

**[Insert Local Area WDB Name Here]**

**North Carolina Modification  
for  
Local Area Workforce Development  
Workforce Innovation and Opportunity Act Title I  
Plans**

**July 1, 2022 – June 30, 2023**

*North Carolina Department of Commerce  
Division of Workforce Solutions  
4316 Mail Service Center  
313 Chapanoke Road, Suite 120  
Raleigh, NC 27699-4316*

## **Introduction and Instructions**

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Area Workforce Development Board (WDB) to develop and submit, in partnership with the chief local elected official, a comprehensive four-year plan. Four-Year Plans were submitted in May 2020.

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2022 Plan is to provide current information and be effective July 1, 2022 - June 30, 2023 and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper's mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper's workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, Local Area WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

Through its strategic planning efforts, the NCWorks Commission developed a vision and mission for North Carolina's Workforce System. This vision is to build a job-ready workforce to strengthen North Carolina companies, attract new businesses, and ensure our state can adapt to a changing economy. The mission of the state's workforce development system is to ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity, and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

### **Federal and State Requirements for Local Administration of the Workforce Innovation and Opportunity Act**

Local Area WDBs should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: [www.doleta.gov](http://www.doleta.gov).

North Carolina policy information is available at <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs should reference the North Carolina [WIOA Unified State Plan](#).

### **Local Area Plan Submission and Due Date**

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. The due date is **May 6, 2022**. Each attachment must be submitted and labeled separately in either Word, Excel, or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE. If original signatures are obtained, forms must be mailed (and uploaded in WISE) to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

## I. Local Area WDB Overview

*The Local Area WDB Overview provides important contact information that is used throughout the Division of Workforce Solutions (DWS). It is important that this section remain current during the Program Year. Updates should be submitted to the Local Area WDB's assigned DWS Planner when changes occur.*

*In the first section and anywhere else in the Local Area Plan, please include the appropriate salutation along with Titles such as Dr., The Honorable, Chairperson, and Judge. Thank you.*

1. Provide the Local Area WDB's official (legal) name as it appears on the local Consortium Agreement established to administer the WIOA or, if not a Consortium, in the formal request for Local Area designation.

The Mountain Local Area's official (legal) name as it appears on the local Consortium Agreement, established to administer the Workforce Innovation and Opportunity Act (WIOA) is the Mountain Area Workforce Development Consortium.

- If the Local Area is a Consortium, attach a copy of the current Consortium Agreement. Name document: Local Area WDB Name Consortium Agreement.

A copy of the Consortium Agreement for the Mountain Area Workforce Development Consortium is attached in WISE.

- If the Local Area is not a Consortium, attach a copy of the formal request for Local Area designation. Name document: Local Area WDB Name Local Area designation letter.

2. Provide the Local Area WDB's official name.

The official name of the Local Area's Workforce Development Board is the Mountain Area Workforce Development Board (MAWDB).

- If the Local Area WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document.

3. Provide the name, title, organization name, address, phone number, and email address of the Local Area WDB Director.

<b>Name:</b> Nathan Ramsey	<b>Title &amp; Salutation:</b> Director
<b>Organization:</b> Land of Sky Regional Council	<b>Address:</b> 339 New Leicester Hwy, Suite 140, Asheville, NC 28806
<b>Phone number:</b> 828-251-7473	<b>Email address:</b> nathan@landofsky.org

4. Provide the name, elected title, local government affiliation, address, phone number, and email address of the Local Area WDB's Chief Local Elected Official (CLEO).

<b>Name:</b> Jason Chappell	<b>Elected Title &amp; Salutation:</b> Commission Chair
-----------------------------	---

<b>Government:</b> Transylvania County Board of Commissioners	<b>Address:</b> 101 South Broad Street, Brevard, North Carolina 28712
<b>Phone number:</b> 828-884-3271	<b>Email</b> <b>address:</b> jason.chappell@transylvaniacounty.org

5. Provide the name, title, business name, address, phone number, and email address of the individual authorized to receive official mail for the CLEO, if different than question 3.

