, 2023</b>
<b>Bidders Conference (Virtual)</b> <a href="https://us02web.zoom.us/j/83738582210?pwd=Qjdsd2tuY3dud29pQkhTRGsyUjlOZz09">https://us02web.zoom.us/j/83738582210?pwd=Qjdsd2tuY3dud29pQkhTRGsyUjlOZz09</a>	<b>Thursday, January 12, 2023</b>
<b>Letter of Intent to Bid (Non-Binding)</b>	<b>Thursday, January 19, 2023</b>
<b>Last date to e-mail questions to:</b> <a href="mailto:2023rfp@charlotteworks.com">2023rfp@charlotteworks.com</a>	<b>Friday, January 27, 2023</b>
<b>Last date to post answers on website</b>	<b>Friday, February 3, 2023</b>
<b>Proposals Due to Charlotte Works</b>	<b>Friday, March 3, 2023, 12 p.m. (original &amp; 6 copies)</b>
<b>Bidder Presentations</b>	<b>March 27-28, 2023</b>
<b>Review Committee Approval</b>	<b>March 27-28, 2023</b>
<b>Charlotte Works Board Approval</b>	<b>March 31, 2023</b>
<b>Award Notification Date</b>	<b>Week of April 3, 2023</b>
<b>Programs MUST Begin by</b>	<b>July 1, 2023</b>

All letters of intent (non-binding) must be submitted on or before **January 19, 2023**. For your convenience, we have enclosed a suggested format for the letter of intent (See Appendix I).

**ANY PROPOSALS RECEIVED AFTER THE DUE DATE AND TIME, REGARDLESS OF POSTMARK OR MAILING RECEIPT DATE OR WITHOUT THE SPECIFIED NUMBER OF COPIES, CLEARLY MARKED, WILL NOT BE CONSIDERED FOR SELECTION.**

Enclosures: RFP Package

Please submit the proposals in three-ring binders as follows:

- One original (clearly marked) proposal and attachments
- Six (6) copies of the proposal and attachments

Proposals must be signed and dated by a representative authorized to commit to proposal provisions. Unsigned proposals will be rejected/deemed non-responsive. **All proposals are due to the address below by 12 P.M. ET on March 3, 2023.**

**Charlotte Works  
Attention: Danielle Frazier, President & CEO  
8601 McAlpine Park Drive, Suite 130  
Charlotte, NC 28211**

## **II. GENERAL OVERVIEW**

### **1. Purpose of This Solicitation**

The purpose of this Request for Proposal (RFP) is to solicit competitive proposals from qualified organizations for the operation of WIOA TITLE I Youth Programs in Mecklenburg County. Proposals are solicited for comprehensive year-round youth programs for WIOA TITLE I-eligible out-of-school youth ages 16 to 24 who reside in Mecklenburg County. Funding awards and contracts under this solicitation are expected to begin July 1, 2023.

### **B. Terms of Selection**

The Charlotte Works' programs committee is a feature of the workforce investment system that assists with the development of youth employment and training policy, brings a youth-development perspective to the establishment of such policy, establishes linkages with other local youth-services organizations and takes into account a range of issues that can have an impact on the success of youth in the labor market. The programs committee is a sub-committee of Charlotte Works Board of Directors. One of the many responsibilities of the programs committee is to develop portions of the local WIOA TITLE I plan relating to youth and provide guidance and oversight on youth programs. The review committee will identify youth programs that meet the framework criteria established by Charlotte Works for funding consideration.

Charlotte Works reserves the right to:

- Accept or reject any or all proposals received
- Waive informalities and minor irregularities in offers received. All solicitations are contingent upon availability of funds.
- Accept any item or group of items of any offer, or award more or fewer slots at the same price bid unless the responder qualifies its offer by specific limitations.

- Select a service provider based on initial offers received, without discussion of such offers. Accordingly, each initial offer should be submitted on the most favorable terms from a price and technical standpoint that the responder can submit to Charlotte Works.
- Request additional data, oral discussion or documentation in support of written offers.

Any responder may be requested to make an oral presentation of its proposal(s) to Charlotte Works after its opening. Charlotte Works' staff will schedule the time and location for these presentations if required.

### **C. Background**

The federal Department of Labor's (DOL) WIOA of 2014 is the nation's principal workforce development legislation. It provides funding to local workforce development boards (WDBs) to deliver a menu of services to job seekers and businesses. Key components of this legislation include streamlining services through a one-stop service delivery system; empowering individuals through information and access to training resources; providing universal access to core services; increasing accountability for results; ensuring a strong role for local WDBs and the private sector in the workforce investment system; facilitating state and local flexibility and improving youth programs. The intent of the WIOA legislation is to move away from one-time, short-term interventions for youth and toward a systematic approach that offers youth a comprehensive set of service strategies and a closer link to the labor market. In addition, the Act requires connections between youth programs and the one-stop system providing information on the full array of appropriate services available to youth.

WIOA TITLE I formula funds are allocated to local workforce development boards for youth services. Local agencies may use the funds to provide services for youth between the ages of 16 to 24 who meet the federal WIOA TITLE I eligibility criteria. Charlotte Works is the grant recipient and administrative entity for the WIOA TITLE I program. Contracts entered into with WIOA TITLE I service providers will contract with Charlotte Works. All parties contracting with Charlotte Works must comply with DOL regulations and any other interpretations it publishes. Administration and operation of this program are subject to compliance with the federal WIOA of 2014, state and local policies and procedures as issued by Charlotte Works. Funded proposals will be required to meet specific federal, state and local guidelines for participant outcomes and program performance.

Youth programs are required to provide, either directly or through linkages with various community and public institutions, the following 14 program elements:

- Tutoring, study-skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary-school diploma, its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential
- Alternative secondary-school services or dropout recovery services
- Paid and unpaid work experiences that have academic and occupational education components. A minimum of 20 percent of responders' total budget will be reserved for paid work-based learning, which must include pre-apprenticeship programs, internships and on-the-job training opportunities
- Occupational-skills training, which shall include priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area

- Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster
- Leadership development opportunities including community service and peer-centered opportunities encouraging responsibility and other positive social and civic behaviors
- Supportive services, which are defined by DOL as funds that are spent on behalf of WIOA TITLE I individuals who are registered in WIOA TITLE I youth programs and unable to obtain supportive services through their own means or through other programs providing such services. Supportive services are only allowable when they are necessary to enable eligible individuals to participate or remain in WIOA TITLE I youth programs, i.e., education completion, occupational and/or post-secondary training and job-search or comprehensive counseling. Supportive services are also allowed to maintain retention in employment, training or other acceptable post-program activities
- Adult mentoring for the period of participation, which is defined as any service that provides youth with opportunities to develop a positive relationship with an adult who provides a positive role model for educational, work, personal or social skills
- Follow-up services, which is defined as any service that assists youth with completing training or securing or advancing in a job for at least 12 months after completion of WIOA TITLE I youth program
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals
- Financial literacy education, which is defined as any service that assists youth with financial stability, i.e., budgeting, student loans or bank accounts
- Entrepreneurial-skills training, which is defined as any service that assists youth with the knowledge and skills to start and grow a business
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career awareness, career counseling and career exploration services
- Activities that help youth prepare for, and transition to, post-secondary education and training

**Programs must provide an objective assessment of each participant’s academic, work-readiness and support service needs and offer referrals to appropriate services based on the youth’s case plan.**

**Programs should emphasize and document personal and social development of participants.** Case plans should reflect progress toward goals in personal and social development such as maintaining healthy lifestyles, developing positive relationships with adults and peers, community and civic engagement, remaining non-delinquent and responsible parenting.

**Programs should have strong connections to local employers and post-secondary education and training institutions, including the adult career center and training system.**

**Programs must provide follow-up services to participants for at least 12 months after program completion.** At a minimum, follow-up services should document progress in relationship to the case plan to ensure that former participants are employed, enrolled in post-secondary education or training or in an appropriate social supportive service.

## **D. Eligible Youth**

WIOA TITLE I-funded services may be provided to youth ages 16 to 24. To be eligible, youth must meet all of the following five criteria:

- Be a U.S. citizen or eligible non-citizen
- Be a Mecklenburg County resident
- Live in a low-income household
- Not be enrolled in an academic institution
- Meet one or more of the following additional barriers:
  - school dropout
  - Is within the age of compulsory school attendance but has not attended school at minimum during the latest school quarter
  - Has received a secondary-school diploma or its recognized equivalent; and/or
  - Needs additional assistance to enter or complete an educational program or to secure or hold employment
  - Is deficient in math and reading
  - Is an English-language learner
  - Is homeless, runaway or foster child
  - Has aged out of the foster care system
  - Is pregnant or parenting
  - Has a disability
  - Is an offender.

Prior to enrollment into a WIOA TITLE I activity, youth must be certified as eligible under WIOA TITLE I guidelines. Service providers are responsible for determining, verifying and certifying WIOA TITLE I eligibility for each youth applicant by obtaining acceptable records/documents. These verification documents must be maintained in hard-copy and a paperless system. Files will be reviewed by Charlotte Works' staff for certification and periodically during Charlotte Works' monitoring. Only youth who have been certified by Charlotte Works as WIOA TITLE I-eligible by completion of required forms and whose documentation to verify eligibility has been obtained by staff may be enrolled to receive WIOA TITLE I services.

## **E. Available WIOA TITLE I Youth Funding**

All amounts are estimates for planning purposes and are subject to change.

Out-of-School Youth Programs (2) *Up To* \$1,837,903

*Respondents' proposed budgets must be within the amounts indicated and must be reasonable based on the proposed service level and service delivery plans. Subsequent revisions and negotiations of final contract budgets may be required due to actual allocation received and funding award decisions.*

### III. Overview of Charlotte Works

Charlotte Works, the workforce development Board of Directors, is appointed by the Charlotte Regional Workforce Consortium to provide policy guidance and program oversight for workforce development programs in Mecklenburg County. The Charlotte Works Board is a group of volunteers representing local business and industry, educational agencies, community-based organizations, organized labor, rehabilitation agencies and economic development entities.

Charlotte Works is the administrative entity and grant recipient of WIOA TITLE I funds.

**Strategic Planning:** Charlotte Works focuses on being a data- and demand-driven board to help prepare the workforce for growing careers in the region. The plan also focuses on creating an integrated, seamless workforce system to help job seekers succeed in the North Carolina economy and continuously improve their skills. Charlotte Works implemented a strategic plan in PY2020.

Charlotte Works strategic plan spotlights three pillars: connect & convene, inform & influence and design & impact. Charlotte Works' mission through this plan is to lead the development of a skilled, in-demand workforce by engaging businesses, aligning community partners, empowering and connecting job seekers to meaningful employment, and fostering inclusive economic growth. Attachment M-Strategic Plan.

#### **Charlotte Works' Roles and Responsibilities**

Charlotte Works is responsible for the workforce development system throughout the Charlotte Works Local Area. This system must serve the needs of employers, underemployed and unemployed job seekers transitioning to employment. It must provide reliable and valid information so clients can make informed decisions about training and employment, connect clients to other service providers in the system and the community, help clients access diverse funding sources for training and provide quality job-matching services for employers and job-seekers.

Charlotte Works oversees and evaluates the NCWorks system services throughout the local workforce development area. In doing so, the board is committed to the highest quality services and achievement of performance standards. Charlotte Works' staff will be available to provide the successful proposer with the technical assistance and capacity building needed to achieve the highest level of performance combined with outstanding client satisfaction.

Charlotte Works' responsibilities include:

**Federal Connection:** Ensure that federal policies, procedures and guidelines are correctly implemented; allocate federal workforce development funds; provide data and reports as needed to satisfy federal systems; and participate in federal funding opportunities that further the board's vision for the NCWorks system.

**State Connection:** Ensure that state procedures and guidelines are correctly implemented; allocate state workforce development funds; provide data and reports as needed to satisfy state systems; and participate in state funding opportunities that further the board's vision for the NCWorks system.

**Local Connection:** Comply with local policies and regulations, serve as the convener for workforce development in the Local Area and partner with local organizations to meet community needs.

**Technological Connection:** Ensure our service providers are equipped with current technology to better serve and assist all clients and manage the local information system for WIOA TITLE I programs and activities.

**Evaluation and Measurement Metrics:** Approve client satisfaction survey and other evaluation tools throughout the system; measure metrics set for service providers to ensure quality services and continuous improvement; designate the successful service provider's; maintain a grievance procedure for clients to access if the service provider's grievance procedures do not produce a resolution; meet with the service provider's regularly to listen to suggestions, discuss issues and resolve concerns; and monitor and report on quality, performance and cost-effectiveness through onsite visits, records review, evaluations, expenditure review and other methods as needed.

**Communications/Outreach:** Approve site location, facilities and equipment that contribute to the center of excellence and client satisfaction; approve outreach materials funded by the board or containing information about the board's programs; provide the service providers with a common name, logo and signage to promote the identity of NCWorks NextGen and NCWorks Career Center and ensure connectivity among the service providers and local and regional entities including chambers of commerce, public education institutions, economic development entities, etc.

All communications and outreach efforts, products and initiatives that will impact NCWorks are managed entirely by the communications department of Charlotte Works. Any and all communications and outreach products and initiatives are subject to Charlotte Works' Marketing, Communications and Outreach Policy (provided upon contract award) and to review by members of the board's communications department.

All NCWorks NextGen and NCWorks Career Center communications and outreach efforts, products and initiatives are *centralized* under Charlotte Works. These items should only be produced under the direction of the communications department of Charlotte Works.

Centralization

- Maintains the consistency, quality and look of NCWorks NextGen materials;
- Allows for communications services and materials to be produced and distributed to the operator in a timely manner;
- Eliminates differences in the products produced by the operator/service provider and the board;
- Allows all design and printing services, and other outreach products and services, to be bid on an "economies of scale" basis.

Charlotte Works' communications team develops, manages, and leads all internal and external communications efforts. It creates the overall communication strategy, including a comprehensive, multi-channel, high-quality plan; and directly manages communications activities that promote, enhance and protect the NCWorks brand in Mecklenburg County.

**Performance and Compliance:** Provide technical assistance on all policies, procedures and rules that impact the operation of the center and provide assistance as needed for compliance; develop and provide technical assistance to build capacity to help the service provider meet

quality and consistency standards and meet or exceed performance goals within the NCWorks system; ensure compliance with all rules, regulations and procedures issued by all funding sources.

Perform fiscal and programmatic monitoring for compliance in accordance with federal, state and local standards; track and maintain documentation of each performance measure; and approve regional education/training operators for inclusion on the State Training Operator List.

**Fiscal:** Ensure that administrative and programmatic cost categories are properly implemented; confirm that costs are correctly allocated to the associated funding stream; verify that NCWorks system costs are allocated according to the MOUs and provide technical assistance to the fiscal staff of the service provider's.

These roles and responsibilities may be refined and changed as the WIOA TITLE I regulations and procedures are changed by the USDOL, state policy and requirements are created and implemented throughout the state's workforce development system and local direction and procedures are adopted or revised by the board.

A contract entered into with a successful proposer will be a contract with Charlotte Works. **The contract resulting from this RFP is contingent upon the availability of funds and is subject to amendment or termination due to the lack of or reduced funding.** All organizations contracting with Charlotte Works must comply with the USDOL regulations and any other interpretations published by the USDOL. Administration and operation of this program is subject to compliance with WIOA TITLE I, state policies and procedures as issued from DWS and local policies and procedures as issued by Charlotte Works.

Charlotte Works is the workforce development board's administrative entity and its own fiscal agent. If any changes occur with the board, a new contract will be executed with the service providers for the remaining timeframe outlined in this RFP.

#### **IV. SCOPE OF WORK**

##### **A. Program Objectives**

Charlotte Works seeks to provide youth programs that:

- Enable youth to begin to identify a career path, set goals and retain employment; and
- Provide clear standards and expectations, systems of reinforcements and rewards and networks to address barriers and challenges
- Engage employers and businesses as partners, mentors, and youth advocates; and
- Provide skill development, leadership, and community service opportunities; and
- Focus on youth improvements in educational achievement and employment preparation and success.

To accomplish these objectives, the following youth program components should be included:

- Opportunities for learning, discussion, community service and leadership development;
- Educational activities with clear linkages to job skills and integration of soft- and life-skills through work experience;

- Exposure to a variety of opportunities with direct linkages to jobs and employers including, but not limited to skills-training combined with internships, customized training, entrepreneurship training, apprenticeships, job-readiness combined with part-time employment/internships, exposure to various aspects of industry and job-shadowing;
- Linkages to support services that address barriers at work or home;
- Employer involvement and expectations;
- Mentoring;
- Data management;
- Eligibility;
- Objective assessment
- Individual Service Strategy/case management
- Academic remediation and enhancement as appropriate. All youth must be pre- and post-tested using the TABE locator. Reasonable accommodations should be made for individuals with disabilities;
- Pre-employment skills training as appropriate;
- *Working Smart* soft-skills training (required);
- Job-search assistance (required);
- Employment placement and job development; and
- Follow-up (must provide with each youth at least 12 months after exit) and retention services.

## **B. Serving Out-of-School Youth**

To serve out-of-school youth, proposals must include planned services and activities designed to meet the needs of youth ages 16 to 24. WIOA TITLE I defines out-of-school youth as individuals who are not attending any school, school dropouts who are not enrolled in diploma-granting schools at the time of enrollment (GED program enrollees are also considered out-of-school) or those who have received a secondary credential but are basic-skills deficient, unemployed or underemployed and have one of the specified barriers to employment. Collaboration with local GED and adult high school programs, alternative schools, career center, community colleges, the juvenile justice system and public housing authorities is encouraged to provide various “points of entry” to WIOA TITLE I services for youth who no longer have ties to the public school system. Basic education skills are an important aspect of the service design for out-of-school youth. All out-of-school youth who are basic-skills deficient in reading or math must have a literacy/numeracy/skills gain goal set for him/her and tutoring or other remedial services must be provided to enable youth to achieve the literacy/numeracy/skills gain goal in one year or less. Out-of-school youth should receive instructional options that vary in focus and methods such as one-on-one tutoring for basic-skills/GED/HSE preparation, worksite or computer-based remediation and teaching basic skills in conjunction with occupational-skills training. **Youth should participate in services to re-connect them to learning and education based on an individualized assessment of needs, including work-based learning opportunities and skills-training for unsubsidized employment.**

The primary consideration of this RFP is to seek proposals that offer innovative and collaborative approaches to providing youth with the skills needed for success in careers that have been defined as high-growth and in high-demand industries within the Charlotte community. A list of occupations in demand or career ladders that have been determined most likely to be available in Mecklenburg County is included in this RFP (Attachment D).

Charlotte Works will award grants to service providers that collaborate with organizations serving youth and with local businesses and/or organizations that demonstrate the ability to develop and implement strategies that will result in the following outcomes:

- Youth earn a high school equivalency diploma;
- Youth acquire an academic and/or occupational specific degree or credential;
- Youth enter a post-graduate training program or apprenticeship;
- Youth are academically successful, which is demonstrated by an increased proficiency in literacy and numeracy;
- Youth gain work-readiness skills and/or obtain employment;
- Youth are exposed to “career track” work experiences.

Charlotte Works has determined a **priority of need for youth services in four areas:**

- Career exploration of in-demand fields, including job-shadowing, paid/unpaid work experience, industry tours and more;
- Expose youth to all post-secondary education options and programs that lead to career pathways in Charlotte’s in-demand industries;
- Occupational-skills training in industries which have a “career track” and result in an industry-recognized credential;
- Collaboration with other organizations to leverage resources, facilitate outreach and improve outcomes.

In addition, Charlotte Works has determined a **priority of need for three populations:**

- High school dropouts
- Foster care youth, including those aging out of the foster care system
- Youth offenders

This RFP is to establish a one-year contract for the program year July 1, 2023 to June 30, 2024, which may be extended. Extension will be at the discretion of Charlotte Works, pending availability of funds, client priorities and needs. The Service Providers satisfactory achievement of agreed upon contractual guidelines, goals and performance measures.

Effective July 1, 2023, Service Providers will be expected to serve approximately 250-275 new youth for PY23 and may be expected to serve additional youth enrolled in previous contract years still actively receiving services (exact numbers will be determined at a later date). Service Providers will assume responsibility for completing all services and documentation for each youth, including meeting performance standards and providing case and data management.

All responses will be evaluated by reviewers against the criteria identified in this RFP and approved by Charlotte Works.

Charlotte Works will perform continuous monitoring and oversight of contracted providers and will determine performance measures, subsequent eligibility and require corrective action when needed to ensure continuous improvement of eligible providers.

Charlotte Works will accept proposals for WIOA TITLE I Youth programs with a planned implementation date of July 1, 2023. Charlotte Works will accept proposals no later than 12PM March 3, 2023. Notification of selection will depend on receipt of allocation from the state but will occur before July 1, 2023.

### **C. Requirements for All Youth Served Under WIOA TITLE I**

Proposals should address how the following requirements will be met as part of an overall WIOA TITLE I youth services design.

#### **1. Eligibility Determination and Verification/WIOA TITLE I Registration**

Prior to enrollment into a WIOA TITLE I activity, youth must be certified as eligible under WIOA TITLE I guidelines. Service providers are responsible for determining, verifying and certifying WIOA TITLE I eligibility for each youth applicant by obtaining acceptable records/documents. These verification documents must be maintained in a paperless system. Files will be reviewed by Charlotte Works' staff for certification and periodically during Charlotte Works' monitoring. Only youth who have been certified by Charlotte Works as WIOA TITLE I-eligible by completion of required forms and whose documentation to verify eligibility has been obtained by staff, may be enrolled to receive WIOA TITLE I services.

Selective Service registration is required for all male applicants born after Dec. 31, 1960. Males must be properly registered within 30 days of their 18th birthday. If a male applicant becomes 18 years of age while participating in WIOA TITLE I activities, he must register with Selective Service. Any male in violation of the Selective Service registration requirements is ineligible for WIOA TITLE I. The service provider will be responsible for assuring compliance with the Selective Service registration requirement.

#### **2. Comprehensive Assessment**

WIOA TITLE I requires that youth service providers administer or obtain a thorough and in-depth assessment of the academic level, skill levels and service needs of each youth at the time of enrollment into WIOA TITLE I activities. Assessment should be carefully planned and administered to collect specific, relevant information leading to an appropriate mix and sequence of services and interventions. Youth service providers will use only assessment tools and strategies that are valid for youth. An initial assessment will include basic skills, work-readiness skills, occupational skills, prior work experience and barriers to employment. Youth service providers will assess a youth's family situation; occupational interests and aptitudes; financial supportive service and developmental needs. Assessment information should be acquired through various means including, but not limited to, standardized tests, structured interviews, behavioral observations, inventories, career guidance instruments, performance-based or competency-based assessment tools and, where the information is current and reliable, assessment results from another service provider (school or agency). Charlotte Works requires the use of comprehensive testing (i.e. CASAS, TABE) for basic-skills and assessment tools for assessing career interests and aptitudes.

#### **3. Individual Service Strategy (ISS)**

Each youth enrolled into WIOA TITLE I will have a written, individualized plan of services and

activities of an appropriate mix of the 14 required program elements, including appropriate learning objectives and goals based on the entry-assessment information. The Individual Service Strategy (ISS) is completed and updated in the NCWorks Online database and a hard copy provided to the youth and placed in his/her participant file. The ISS is intended to provide in-depth information about a youth, both history and present circumstances, to create a plan of action agreed upon by the youth and staff working together. The ISS will set clear and realistic goals for educational advancement, entry into employment in a targeted industry and continued learning and development.

#### 4. Comprehensive Case Management

The WIOA TITLE I service provider will provide comprehensive case management services to youth as part of the year-round strategy to support and assist youth to attain meaningful outcomes. Staff is expected to work closely with youth to provide support and guidance, address needs and barriers, solve problems, serve as role models and assist in the attainment of the objectives and goals agreed upon in the ISS. Regular personal contact between a case manager and the young person is essential. Based on the case management relationship, the youth should be aware that he/she has support and accountability in working to achieve his/her personal goals. Primary case management functions are services coordination, advising and counseling, advocacy, follow up and accurate and timely record keeping.

#### 5. WIOA TITLE I Data Validation and Record Keeping

The U.S. Department of Labor has issued a data validation policy that establishes record-keeping requirements to ensure the accuracy and integrity of information collected and reported on WIOA TITLE I activities and program outcomes. The federal policy mandates that states “demonstrate the validity of reported data,” and North Carolina has set a statewide policy to conduct data validation annually. Charlotte Works has developed guidelines and instructions for participant records/files that include file content and structure, data-validation labeling requirements and file maintenance.

### **D. Youth Common Measures**

Bidders who become service providers will be required to meet the following performance indicators (percentages when released by the State Division of Workforce Solutions and subject to change by Charlotte Works):

The WIOA TITLE I system-wide performance outcomes, called Common Measures, are an effort to simplify and consolidate performance measures across many federal grants. Programs should emphasize retention in program services until participants have reached the goals identified in their service strategy plan. They include:

- **Placement in employment or education:** Of those who are not in post-secondary education or employment including the military at the date of participation), uses the number of youth participants who are employed (including military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the second quarter after exit, divided by the number of youth participants who exit during the quarter.
- **Retention in employment, education or training:** Percentage of participants in education, training or unsubsidized employment, measured in the fourth quarter after exit.

- **Earnings after entry into unsubsidized employment:** Median earnings of participants in unsubsidized employment during the second quarter after exit.
- **Attainment of a degree or certificate:** Percentage of participants who obtain a recognized credential or secondary diploma during participation or within one year after program exit.
- **In-program skills gain:** Defined by the U.S. Department of Labor

Bidders are asked to propose projected outcomes based on those listed in the planned youth outcomes data sheet (Attachment E). Bidders also must identify the number of youth to be served and project their ages and the percentage of youth who attain each of the performance indicators listed above. New program service provider may be expected to serve carry over youth from the previous program year.

The bidder is responsible for follow-up services to participants at three months, six months, nine months and 12 months after exiting the program.

Charlotte Works will manage administrative functions and program oversight of contracts to include monitoring, overall program assessment and implementation of the continuous improvement process.

Service providers will be required to complete and maintain the following items:

- A completed and signed WIOA TITLE I Suitability Assessment form (initial customer information form);
- A completed and signed NCWorks Intake form;
- All eligibility documentation including social security numbers, citizenship, Mecklenburg County residency, income verification, selective service compliance and age;
- Basic-skills test results;
- A signed disclosure/release form;
- A signed Participant Rights, Benefits and Complaints form;
- A completed and signed Individual Service Strategy (ISS);
- Documentation of program attendance, as appropriate;
- Request for (as appropriate) and documentation of receipt of supportive services, incentives and more;
- Documentation of high school diploma/GED and/or any certifications achieved;
- Documentation of attainment of literacy/numeracy functioning levels and other goals;
- Verification of placement into unsubsidized employment, military, apprenticeship and/or post-secondary; and
- Employment verification through Charlotte Works' employment verification form.

The service provider will also be responsible for timely input into the NCWorks database/case management system for North Carolina. Information should include registration/enrollment details, eligibility information, pre- and post-test scores service records, outcomes, placements, case notes, exit case notes and results of all follow-up efforts.

The successful bidder will also be responsible for the completion and submission of monthly fiscal expenditure reports, programmatic progress reports and performance reports. The successful bidder is also responsible for the provision of additional placement services (at no additional cost to Charlotte Works) for customers who become unemployed during the follow-up period of 12 months.

The successful bidder must ensure that every person employed by their organization using WIOA TITLE I funds is legally authorized to work in the United States and submit such documentation to Charlotte Works upon receipt of funding.

The successful bidder must require that all staff who works with WIOA TITLE I participants, files and related information complete a confidentiality agreement before working with any confidential information, whether verbal or written.

The successful bidder must have the management capacity to administer a complicated federal grant program and will be subject to completion of an extensive set of reporting requirements as developed by Charlotte Works. These reports will be required as necessary to carry out reimbursements, monitoring and evaluation of the program as mandated by federal regulation and must be submitted on a monthly basis at minimum.

Agencies and organizations that submit a proposal should be familiar with the basic requirements outlined in the regulations and provide necessary staff support in its proposal to see that these requirements are met. The selected provider(s) must fully comply with the requirements of the youth programs provided under WIOA TITLE I provisions.

Funded programs will be responsible for recruitment and overall case management that include various program elements described previously based on an individual assessment of youth participants. All youth served must be provided with a service plan that will lead to attainment of the youth performance measures detailed previously. The service provider is required to coordinate with Charlotte Works for successful delivery of services.

#### **Pay-for-Performance/Real-Time Measures Expectations**

Charlotte Works 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 L-Pay for Performance Matrix

## **V. INSTRUCTIONS AND GUIDELINES FOR SUBMISSION OF PROPOSALS**

To be considered, Charlotte Works requires a **letter of intent** to bid on In-School-Youth services to be mailed to:

Charlotte Works  
Attn: Danielle Frazier  
8601 McAlpine Park Drive Suite 130, Charlotte, NC 28211

**All letters of intent must be received by Thursday January 19, 2023.** If no letter of intent is received before a proposal is submitted, that proposal will not be eligible for review.

and **proposals** submitted in response to this RFP must be mailed to the address above **on or before 12 p.m., March 3, 2023.** Late proposals, regardless of delivery means, will not be considered.

Charlotte Works encourages all interested bidders to attend the Bidders' Conference. While every effort has been made to include all necessary information, specifications and examples, the need for clarification or interpretation is recognized as a possibility. The Bidder's Conference is the forum Charlotte Works has selected to answer questions so that all interested parties will have the benefit of the same answer and receive those answers in a timely manner.

**A. Questions concerning the RFP** must be submitted by email to:

Charlotte Works  
Email: 2023rfp@charlotteworks.com

**Questions will be accepted until January 27, 2023 from organizations who submit a letter of intent by January 19, 2023.**

### **B. Eligible Service Provider:**

Any governmental, educational or nonprofit 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 youth may apply. An organization, agency or company submitting a proposal must do so as an individual organization and must be prepared to either deliver the planned WIOA TITLE I services directly or to enter into an agreement with an appropriate provider(s) of the services.

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.

### **Outstanding monitoring, audit or legal concerns:**

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 organizations, its owners, officers or principals.

**Competency:**

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. Respondents 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 apply them in developing the RFP response.

**C. Amendments**

If it becomes necessary to revise any part of the RFP, all amendments will be provided in writing to all respondents. 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 AMENDMENT TO ALL RESPONDENTS.

**D. Submission of Proposals**

Proposals should include all items listed in the Proposal Format and Specifications. To accomplish fair and uniform review, respondents will submit one (1) original, clearly marked proposal with original signatures and six (6) copies of the proposal under seal. All proposals must be signed and dated by a representative authorized to commit to proposal provisions. Unsigned proposals will be rejected/deemed non-responsive.

The original and each copy (6) are to be submitted in a binder with fasteners and tab dividers by section. **Proposals will be received by Charlotte Works until 12 p.m., March 3, 2023.**

**E. Appeal Procedures**

Appeals by proposing organizations denied funding are limited to procedural appeals only. Appeals shall be based solely on allegations of irregularities in the solicitation and awards procedure and not on the relative merit of the offers submitted. If a respondent believes it to have been harmed by the violation or misapplication of procedure or regulation of this program, the respondent has the right to file a grievance. This grievance should be filed according to the written procedures established by Charlotte Works and may be obtained by contacting Charlotte Works' President & CEO Danielle Frazier at 8601 McAlpine Park Drive Suite 130 Charlotte, NC 28211.

**F. General Provisions and Requirements**

This solicitation does not commit Charlotte Works to award a grant, to pay any cost incurred in the preparation of a proposal or to procure or contract for services.

Charlotte Works shall retain exclusive ownership of all data, material and documentation originated and prepared by the service provider pursuant to the contract.

Proposals should adhere to the format and minimum specifications set forth in the Proposal Format and Specifications section.

Formal award notification and the actual execution of a contract are subject to receipt of WIOA TITLE I funds, negotiation results between selected service providers and Charlotte Works' administrative staff and continued availability of WIOA TITLE I funds.

Any changes to the WIOA TITLE I program, the State of North Carolina WIOA TITLE I plan or Charlotte Works' WIOA TITLE I plan may result in contract changes. In such instances, Charlotte Works will not be held liable for what is in the respondent's proposal or this RFP package.

Charlotte Works will notify each respondent a decision concerning the respondent's proposals in writing.

Proposals submitted for funding consideration must be consistent with the federal WIOA TITLE I legislation, all applicable federal regulations, the North Carolina Division of Workforce Solutions policies and Charlotte Works policies and procedures.

Respondents selected for funding must ensure compliance with USDOL Regulations 20 CFR Part 652, Office of Management and Budget Circulars A-21, A-87, A-110, A-122, A-133 or 48 CFR Part 31 (whichever is applicable), OMB Circular A-102, 29 CFR 95.44 and CRF 97.36.

Charlotte Works reserves the right to:

Require selected service providers to participate in negotiations and rewrite its proposals as agreed upon during the negotiations.

Contract additional funds to expand existing programs or consider proposals not initially funded under this RFP if such proposals were rated in the competitive range. These decisions shall be at the discretion of Charlotte Works.

Decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of Charlotte Works, the services proposed are not needed, or the costs are higher than Charlotte Works finds reasonable in relation to the overall funds available or if past management concerns lead Charlotte Works to believe that the service provider has undertaken more services than it can successfully handle.

Reject any proposal based upon the total proposed expenditures for staff salaries and compensation that are not considered as "customary and reasonable" for similar staff positions with its local area.

Any proposal approved for funding is contingent on the results of a pre-award survey conducted by Charlotte Works' administrative staff. Charlotte Works will use this survey to establish whether the proposed service provider is capable of conducting and carrying out the provisions of the proposed contract. If the survey results reveal, in the opinion of Charlotte Works, that the proposed service provider may not be able to fulfill contract expectations, Charlotte Works reserves the right not to enter into contract with the organization, regardless of Charlotte Works' approval of the respondent's proposal.

Charlotte Works is required to abide by all WIOA TITLE I legislation and regulations. Therefore, Charlotte Works reserves the right to modify or alter the requirements and standards as set forth in this RFP based on program requirements mandated by state or federal agencies.

Programs must operate according to the federal WIOA TITLE I provisions and all applicable federal regulations, the North Carolina Division of Workforce Solutions policies and Charlotte Works' policies and procedures.

Service Providers will be expected to adhere to Charlotte Works' procedures to collect, verify and submit required monthly reports and invoices.

All grievances arising out of the WIOA TITLE I or this RFP must be filed according to Charlotte Works' established grievance procedures.

All service providers must ensure equal opportunity to all individuals. No individual in the Charlotte-Mecklenburg local area shall be excluded from participation in, denied the benefits of or subjected to discrimination under any WIOA TITLE I-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

Service providers must accept liability for all aspects of any WIOA TITLE I program conducted under contract with Charlotte Works. Service providers will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.

Charlotte Works may consider reductions in the funding level of any contract resulting from this solicitation process during the contract period and/or at the end of a program year when a service provider fails to meet expenditure, participant and/or program and outcome goals specified in the contract or when anticipated funding is not forthcoming from the federal or state governments.

Charlotte Works has the authority to re-capture and re-distribute youth funds quarterly based on the specified criteria for any of the following not being met:

- Staffing levels,
- Enrollments,
- Caseloads,
- Spending levels
- Performance

Service providers will allow access to all WIOA TITLE I records, program materials, staff and participants to local, state and federal representatives. In addition, service providers are required to maintain all WIOA TITLE I records for three years beginning on the last day of the program year.

Charlotte Works encourages all interested respondents to visit [www.charlotteworks.com](http://www.charlotteworks.com). While every effort has been made to include all necessary information, specifications and examples, the need for clarification or interpretation is recognized as a possibility. Questions regarding programming and budget will be accepted via e-mail at [2023rfp@charlotteworks.com](mailto:2023rfp@charlotteworks.com).

Service providers shall credit Charlotte Works as the program or activity funding source in all oral presentations, written documents, publicity and advertisements. The service provider shall adopt the youth program name, NCWorks NextGen, established by Charlotte Works.

Cost Limitations and General Information: No less than 30 percent of requested funds must be applied to direct youth services. Only costs directly related to the operation of the grant program and properly supported with all back-up documentation and records will be allowable charges to this program. Required back-up documentation such as properly completed time cards, travel reports, invoices and receipts must be maintained. WIOA TITLE I funds shall not be used to duplicate facilities or services available in the area from federal, state or local sources.

## **VI. PROPOSAL FORMAT AND SPECIFICATIONS**

Proposals submitted for WIOA TITLE I youth services are to include all the items listed below in the original proposal and each of the five copies. Submissions must be assembled in the order below indicated with tab dividers to separate and label each section. All proposals must adhere to the required format and, in order to be competitive, must include all the requested information, completed forms and attachments. Failure to respond to specific requirements and/or information will result in a proposal being deemed non-responsive.

- Executive summary - **Attachment A**
- Fact sheet (to be completely filled in, including page numbers where information is referenced in the body of the proposal) - **Attachment B**
- A narrative description of the program that follows the proposal format and a Statement of Work - **Attachment C** (limited to 20 pages total)
- Occupations in Demand – **Attachment D**
- A completed Planned Youth Outcomes data sheet - **Attachment E**
- A completed Program and Financial Management form - **Attachment F**
- A budget format- **Attachment G**
- A completed budget summary - **Attachment H**
- Selection of Service Providers – **Attachment I**
- Suggested Format for Letter of Intent – **Attachment J**
- Proposal Review and Evaluation Criteria – **Attachment K**
- Sample Pay for Performance Matrix – **Attachment L**
- Charlotte Works Strategic Plan – **Attachment M**
- Copy of most recent audit or financial statements – **Attachment N**
- Organization grievance procedures – **Attachment O**
- Organization personnel and travel policies – **Attachment P**
- Copy of bond coverage (or explanation of planned coverage if an award is made) – **Attachment Q**
- List of staff positions, including job descriptions, for which the contract will provide funds to provide program services – **Attachment R**
- Current organizational chart – **Attachment S**
- Charter and bylaws of organization – **Attachment T**
- List of current board members – **Attachment U**
- Cost allocation plan (if applicable, provide a copy of the organization Indirect Cost Plan) – **Attachment V**

## **Proposal Executive Summary**

**Instructions:** Provide a concise summary not to exceed one page highlighting each area from the Statement of Work and other sections of the proposal. Provide concise and substantive responses to each:

Name and contact information of applicant

Purpose and mission

Youth population to be served

Documentation of need

Major proposed activities

Intended outcomes

Funding explanation of program components

Evaluation tools

Management capabilities

Total amount requested

## Fact Sheet

Information

Description

Name of organization	
Federal ID number	
Duns or Unique Identifier number	
Type of program (out-of-school)	
Number of participants to be served	
Number of youth ages 16 to 18 to be served	
Number of youth ages 19 to 24 to be served	
Cost per participant	
Total program costs	
Years of experience running similar program(s)	
Years of other workforce development board contracts served	
Total budget for the last full fiscal year	
Other funding sources available	
Administrative percentage for the last full fiscal year's budget	

## **STATEMENT OF WORK**

**Instructions:** Proposals shall include a Statement of Work narrative detailing all aspects of the proposed project design. The purpose of the Statement of Work is to provide an in-depth description of the design of services, demonstrate how requirements will be met and describe the process for achieving desirable program outcomes. Providing this information in a clear and concise manner will enable Charlotte Works to ensure that proposed services are consistent with this RFP. The Statement of Work should be no more than 20 pages and follow the alphabetical and numerical sequence below. Respondents must:

### **A. PROGRAM MANAGEMENT**

1. Provide a brief background/history of the organization. Describe the mission of the organization. Include a program organizational chart that outlines the administration of the organization for the proposed project.
2. Describe the organization's specific experience in serving individuals with significant barriers to employment. The information should include specific programs or grants, a comparison of the characteristics of individuals served to the target group for this program and the employment outcomes that were achieved. Indicate clearly and specifically how performance outcomes were defined and measured. Indicate reasons for non-attainment of performance outcomes, if applicable. If the project is currently operating, state the measurable outcomes achieved for most recent performance period, e.g., past 2 years.
3. Specify the location where services will be delivered and amount of space available. Discuss the facility's abilities to serve disabled individuals.
4. Describe the organization's self-monitoring systems that will be used to ensure that this project is operated efficiently and effectively while complying with applicable federal, state and local laws, rules, regulations and policies.
5. Describe the overall staffing structure for the WIOA TITLE I youth services project (lines of authority and responsibility). Provide job descriptions for positions that will be WIOA TITLE I-funded and resumes of current staff who will work on the WIOA TITLE I project.
6. Provide the organization's current sources of funding and the total percentage each source represents. Briefly describe the organization's financial and cash management systems, type of accounting system/software used and financial capacity and knowledge in accordance with generally accepted accounting principles (GAAP).

Indicate the organization's recent performance as it relates to administrative requirements such as contract schedule, deliverables, compliance and performance including:

- Fiscal and administrative experience of key staff;
- Experience working with federal and state regulations and/or procedures;
- Experience in internal controls, monitoring and system oversight;

- Record of conforming to specifications and to standards of high quality;
- Adherence to contract schedule and expectations; and
- A record of integrity, business ethics, and fiscal accountability.

7. Provide a list and general description of equipment to be used for training.

8. Describe any in-kind contributions to the program. Specify the estimated dollar amount of in-kind contributions.

9. Indicate the timeframes and strategy for effectively implementing the proposed program within the first 60 days after the contract is awarded.

10. Describe strategies to focus WIOA TITLE I services on the high-need youth including youth in foster care and/or aging out of foster care, offenders, pregnant or parenting and youth with disabilities.

## **B. SELECTION AND REFERRALS**

1. Describe the targeted populations (include specific age groups).

2. Identify specific program goals and measurable outcomes.

3. Describe plans for coordinating services through the local NCWorks Career Center to include: core services (outreach, intake, eligibility determination, referrals) and intensive services (assessment of skills, identification of specific employment barriers, counseling and case management and support services).

4. Describe outreach and recruitment methods for potential participants.

5. Describe the process for selecting eligible applicants for program enrollment.

6. Describe the procedures for referring youth to other programs who do not meet enrollment requirements or qualify for WIOA TITLE I-funded youth services.

7. Describe the program orientation process.

## **C. ASSESSMENT AND CASE MANAGEMENT**

1. Describe assessment activities planned to determine youth skill levels and needs.

2. Describe the assessment tool that will be used to determine literacy and numeracy skill levels. The U. S. Department of Labor has benchmarked the assessment instruments that can be used to determine these levels including Test of Adult Basic Education (TABE), Comprehensive Adult Student Assessment Systems (CASAS) and Adult Basic Literacy Education (ABLE).

3. Describe how the Individual Service Strategy will be developed, reviewed and updated.

4. Describe planned guidance and counseling activities.

5. Describe how and when participants will receive counseling. Specify how participants' progress and attendance will be monitored.
6. List staff responsible for counseling and case management activities.
7. Describe how the 14 elements are supported through the project design including specific activities proposed for each element. Planned services must include career exploration and work-readiness activities to broaden youths' knowledge and exposure to a variety of high-growth occupations, promote informed career decision-making and prepare youth for work experiences and future careers. How will the program emphasize "Career Pathways?" How will the program educate and/or train participants beyond a high school diploma or its equivalent to move them beyond minimum wage?
8. Describe comprehensive youth assessment including types of instruments to be used. Who will administer and interpret test results? How will assessment results be used to determine appropriate services and identify needs? Describe ongoing procedures for periodic review and/or measurement of participant progress.
9. Describe how the organization will ensure that WIOA TITLE I-funded staff, and any other employees directly or indirectly involved in the delivery of services under this contract, will have appropriate training and professional development.

#### **D. SUPPORTIVE SERVICES, COORDINATION AND LINKAGES**

1. Identify types of supportive services available to youth.
2. Describe how the organization will ensure non-duplication of supportive services.
3. Identify the types of agreements that exist with other organizations to provide supportive services. (Copies of written agreements must be attached to proposal.)
4. Describe connections to NCWorks Career Center and other intermediary organizations that provide strong links to the job market and employers.
5. Describe strategies to develop and/or link youth to adult mentors.
6. Provide a description of how mentors will be recruited and trained and outline mentors' specific responsibilities. Include how youth will be encouraged to serve as a peer mentor.
7. Provide an implementation schedule as to when adult mentors will be linked to youth during the first 90 days of contract implementation.

#### **E. ACADEMIC, OCCUPATIONAL AND WORK-READINESS ACTIVITIES**

1. Describe academic activities planned to ensure that goals are established and achieved for youth with basic-skills deficiencies.

2. Describe academic activities planned to ensure that literacy and numeracy gains and an increase in educational functioning levels are established and achieved for youth with basic-skills deficiencies.
3. Describe how activities will prepare youth for post-secondary educational opportunities.
4. Describe planned occupational-skills activities and projected outcomes.
5. Describe work-readiness activities planned to ensure that work-readiness goals are established and achieved.
6. Describe how the following activities will be offered:
  - tutoring
  - Study-skills training and instruction
  - alternative secondary-school offerings
  - adult mentoring
  - leadership development opportunities
  - financial literacy.
7. Describe the organization's schedule for implementing WIOA TITLE I activities. Include days, times and locations where activities will occur.
8. Describe incentives, diplomas or certificates of completion or academic credit that participants will receive.
9. Describe planned participant recognition ceremonies.

**F. PAID AND UNPAID WORK EXPERIENCE, INCLUDING INTERNSHIPS, ON-THE-JOB TRAINING AND JOB-SHADOWING**

1. Describe the paid and unpaid work experiences component and identify the targeted occupations. Attach a list of the proposed worksites.
2. Describe the process of selecting worksites.
3. Describe how and when the youth will be paid.
4. Describe how the summer employment opportunities will be integrated into the comprehensive program design.
5. Describe planned job-shadowing or internship activities.

## **G. PERFORMANCE OUTCOMES AND FOLLOW-UP ACTIVITIES**

1. Describe how the organization will ensure projected performance outcomes for participant attainment of academic, occupational and/or work-readiness skills as appropriate. Describe how the organization will deliver the necessary training curriculum and/or programs to attain the projected outcomes.
2. Describe follow-up activities and timelines to be used in conducting follow-up services.
3. If employment is the outcome, describe how follow-up services will occur to assure that participants are employed through the one-year follow-up period.
4. Describe planned follow-up activities for participants who do not enter employment.
5. Describe continuous improvement procedures that will be used to obtain feedback from participants, employers and other appropriate parties on the responsiveness and effectiveness of the training and services provided.
6. Describe strategies to be used that will focus on improved program performance and ensure the success of an increasingly at-risk youth population.

## OCCUPATIONS IN DEMAND

### Charlotte Regional Occupations in Demand List

Revised August, 2018

Page 1

Title	Typical Education Required	Average Annual Employment	Average Annual Wages	Job Postings (June 2017 - June 2018)	Total Job Demand through 2023	Average Annual Growth Rate
<b>Business Operations</b>						
Billing and Posting Clerks	High School Diploma	4,335	\$37,200	287	2,793	2.0%
Customer Service Representatives	High School Diploma	28,253	\$36,700	5,366	4,073	1.2%
General and Operations Managers	High School Diploma	18,996	\$140,000	2,247	9,993	1.7%
Receptionists and Information Clerks	High School Diploma	8,770	\$28,500	464	6,764	1.6%
Administrative Services Managers	Bachelor's Degree	1,483	\$113,300	486	777	1.8%
Cost Estimators	Bachelor's Degree	2,163	\$61,100	446	1,324	1.8%
Human Resources Specialists	Bachelor's Degree	4,932	\$71,700	2,919	2,978	1.7%
Management Analysts	Bachelor's Degree	7,919	\$98,300	4,768	4,638	2.3%
Market Research Analysts and Marketing Specialists	Bachelor's Degree	5,868	\$62,000	1,562	4,148	3.0%
Operations Research Analysts	Bachelor's Degree	1,111	\$78,200	864	588	3.4%
Sales Managers	Bachelor's Degree	3,251	\$148,400	3,155	1,742	1.6%
Sales Representatives	Bachelor's Degree	9,820	\$61,600	8,699	7,171	1.8%
<b>Construction</b>						
Construction and Building Inspectors	High School Diploma	1,110	\$55,200	144	756	1.9%
Construction Laborers	High School Diploma	9,732	\$29,400	417	6,346	1.9%
Electrical Power-Line Installers and Repairers	High School Diploma	579	\$55,900	171	306	2.0%
Surveying and Mapping Technicians	High School Diploma	684	\$39,800	112	466	2.1%
Carpenters	Vocational Certificate	7,315	\$36,100	214	4,100	1.5%
HVAC Mechanics and Installers	Vocational Certificate	2,846	\$44,100	698	1,822	2.2%
Operating Engineers and Other Construction Equipment Operators	Vocational Certificate	3,017	\$39,100	167	2,114	2.1%
Plumbers	Vocational Certificate	4,343	\$43,700	297	2,998	2.3%
Civil Engineering Technicians	Associate's Degree	551	\$41,300	148	308	1.9%
Electricians	Associate's Degree	5,298	\$45,200	480	3,557	1.6%
Property, Real Estate, and Community Association Managers	Associate's Degree	2,233	\$70,000	491	1,120	1.9%
Construction Managers	Bachelor's Degree	4,083	\$103,900	1,200	1,893	1.9%
<b>Finance and Insurance</b>						
Insurance Claims and Policy Processing Clerks	High School Diploma	1,823	\$42,400	225	1,175	2.0%
Insurance Sales Agents	High School Diploma	4,137	\$73,600	750	2,559	1.9%
Loan Officers	Associate's Degree	5,319	\$75,300	690	2,835	1.9%
Accountants and Auditors	Bachelor's Degree	12,671	\$79,600	2,803	7,285	1.9%
<b>Financial Analysts</b>						
Financial Analysts	Bachelor's Degree	4,115	\$89,900	2,077	2,308	2.0%
Financial Managers	Bachelor's Degree	6,854	\$155,100	2,440	3,738	2.6%
Personal Financial Advisors	Bachelor's Degree	3,220	\$115,700	713	1,733	2.4%
Securities, Commodities, and Financial Services Sales Agents	Bachelor's Degree	4,804	\$94,800	906	2,753	1.5%
<b>Health Care</b>						
Home Health Aides	High School Diploma	6,049	\$23,500	309	5,644	4.5%
Medical Records and Health Information Technicians	High School Diploma	1,530	\$39,100	640	661	2.1%
Medical Secretaries	High School Diploma	4,083	\$35,800	613	3,020	2.7%
Personal Care Aides	High School Diploma	7,398	\$23,700	475	7,591	3.7%
Dental Assistants	Vocational Certificate	2,323	\$43,500	215	1,718	2.5%
Emergency Medical Technicians and Paramedics	Vocational Certificate	1,633	\$37,600	200	675	1.9%
Licensed Practical and Licensed Vocational Nurses	Vocational Certificate	4,310	\$43,500	1,248	2,048	1.8%
Medical Assistants	Vocational Certificate	4,706	\$33,800	1,103	3,680	3.3%
Certified Nursing Assistants (CNA)	Vocational Certificate	10,613	\$24,800	1,574	7,445	1.8%
Pharmacy Technicians	Vocational Certificate	3,042	\$31,800	498	1,511	1.7%
Phlebotomists	Vocational Certificate	1,177	\$32,000	263	870	3.0%
Surgical Technologists	Vocational Certificate	772	\$40,900	183	382	1.7%
Dental Hygienists	Associate's Degree	1,701	\$72,200	104	782	2.5%
Diagnostic Medical Sonographers	Associate's Degree	364	\$65,400	132	159	2.8%
Medical and Clinical Laboratory Technicians	Associate's Degree	870	\$49,700	975	379	2.1%
Physical Therapist Assistants	Associate's Degree	471	\$58,100	143	399	3.2%
Radiologic Technologists	Associate's Degree	1,497	\$56,100	260	550	1.8%
Registered Nurses	Associate's Degree	22,568	\$62,400	11,088	8,595	2.0%
Respiratory Therapists	Associate's Degree	967	\$56,500	238	386	2.6%
Dietitians and Nutritionists	Bachelor's Degree	421	\$53,800	186	181	2.0%
Medical and Health Services Managers	Bachelor's Degree	2,054	\$117,400	2,003	1,143	2.5%
<b>Hospitality</b>						
Cooks	High School Diploma	1,631	\$24,500	1,870	1,360	1.6%
Maids and Housekeeping Cleaners	High School Diploma	8,423	\$23,600	1,058	6,500	1.5%
Chefs and Head Cooks	Vocational Certificate	955	\$55,100	358	723	1.7%
Food Service Managers	Vocational Certificate	2,452	\$61,200	2,348	1,598	1.6%
Meeting, Convention, and Event Planners	Bachelor's Degree	893	\$45,000	255	634	1.8%
<b>Information Technology</b>						
Computer User Support Specialists	High School Diploma	6,405	\$57,200	2,829	3,109	1.9%

*\*Note this is a sample of the Occupations in Demand List and not reflective of the full list*

**WORKFORCE INNOVATION AND OPPORTUNITY ACT  
PY 2023  
Planned Youth Outcomes Data Sheet**

**Contract Period: July 1, 2023 – June 30, 2024**

Performance goals will be established for the local Charlotte-Mecklenburg area based upon negotiations between the U.S. Department of Labor and the North Carolina Division of Workforce Solutions. Service provider must agree to meet or exceed these goals. Complete the appropriate portion below to show your planned outcomes (numbers) for participants exiting the program and as appropriate to your proposal. In the table, base projections on the local area goals from PY 2022.

**Planned Youth Outcomes**

<b>PLANNED OUTCOMES FOR YOUTH</b>	<b># PLANNED OUTCOMES</b>
Number of new enrollments *New subrecipient may be expected to serve carry over youth from previous program year	
Total Served	
Enrolled in Work Experience	
Number of College Tours/Post-Secondary Exposure	
Exited to Post-Secondary education or employment	
Enrolled in Occupational Skills	
Number of Workplace Tours	
Entered Training Related Employment	
Number of Job Shadows	
Attainment of Credential or Degree or HSE	
High School Diploma	
Working Smart Graduates	

**Example from Program Year 2022**

<b>PLANNED OUTCOMES FOR YOUTH</b>	<b># PLANNED OUTCOMES</b>
Number of new enrollments *New subrecipient may be expected to serve carry over youth from previous program year	125
Total Served	215
Enrolled in Work Experience	40
Number of College Tours/Post-Secondary Exposure	160
Exited to Post-Secondary education or employment	85
Enrolled in Occupational Skills	110
Number of Workplace Tours	200
Entered Training Related Employment	50
Number of Job Shadows	100
Attainment of Credential or Degree	100
High School Diploma	40
Working Smart Graduates	80

## PROGRAM AND FINANCIAL MANAGEMENT

**Instructions: Complete the following section. Areas that address compliance issues must identify the appropriate member of the agency’s staff responsible for compliance. Add any comments you find necessary for clarification.**

### A. Equal Employment Opportunity (EEO)

The Program Applicant (hereinafter referred to as the “ Service Provider”) assures compliance with of The Workforce Innovation and Opportunity Act of 2014; Age Discrimination Act of 1975; Section 504 of the Rehabilitation Act of 1973; the American with Disabilities Act of 1990; and Title VI of the Civil Rights Act of 1964 which govern the Service Provider’s responsibilities in upholding laws pertaining to equal opportunity employment.

Name of EEO Officer \_\_\_\_\_

Position Title \_\_\_\_\_ Phone # \_\_\_\_\_

All participants and staff will be informed of EEO policies and guidelines and the name of the EEO Officer during a formal orientation prior to participating in any activity funded by WIOA TITLE I.

The Service Provider is required to develop and adhere to affirmative action policies. **ATTACH a copy of agency grievance procedures.**

All grievances and complaints submitted by WIOA TITLE I participants involving allegations of discrimination, violations of the WIOA TITLE I, or criminal fraud, abuse or misconduct must be processed according to the Charlotte-Mecklenburg Local Area Grievance/Complaint Procedures.

### B. Internal Program Management

All WIOA TITLE I Service Providers are required to establish internal program management procedures to assure compliance and to review program progress. The service provider agrees to monitor and review the following major areas of operation:

1. Compliance with the provisions of the WIOA TITLE I (P. L. 105-220) and regulations or any applicable federal or state regulations;
2. Compliance with the provisions of the WIOA TITLE I contract;
3. Compliance with all applicable state and Charlotte Works policies; and
4. Compliance with WIOA TITLE I regulations regarding records maintenance.

The internal program management procedures must be sufficient to prevent fraud and abuse. All reports of information creating suspicion of or instances of criminal misconduct, fraud or willful and gross misconduct, in connection with any WIOA TITLE I program, shall be reported immediately to Charlotte Works, the North Carolina Division of Workforce Solutions and the U.S. Department of Labor. Internal program management procedures must also ensure that auditable and otherwise adequate records are maintained to support the eligibility of all WIOA TITLE I participants and confirm adherence to specific program requirements and limitations. Charlotte Works requires that WIOA TITLE I service provider

adhere to the established monitoring procedures for ensuring program compliance with federal regulations.

Indicate how this will be accomplished by your agency:

Identify the staff person(s) responsible for internal program management, compliance monitoring and performance reviews.

Staff Assigned \_\_\_\_\_ Job Title \_\_\_\_\_

Phone # \_\_\_\_\_

### **C. Monitoring Procedures**

Charlotte Works has developed a systematic monitoring system for evaluating the quality and effectiveness of WIOA TITLE I-funded programs. Monitoring is the quality control system whereby Charlotte Works gathers and analyzes information to detect problems, identify strengths and weaknesses and propose improvements to the program. Monitoring activities are conducted periodically to determine whether programs are in compliance with contractual agreements, Charlotte Works' policies, WIOA TITLE I regulations and Charlotte Works' requirements. Charlotte Works monitors performance, programmatic and fiscal activities. In many instances, the different types of monitoring are interrelated and conducted simultaneously.

Oversight and monitoring are required by 20 CFR 667.410. Service provider must cooperate with any monitoring, inspection, audit or investigation of activities related to WIOA TITLE I contracts. These activities may be conducted by the North Carolina Division of Workforce Solutions, the State of North Carolina, the U.S. Department of Labor and Charlotte Works or their designated representatives. This cooperation includes access to the premises for the purpose of interviewing employees or participants and permitting the examination of and/or photocopying of books, records, files or other documents related to the contractual agreement.

### **D. Records Retention**

The following records and documents must be maintained for WIOA TITLE I participants and employees. The proposed Service Provider agrees to make these records available for monitoring and review by Charlotte Works and agrees to retain these records, subject to audit, for three years from completion of services. Release of responsibility to retain records after the three-year period will not be authorized until final resolution of all audit findings. In the event the Service Provider goes out of business or ceases to be an organization prior to the expiration of records retention responsibility, the Service Provider will deliver all records required to be retained hereunder to Charlotte Works. The following records shall be transmitted to Charlotte Works for acceptance in an orderly fashion, with documents properly labeled and filed and in an acceptable condition for storage:

1. General ledger or equivalent;
2. Cash receipts and cash disbursement journals/reports or equivalent;
3. Bank statements, reconciliation, deposit slips and canceled checks for each bank account through which WIOA TITLE I funds were received or disbursed;

4. Contract with Charlotte Works, including all amendments;
5. All financial reports and requests for reimbursement;
6. Payroll records including Individual Earning 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 plan;
7. Invoices and/or supporting data for non-payroll disbursements;
8. Participant records including data forms, verification/documentation items, assessment tests and results and the Employment Plan (or Individualized Service Strategy);
9. Monthly participant and financial reports and monthly program performance reports; and
10. Any other financial records requested by Charlotte Works.

**E. Internal Financial Management**

The Service Provider agrees to conduct internal financial reviews for full compliance in the following major areas:

1. The WIOA TITLE I provisions and its regulations;
2. The provisions of the WIOA TITLE I contract;
3. The applicable state and Charlotte Works’ policies;
4. The WIOA TITLE I contract regarding record maintenance;
5. Accepted financial management and accounting practices as appropriate (20 CFR Part 652)
6. Applicable OMB circulars and CFRs.

Internal financial management procedures shall be sufficient to prevent fraud and abuse. All suspicion of, or instances of criminal misconduct, fraud or willful and gross misconduct, in connection with any WIOA TITLE I program shall be reported immediately to Charlotte Works, the North Carolina Division of Workforce Solutions and the U.S. Department of Labor. Internal financial management procedures must also ensure that auditable and otherwise adequate records are maintained which support all expenditures of WIOA TITLE I funds and confirm adherence to policies regarding allowable costs and allocations of costs to proper cost categories. The Service Provider shall document all internal financial compliance reviews.

**List the name and title of the person(s) responsible for maintaining financial records, monitoring fiscal activities for contractual compliance and assisting monitors/auditors during on-site visits.**

Staff Assigned \_\_\_\_\_ Job Title \_\_\_\_\_

Phone # \_\_\_\_\_

Staff Assigned \_\_\_\_\_ Job Title \_\_\_\_\_

Phone # \_\_\_\_\_

**F. Invoicing, Reporting and Service Provider Close-out**

Charlotte Works will reimburse the Service Provider for total allowable costs incurred as agreed upon between Charlotte Works and the WIOA TITLE I Service Provider . The Service Provider will submit a Monthly Financial Status Report and Invoice form (invoice) for reimbursement of incurred allowable

costs. The invoice must be submitted to Charlotte Works within timeframes established by Charlotte Works. In order to assure that Charlotte Works' reimbursements are used in accordance with the provisions of the contract, the Service Provider shall:

(a) use such fiscal, audit and accounting procedures as may be necessary to assure proper accounting for reimbursements received; and (b) provide Charlotte Works and authorized representatives of the U.S. Department of Labor or the Comptroller General of the United States access to and the right to examine any books, documents, papers, records, property and equipment pertaining to funds provided or activities undertaken concerning the program. All Service Provider invoices and other reports must contain information required by Charlotte Works. The final contract closeout report must be furnished to Charlotte Works within 30 days after the ending date of the contract.

### **G. Submission of Most Recent Audit**

As a recipient of WIOA TITLE I funds, WIOA TITLE I Service Providers will comply with the audit requirements of OMB Circular A-133 at 29 CFR 95.26 for institutions of higher education, hospitals and other nonprofit organizations, and at 29 CFR 97.26 for governmental organizations. For-profit WIOA TITLE I Service Providers must have an annual financial and compliance audit performed as required by Charlotte Works. The audit shall be performed by an independent certified public accountant selected by methods recommended by the NC Local Government Commission.

This requirement will be met by providing Charlotte Works a copy of the annual audit. The audit should be submitted within 30 days after the completion and acceptance by the Service Provider board, but not later than one year after the end of the audit period. The audit expense cannot be billed to the WIOA TITLE I program.

ATTACH a copy of the organization's most recent annual financial and compliance audit. If a copy of the most recent audit has previously been submitted, please indicate below.

Audit Firm \_\_\_\_\_ Audit Period \_\_\_\_\_

Date Submitted to Charlotte Works \_\_\_\_\_

Note: If the Service Provider is not required to have an annual audit and has not had an annual audit, the Service Provider must submit copies of the three most recent financial statements including balance sheets, income statements, summary of aging reports for payables and receivables and statements of cash flow.

### **H. Bonding Insurance Requirements**

Organizations must meet bonding requirements as required through the Office of Management and Budget Circulars or other applicable regulations. Public agencies are required by the North Carolina General Statute to be bonded. Non-governmental agencies shall procure a blanket fidelity bond, position bond or name schedule fidelity bond for all persons or positions authorized to receive or disburse WIOA TITLE I funds. The Service Provider must maintain all bonding in force for the period of the contractual agreement. The proposed Service Provider must submit a written notice to Charlotte Works within 15 calendar days prior to any reduction in the limits stated on the bonding document. Similarly, the Service

Provider must provide written notice of any cancellation of the bonding policy to Charlotte Works immediately upon receipt of the cancellation notices. The bond coverage limit shall be for the total contracted amount or \$50,000, whichever is less.

Attach a copy of the current bonding document, issued by the Service Provider's insurance company, clearly indicating the staff/job titles covered.

### **I. Requirements for Depository Accounts Holding WIOA TITLE I Funds**

Provide the name of the depository with whom the proposed program funds will be deposited.

Name/Address of Depository

Will the depository account for WIOA TITLE I funds be an interest-bearing account? Yes \_\_\_\_\_ No \_\_\_\_\_

The Subrecipient must assure the U.S. Treasury restrictions on excess cash will be observed and that interest will be properly tracked and used for WIOA TITLE I operations as program income.

### **J. Program Income Requirements**

The Service Provider assures that it will comply with the addition method, described at 29 CFR 95.24 or 29 CFR 97.25 (g) (2), as appropriate, for all program income earned under the WIOA TITLE I. Indicate how program income will be tracked by the Service Provider and recorded financial reports to Charlotte Works.

### **K. Property Management Requirements**

The Service Provider agrees to maintain careful accountability of all WIOA TITLE I purchased non-expendable property (property with a life expectancy of one year or more and a unit cost of \$500 or more) and to maintain an inventory of all properties issued by Charlotte Works or subsequently acquired with WIOA TITLE I funds. Acquisition of non-expendable property with a unit cost of \$500 (including taxes, shipping and handling costs) or more must be approved by Charlotte Works prior to the purchase. Charlotte Works will maintain a fixed-asset listing to be verified for physical location and serviceability at the organization at least annually.

1. Any purchases made for \$5,000 or more with WIOA TITLE I funds must be approved by Charlotte Works and the state. The state will monitor the inventory of all items purchased or leased with a value of \$5,000 or more.
2. The Service Provider agrees not to dispose of or transfer any non-expendable property purchased with WIOA TITLE I funds which has a unit cost of \$500 or more and/or a life expectancy of one year or more until written authorization is received from Charlotte Works.

Any disposal of WIOA TITLE I property must be according to applicable federal, state and local disposal procedures. Any revenues derived from the sale of property purchased with WIOA TITLE I funds must revert to a WIOA TITLE I activity.

3. The Service Provider will be responsible for maintaining an accurate inventory of all WIOA TITLE I property in their possession. The Service Provider shall submit a copy of the updated annual inventory to Charlotte Works with the contract close-out document.
4. In the event property purchased with WIOA TITLE I funds is stolen or destroyed by criminal act, the Service Provider will notify appropriate law enforcement officials immediately. Charlotte Works' President & CEO must be notified within three working days of discovering the loss or damage. A copy of the police report will be maintained as documentation of loss and a copy forwarded to Charlotte Works.
5. The Service Provider agrees to pay for or replace any property purchased with WIOA TITLE I funds that is lost, damaged or destroyed. Neither federal nor WIOA TITLE I funds may be used to pay for or replace the missing property.
6. The Service Provider will identify the staff specifically assigned to maintain property inventory records and serve as a liaison with Charlotte Works' president & CEO (or designee) regarding matters of non-expendable property, inventory and accountability.

Staff Assigned \_\_\_\_\_ Job Title \_\_\_\_\_

Phone # \_\_\_\_\_

**L. Accident Insurance**

The Service Provider shall provide adequate onsite accident insurance for all enrollees not covered by the North Carolina Workers' Compensation law. This coverage shall not include income maintenance. Contributions to a self-insurance plan, to the extent that they are comparable in cost and extent of coverage had insurance been purchased, are allowable upon prior approval by the state (North Carolina Division of Workforce Solutions) through Charlotte Works. Requests for such approval are to be submitted in writing to Charlotte Works.

**M. General Liability Insurance**

General public liability insurance coverage in the amount of \$1,000,000 single limit coverage is required of all WIOA TITLE I and WIOA TITLE I-proposed contracts operators except where a lesser amount maybe agreed to by Charlotte Works. NOTE: Service Provider's that are state agencies or political subdivisions of the State of North Carolina are exempt from the public liability insurance requirement referenced above. Provide information about the organization's general liability insurance carrier as specified below:

Name/Address of Liability Insurance Carrier \_\_\_\_\_

Policy # \_\_\_\_\_ Amount \_\_\_\_\_

**N. Automobile Insurance**

Service Provider's using motor vehicles to conduct program activities shall provide automobile insurance which clearly specifies that Charlotte Works and/or staff are held harmless against claims arising from ownership, maintenance or use of said vehicle. Charlotte Works requires a minimum coverage of

\$1,000,000 per person, each accident, and \$1,000,000 property damage, or \$1,000,000 combined single limit each occurrence/aggregate.

Name/Address of Liability Insurance Carrier \_\_\_\_\_

Policy# \_\_\_\_\_ Amount \_\_\_\_\_

## **ASSURANCES AND CERTIFICATION**

### General Assurances

A. The Program Applicant (hereinafter referred to as the “Provider”) assures that it will fully comply with the requirements of WIOA TITLE I and its regulations; the North Carolina Division of Workforce Solutions Grant Program; and the WIOA TITLE I Local Area Plan approved by Charlotte Works and the North Carolina Division of Workforce Solutions.

B. The Service Provider assures that it will administer its services under WIOA TITLE I in full compliance with safeguards against fraud and abuse as set forth in WIOA TITLE I and WIOA TITLE I regulations; that no portion of its WIOA TITLE I service will in any way discriminate against; deny benefits to; deny employment to or exclude from participation any person on the grounds of race, national origin, religious beliefs, age, Gender disability, pregnancy, or political ideology; that it will target employment and training services to those most in need of them.

C. The Service Provider assures that it will administer its services funded under WIOA TITLE I in accordance with these provisions:

1. A trainee will receive no payments for training activities in which the trainee fails to participate without good cause;
2. On-The-Job training participants will be compensated by the employer at the same rate, including periodic increases, as similarly situated employees or trainees and in accordance with applicable law, but in no event less than the higher of the rate specified in Section 6(a)(1) of the Fair Labor Standards Act of 1938 of the applicable State Minimum Wage Law; and
3. Participants employed in activities authorized under the Act must be paid wages which will not be less than the highest of (a) the minimum wage under Section 6(a)(1) of the Fair Labor Standards Act of 1938, (b) the minimum wage under the applicable State Minimum Wage Law or the prevailing rates of pay for individuals employed in similar occupations by the same employer.

D. The Service Provider assures that it will administer its services under the WIOA TITLE I in full compliance with health and safety standards established under federal and state law and that conditions of employment and training are appropriate and reasonable in light of such factors as the type of work, geographical area and proficiency of the participant.

E. The Service Provider assures that all staff and participants/enrollees paid from the grant funds and employed in any service will be covered by worker’s compensation benefits in accordance with state law; that enrollees in WIOA TITLE I work-related training will be provided accident or medical insurance to cover any injury resulting from participation in the program and that enrollees employed in subsidized

jobs will be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work.

F. The Service Provider assures that no funds available under WIOA TITLE I will be used for contributions on behalf of any participants/enrollees to retirement systems or plans; to impair existing conditions for services or collective bargaining agreements; to assist, promote or deter union organization; and to displace any currently employed worker.

G. The Service Provider assures that no participant/enrollee will be employed or fill a job opening when any other individual is on layoff from the same or substantially equivalent job, or when the employer terminates the employment of any regular employee or otherwise reduces its workforce with the intention of filling vacancies so created by hiring participants subsidized under the Act; and no funds may be used to create promotional lines that infringe upon any current promotional opportunities.

H. The Service Provider assures compliance with all federal rules and regulations which prohibit the use of WIOA TITLE I funds to lobby the executive or legislative branches of the federal government in connection with a specific contract, grant or loan. If lobbying has occurred using other than federal appropriated funds, the Service Provider agrees to file a disclosure report if applicable.

I. The Service Provider assures and certifies that it is in compliance with federal rules and regulations, debarment and suspension, 29 CFR Part 98 and is not presently debarred, suspended, for debarment, declared ineligible or involuntarily excluded from participation in this transaction by any federal department or agency.

J. The Service Provider assures and certifies that it has in place an established grievance procedure to be used for grievances or complaints about its program and activities from participants/enrollees, sub-grantees, service providers and other interested parties.

K. The Service Provider will comply with the provisions of the Uniform Relocation Assistance and Real Property Acquisition Act of 1970 (Public Law 91-646) which requires fair and equitable treatment of people displaced as a result of federal and federally assisted programs.

L. The Service Provider will comply with the provisions of the Hatch Act which limits the political activity of certain state and local government employees.

M. The Service Provider will comply with NC-GS-234 which contains a provision that prohibits public officials and employees from having a personal interest in any contract to which he or she is also a party in an official capacity.

N. The Service Provider assures and certifies that it will comply with restrictions regarding conducting business with businesses on the Environmental Protection Agency's (EPA) List of Violating Facilities. Contracts and subcontracts in excess of \$100,000, or circumstances where the North Carolina Division of Workforce Solutions has determined that orders under an 'indefinite quantity financial agreement' in any year will not exceed \$100,000, or if a facility to be used has been the subject of a conviction under the Clean Air Act [42 U.S.C. 1319 (c)] and is listed by the EPA or is not otherwise exempt, the Service Provider assures that: (1) no facility to be used in the performance of the grant has been listed on the EPA List of Violating Facilities; and (2) it will notify Charlotte Works prior to award of the receipt of any communication from the director of federal activities, U.S.E.P.A., indicating that a facility to be used for a contract is under consideration to be listed on the EPA List of Violating Facilities.

O. The Service Provider assures and certifies that it, and all of its service providers, will comply with applicable provisions of the following laws as they relate to employment and training procedures:

- The Drug Free Workplace Act
- The Davis-Bacon Act
- The Immigration Reform Act
- Child Labor Laws
- The American's with Disabilities Act
- The Fair Labor Standards Act

Certification

This is to certify that all specifications contained in Charlotte Works' RFP have been read, understood and addressed in the proposal; that the required format has been followed; that all of the information contained in this proposal is true and correct; that the Service Provider will comply with all of the above assurance; and that this proposal has been duly authorized by the governing body of the Service Provider .

Signature of Authorized Representative \_\_\_\_\_ Date \_\_\_\_\_

Name / Title \_\_\_\_\_

**STATEMENT OF COMPLIANCE**

As the authorized signatory official for: Submitted Firm/Organization

I hereby certify:

that the above-named responder is duly approved to submit this application requesting funding under the Workforce Innovation and Opportunity Act (P.L.105-220) North Division of Workforce Solutions Grant program; that the above-named responder does hereby agree to execute all work related to this application in accordance with the WIOA TITLE I regulations, the North Carolina Division of Workforce Solutions Policy Issuances, Charlotte-Mecklenburg Local Area policies and guidelines and other administrative requirements issued by the Governor of North Carolina. The vendor shall notify Charlotte Works within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments; and

that the above-named responder will ensure special efforts to prevent fraud and other program abuses such as but not limited to deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature; and

that the contents of the application are truthful and accurate and the above-named responder agrees to comply with the policies stated in this application; and

that the above-named responder has received and is in agreement with Governor's Coordination Criteria for North Carolina's Workforce Development Programs; and

that this application represents a firm request subject only to mutually agreeable negotiations; and that the above-named responder is in agreement that the Charlotte-Mecklenburg Local Area reserves the right to accept or reject any proposal for funding; and that the above-named responder has not been debarred or suspended from receiving federal grants, contracts or assistance; and that if awarded a contract for the

service, assures that no subcontracts, grants or assistance will be made or permitted to any debarred or suspended organization as provided under Executive Order 12549; and

that the above-named responder waives any right to claims against the members and staff of Charlotte Works or the Charlotte-Mecklenburg Local Area in their individual capacities.

Authorized Representative Signature \_\_\_\_\_

Typed Name/Title \_\_\_\_\_

Notary Name/Date \_\_\_\_\_ / \_\_\_\_\_

Affix Notary Seal

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29CFR Part 98, Section 98.510, Participant Responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register. (Pages 19160-19211).

**BEFORE SIGNING THIS CERTIFICATION, READ THE ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION**

(1) The prospective recipient of federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective recipient of federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

**INSTRUCTIONS FOR CERTIFICATION-LOWER TIER TRANSACTIONS**

By signing and submitting this proposal, the prospective recipient of federal assistance funds is providing the certification set out below.

The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies including suspension and/or debarment, this transaction may be terminated.

The prospective recipient of federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

The terms “covered transaction,” “debarred,” “suspended,” “ineligible,” “lower-tier covered transaction,” “participant,” “person,” “primary-covered transaction,” “principal,” “proposal” and “voluntarily excluded,” as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549.

The prospective recipient of federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred or proposed for debarment, suspended, declared ineligible or voluntarily excluded from participation in this covered transaction unless authorized by the grantor agency.

The prospective recipient of federal assistance funds further agrees by submitting this proposal that it will include this clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower-Tier covered Transactions,” without modification in all lower-tier covered transactions and in all solicitations for lower-tier covered transactions.

A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred or proposed for debarment, suspended or voluntarily excluded from covered transaction unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. The participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement Programs. [<http://epls.arnet.gov>]

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred or proposed for debarment; ineligible; or voluntarily excluded participation in this transaction, in addition to other remedies available to the federal government, this transaction may be terminated.

## BUDGET FORMAT

Description	Examples/Explanation	Supporting Documentation
Staff Salaries	Wages paid to staff assigned to directly work with the participants. Examples include assessment and development of ISS after eligibility is determined, teach a class, monitor a work-site, counsel participant, development of training plans and curriculum for participants. Titles might include: Teacher, Instructor, Counselor, Case Manager, Job Developer, Secretary or Administrative Assistant who supports one of the above.	Evidence of employment by agency. Job Description, staff- works schedule, time and attendance records, justification of any pro-rations of salary, daily logs/reports, payroll records/ledgers, etc.
Staff Fringe Benefits	Paid on the wages of the aforementioned staff: FICA, WC, Pension, and U.I, other. Staff bonding costs.	Payroll records, proof of FICA and taxes being properly withheld and paid, proof of other fringes being properly paid, etc.
Other Staff Expenses	Travel expenditures for staff noted in the staff salary section above. Includes: mileage and related conference/ workshop costs (lodging, transportation, meals, attendance fees, etc.). Also includes dues to professional organizations related to WIOA TITLE I (e.g., SETA) for staff noted above.	Properly approved travel requests, travel vouchers, mileage forms, receipts, copies of checks, finance records, proof of attendance, application, membership notice, etc.
Participant Compensation	On-the-Job Training wages and work experience wages.	WIOA TITLE I eligibility and enrollment showing on State MIS system. Property signed time sheets, payroll records, I-9, W-4, NC-4. Proper selection of work-sites. Etc.
Participant Fringe Benefits	Paid on the wages of the aforementioned participants: FICA, WC, insurance.	Payroll records, copies of insurance coverage, proof of FICA and taxes being properly withheld and paid, etc.
Individual Training Accounts	Tuition for course, fees (application, activity), Insurance, texts and supplies (pens, notebook, etc.) <b>*Note: This line item does not apply for the WIOA TITLE I Youth Program.</b>	Agency's record of enrollment, attendance forms, agency's course catalogue showing requirements and student expenses, course outline, etc.
Other Training Costs	Costs of items needed to enter a training course such as: physicals and immunizations needed to enter a medical course, cost of a driving record printout (needed for truck driving course), background check (needed for a child care or law enforcement course), cost of taking entrance exams, licensing exams or standardized tests, cost of uniforms, special shoes, protective clothing, tools of the trade required for course (stethoscope, BP kits, etc.), etc. Dues to professional organizations (e.g., National Student Nurses Association). Graduation fees and other costs associated with placement. Must be required according to curriculum guide or written notice from instructor. Expenses to be used to provide staff support and services to participant, TABE, reference books, Tutor costs, and videos. Field Trip expenses such as transportation & fees.	Course description or list of needs required for training course by agency, list of required tools of trade needed for training, copies of completed forms (e.g., application to take exam or test, application to join professional organization), etc.

Equipment (Over \$500)	To be used to provide staff support and services to participants: computer, printer, testing equipment, and filing cabinets. Includes software. <b>Equipment over \$500</b>	Documentation of need. Required approvals from Local Area to purchase, evidence that public agency's procurement procedure was followed. (Nonprofit agencies are to follow the Local Area's procurement procedures for major purchases.) Purchase orders, invoices, packing slips, vendor invoices, records of payment within discount period, canceled checks, physical evidence of equipment.
Equipment (Under \$500)	To be used to provide staff support and services to participants: computer, printer, testing equipment, and filing cabinets. Includes software. <b>Equipment Under \$500</b>	Documentation of need. Required approvals from Local Area to purchase, evidence that public agency's procurement procedure was followed. (Nonprofit agencies are to follow the Local Area's procurement procedures for major purchases.) Purchase orders, invoices, packing slips, vendor invoices, records of payment within discount period, canceled checks, physical evidence of equipment
Equipment Repair and Maintenance	Rotate repair and maintenance to Equipment. Example: service to copy machine.	Documentation of need. Required approvals from Local Area to purchase, evidence that public agency's procurement procedure was followed. (Nonprofit agencies are to follow the Local Area's procurement procedures for major purchases.) Purchase orders, invoices, packing slips, vendor invoices, records of payment within discount period, canceled checks, physical evidence of equipment
Supplies	Costs of items used to the direct benefit of the participant or used by staff that provides direct services to the participants. Examples: copy costs, paper, pencils, pens, reference material, subscriptions, postage, etc.	Evidence of need, purchase order, invoice, packing slip, voucher, bills, copies of advertisements, copies of lease documents, physical evidence of receipt/use, etc.
Miscellaneous	Cost of items used to the direct benefit of the participant or used by staff that provides direct services to participants. Examples: advertising related to training activities (Flyers, posters, etc.), food for meetings with participants, incentives for participants (Gift certificates).	Evidence of need, purchase order, invoice, packing slip, voucher, bills, copies of advertisements, physical evidence of receipt/use, etc.
Occupancy	Charge to space used to house staff who provides direct services to participants, classroom space for WIOA TITLE I participants, utilities (electric, water and sewer) associated with the space, phone, etc.	Approved cost allocation plan (if prorated), copies of rental agreements or leases, % of space utilized by and charged to WIOA TITLE I, copies of bills/invoices, copies of checks, payment records, etc.
Participant Support Costs*	Child care, travel expenses, temporary shelter, etc.	Documentation of: 1. Need 2. Reasonableness of Expense 3. Reason why WIOA TITLE I funds are needed to pay (what other avenues of payment were explored?)
Indirect Costs	Indirect Costs are only allowed if the service provider has an approved indirect costs rate	A copy of the rate approval (a fully executed, negotiated agreement) must be attached.

## BUDGET SUMMARY

### Workforce Innovation and Opportunity Act

**Subrecipient:**

Description	Line Item #	Line Item Total
Staff Salaries	0844-1	-
Staff Fringe Benefits	0844-2	-
Staff Travel	0844-3	-
Staff Training	0844-4	-
Outreach & Public Relations	1844	-
Materials, Supplies and Postage	1843	-
Insurance	1846	-
Occupancy Costs-Lease & Utilities	845	-
Equipment-\$500 and Equip repairs and maintenance	1847	-
Communications	1848	-
Subscriptions and Dues	1849	-
Management fee	1850	-
Professional fees	851	-
Indirect Costs	1851	-
Internship & Work Experience wages	1841-1	-
Participant fringe benefits	1841-2	-
Participant supportive services	1841-3	-
Individual training accounts ITA/Scholarships	1841-4	-
<b>TOTAL BUDGET</b>		<b>\$ -</b>

**(0844-1) Staff Salaries**

Position Title	Monthly Salary of Position	% of Time Applied to Training	Months Applied to Training	Salary Cost to be Charged to Training
Academic/Career Advisor		100%	12	-
Academic/Career Advisor		100%	12	-
Academic/Career Advisor		100%	12	-
Academic/Career Advisor		100%	12	-
Project Manager		100%	12	-
Program Coordinator WBL		100%	12	-
Instructional Office Assistant		100%	12	-
PT Instructor		100%	12	-
<b>TOTAL STAFF SALARIES</b>				<b>\$ -</b>

**(0844-2) Staff Fringe Benefits**

FICA	-	salaries x 7.65%		-
Worker's Compensation	-	salaries x (Complete your %) Rate per \$100.00		-
Health Insurance Mo. Premium		x(% allocation)of time x 12 months applied to Training		-
Dental Insurance Mo. Premium		x(% allocation)of time x 12 months applied to Training		-
Life Insurance Mo. Premium		x(% allocation)of time x 12 months applied to Training		-
Staff Bonding Mo. Premium		n/a		-
Pension (Retirement)	-	salaries x 24.19%		-
Unemployment Insurance		n/a		-
<b>TOTAL STAFF FRINGE BENEFITS</b>				<b>\$ -</b>

**(0844-3/0844-4) Other Staff Expenses**

Mileage: (blank) miles per month x 12 months x \$0.625 per mile				
Conference/Workshop Fees				
Due to Professional Organizations Related to WIOA				-
Other Staff Expense (Professional Development Workshops)				-
<b>TOTAL OTHER STAFF EXPENSES</b>				<b>\$ -</b>

**(1841-1) Participant Compensation**

Job Title	Wages Per Hour	# Hrs. Per Week	# Weeks	Total Compensation
				-
				-
				-
				-
				-
<b>TOTAL PARTICIPANT COMPENSATION</b>				<b>\$ -</b>

WIOA TITLE I participants in subsidized work experiences may not be paid less than the minimum wage or more than the Mecklenburg County living wage for a one adult household based upon the Massachusetts Institute of Technology Living Wage Calculator.

\*If two WIOA TITLE I out-of-school youth program providers are selected, the total funding will be negotiated between the two. Total budget is contingent upon PY23 allocation.

**Staff Salaries**

Position Title	Monthly Salary of Position	% of Time Applied to Training	Months Applied to Training	Salary Cost to be Charged to Training

**TOTAL STAFF SALARIES**.....\$

**Staff Fringe Benefits**

FICA \$ Salaries x 7.65% Rate \$  
 Worker's Compensation \$ Salaries x % Rate per \$100.00 \$  
 Insurance Mo. Premium: \$ X % of time x months applied to Training \$  
 Insurance Mo. Premium: \$ X % of time x months applied to Training \$  
 Staff Bonding Mo. Premium: \$ X % of time x months applied to Training \$  
 Pension (Retirement): \$ Salaries X 7.65 % Rat \$  
 Unemployment Insurance: \$ Salaries X % Rate per \$100.00\$  
 Other fringe benefits (Specify and Attach Itemization):.....\$  
**TOTAL STAFF FRINGE BENEFITS**.....\$

**(1020) Other Staff Expenses**

Mileage: Miles Per Month x Months x \$ Per Mile .....\$  
 Subsistence: Days x Rate Per Day:.....\$  
 Conferences/Workshop Fees.....\$  
 Dues to Professional Organizations Related to WIOA TITLE I:  
 .....\$  
 Other Staff Expense (Specify and Attach itemization):.....\$

**Participant Compensation**

<b>Job title</b>	<b>Wages Per Hour</b>	<b># of Hours Per Week</b>	<b># of Weeks</b>	<b>Total Compensation</b>

**WIOA TITLE I participants in subsidized work experiences may not be paid less than the minimum wage or more than the Mecklenburg County living wage for a one adult household based upon the Massachusetts Institute of Technology Living Wage Calculator.**

## SELECTION OF SERVICE PROVIDERS

An organization will be selected to provide services based on proven effectiveness in delivering comparable or related services, the likelihood of meeting performance goals, cost, quality of training and characteristics of the participants.

Other considerations include:

- adequate financial resources or the ability to attain them;
- ability to meet performance goals and program design specifications at a reasonable cost;
- satisfactory record of past performance in employment- and training-related activities including demonstrated quality of training, the ability to provide or arrange for appropriate supportive services, retention in employment at follow-up and earning rates of participants;
- ability to provide services that can lead to long-term unsubsidized employment for participants with identified deficiencies;
- satisfactory record of integrity, business ethics and fiscal accountability;
- organization, experience, accounting and operational controls;
- The technical skills to perform the work;
- an adequate plan to provide services and related aspects as described in the respondent's proposal;
- services focus on the **four key elements and three target populations**; and
- Fourteen required elements of the program are represented.

## **SUGGESTED FORMAT FOR LETTER OF INTENT**

Name and Address of Agency Intending to Submit a Proposal

Date:

Ms. Danielle Frazier, President & CEO  
Charlotte Works  
8601 McAlpine Park Drive, Suite 130  
Charlotte, NC 28211

Dear Ms. Frazier:

This letter indicates our intent to submit a proposal in response to the Charlotte Works Request for Proposal (RFP) for Workforce Innovation and Opportunity Act (WIOA TITLE I) Title I – Youth Program funds (Out-of-School Youth). At this time, it is our intention to propose to provide WIOA TITLE I services to the eligible residents of Mecklenburg County.

We recognize that this is a non-binding letter of intent. We also understand that the WIOA TITLE I Youth Program will operate from July 1, 2023, to June 30, 2024.

Sincerely,

## **PROPOSAL REVIEW AND EVALUATION CRITERIA**

### **A. Proposal Evaluation Process**

The intent of the evaluation process is to certify that each proposal received meets the basic requirements and to determine the quality of each proposal. A Proposal Review Panel consisting of Charlotte Works' board members and staff shall review and evaluate competitive proposals. This shall include a comprehensive review of all proposals received.

### **B. Proposal Question and Answer (Q & A) Session**

As a part of the proposal review and selection process, the top three to five respondents may be asked to meet with the Proposal Review Panel to briefly discuss their proposals, to answer questions about their proposals (including budget details) and/or to provide additional information about the responding organizations. Charlotte Works' staff will contact respondents to schedule the time and location for these Q & A sessions.

### **C. Evaluation Factors and Proposal Rating Criteria**

A primary consideration in selecting an organization(s) to deliver WIOA TITLE I youth services shall be the effectiveness of the respondent in delivering comparable services based on demonstrated performance in terms of the likelihood of meeting or exceeding federal youth common measures, cost and overall quality of services. Consideration shall be given to a strong record of integrity, business ethics and fiscal management and accountability; the staff qualifications/ professional and technical skills to perform the work; the ability of the respondent to meet service-delivery requirements at a reasonable cost; and demonstrated collaboration and leveraging of resources.

Charlotte Works will use the following criteria to conduct the technical evaluations of each competitive proposal to determine overall quality and cost-effectiveness:

- probable program effectiveness;
- responder qualifications;
- projected budget;
- RFP responsiveness;
- program design;
- services directed to priority needs and populations;
- innovation and collaboration;
- planned youth outcomes; and
- past program performance.

**SAMPLE PAY FOR PERFORMANCE MATRIX**

In-School-Youth Annual Performance Fee Goals	Goal	Percentage Weight	Management Fee	Benchmark Payout	Management Fee Pay Out
Occupational Skills		20%		Midyear: End of Year:	1/1/2023 7/31/2023
Enrollments		30%		Midyear: End of Year:	1/1/2023 7/31/2023
Work Experience		10%		Midyear: End of Year:	1/1/2023 7/31/2023
Exit to post-secondary success		10%		Midyear: End of Year:	1/1/2023 7/31/2023
Compliance Goals		30%		Midyear: End of Year:	1/1/2023 7/31/2023
		100%			

This is a sample performance matrix. Goals and weighted percentages will be negotiated and finalized during contract negotiations.

The service providers performance fee will be billed and awarded bi-annually based upon the above performance measures. If a metric is not earned at the midpoint, but earned prior to the end of the contract, we will bill for the full amount of that measure. Rates could change based on the state requirements.

# CHARLOTTE WORKS STRATEGIC PLAN



**MISSION:** Leading the development of a skilled, in-demand workforce by engaging businesses, aligning community partners, empowering and connecting job seekers to meaningful employment, and fostering inclusive economic growth.

**VISION:** The Charlotte region is home to a thriving workforce system generating economic prosperity for all.

PILLARS		
<p style="text-align: center; margin: 0;"><b>CONNECT &amp; CONVENE</b></p> <p style="margin: 0;">Align the workforce ecosystem to grow &amp; sustain a healthy economy and advance economic prosperity.</p>	<p style="text-align: center; margin: 0;"><b>INFORM &amp; INFLUENCE</b></p> <p style="margin: 0;">Drive workforce initiatives and financial investment decisions.</p>	<p style="text-align: center; margin: 0;"><b>DESIGN &amp; IMPACT</b></p> <p style="margin: 0;">Lead the development of an accessible and inclusive workforce ecosystem that promotes equity.</p>
STRATEGIES		
<p style="margin: 0;">Lead the development and implementation of the Community Workforce Strategy.</p>	<p style="margin: 0;">Examine the workforce talent pool holistically to identify subsets (unemployed and under employed) that are experiencing challenges to employability in our county and understand employment barriers.</p>	<p style="margin: 0;">Standardize the definition of "accessibility" and "inclusion" for job seekers access to the workforce ecosystem</p>
<p style="margin: 0;">Reduce the skills gaps for job seekers.</p>	<p style="margin: 0;">Analyze data and conduct research to determine skills / occupations with a greater need for training opportunities and those with an oversaturation of talent</p>	<p style="margin: 0;">Identify strategies that address identified challenges to accessibility while meeting skills/ occupation demand gaps</p>
<p style="margin: 0;">Increase business engagement with the workforce system.</p>	<p style="margin: 0;">Build a sustainable talent pipeline for current and future needs</p>	<p style="margin: 0;">Implement strategies that address identified challenges to accessibility while meeting skills/ occupation demand gaps</p>