<b>Name:</b> Trisha Hogan	<b>Title &amp; Salutation:</b> Clerk to the Board
<b>Business Name:</b> Transylvania County Board of Commissioners	<b>Address:</b> 101 South Broad Street, Brevard, North Carolina 28712
<b>Phone number:</b> 828-884-1936	<b>Email</b> <b>address:</b> trisha.hogan@transylvaniacounty.org

6. Provide the name, address, phone number and email address of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds. This is the entity responsible for the disbursement of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

<b>Name:</b> Charlotte Sullivan	<b>Title &amp; Salutation:</b> Finance Director
<b>Organization:</b> Land of Sky Regional Council	<b>Address:</b> 339 New Leicester Highway, Suite 140, Leicester, North Carolina 28806
<b>Phone number:</b> 828-251-7470	<b>Email address:</b> charlote@landofsky.org

7. Provide the name, title, organization name, address, phone number and email address of the Administrative/Fiscal Agent's signatory official.

<b>Name:</b> Danna Stansbury	<b>Title &amp; Salutation:</b> Deputy Executive Director
<b>Organization:</b> Land of Sky Regional Council	<b>Address:</b> 339 New Leicester Highway, Suite 140, Leicester, North Carolina 28806
<b>Phone number:</b> 828-251-7440	<b>Email address:</b> danna@landofsky.org

8. Attach a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'. Name document: Administrative Entity Name Organizational Chart. A copy of the Administrative Entity/Fiscal Agent's Organizational Chart is attached in WISE.
9. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website [www.sam.gov](http://www.sam.gov) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

The Unique Identity ID number is HS8MVFRAYH57. The 'System for Award Management' (SAM) registration is current as Council Land-of-Sky Regional.

10. Provide the name of the Local Area WDB's Equal Opportunity Officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (CPS 10-2021) Ms. Melissa Wright, Equal Opportunity Officer and Workforce Operations Specialist.

*Composition of the Local Area WDBs shall comply with WIOA Section 107. Local Area WDB Membership Requirements have been provided as a reference at [Appendix C](#).*

11. Provide each Local Area WDB members' name, business title, business name and address, phone number and email address on the provided form. The first block is reserved to identify the Local Area WDB chairperson (form provided). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area WDB Name Board List.  
The Mountain Area Workforce Development Board's Membership List is attached in WISE. The block on the form provided, certifying compliance with required WIOA local area WDB business nomination process has been checked and the Board is in compliance with this requirement.

**Note:** *Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.*

If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions).

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice. Identify any names representing a dual category with an asterisk (\*).

12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the Local Area WDB in compliance with WIOA Section 107.

The Workforce Development Board has a process for ensuring that viable local business representatives are appointed to the Board. When a private sector Board vacancy occurs, the Workforce Director works with the relevant business association in the county, whose contingency has the vacancy, to develop a recommendation for a knowledgeable private sector representative. The recommendation from the business association includes someone with executive level experience with a local business and optimally, who resides within the county. Once a recommendation has been made to the Workforce Director, the recommended business representative is contacted and encouraged to submit an application to the County Commission for membership on the Local Workforce Development Board. It is the responsibility of the County Commission to approve the applicant for

Board membership and to determine the length of term of service (three years), if the vacancy is for an expired term or to fulfill an unexpired term.

*The Chief Local Elected Official must establish by-laws consistent with applicable local procedures, state, and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Local Area WDB shall submit by-laws that clearly demonstrate all WIOA and North Carolina required elements described in [Appendix A](#). Additional by-laws guidance/template and electronic meeting formats have been provided in [Appendix B](#).*

13. Attach the Local Area WDB By-laws including date adopted/amended. By-laws must include the required elements found in [Appendix A](#). Name document: Local Area WDB Name By-laws.

A copy of the Mountain Area Workforce Development Board's Bylaws, including date adopted, amended and required elements, is attached in WISE.

14. To demonstrate that the attached Local Area WDB By-laws comply, complete [By-Laws Required Elements – Crosswalk chart](#).

*The Mountain Area's Bylaws Required Elements Crosswalk Chart is attached in WISE.*

*Sunshine Provision - The Local Area WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the Local Area WDB, including information regarding the Local Area Plan prior to submission of the Local Area Plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the Local Area WDB. [WIOA Section 107(e)]*

15. Describe how the Local Area WDB will make copies of the proposed Local Area Plan available to the public. If stating the Local Area Plan will be on the Local Area WDB website, provide link. [WIOA Section 108(d)]

*Public Comment - The Local Area WDB shall make copies of the proposed Local Area Plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30-day period beginning on the date the proposed Local Area Plan is made available; and, include with submission of the Local Area Plan any comments that represent disagreement with the Local Area Plan. [WIOA Section 108(d)]*

*The Mountain Area's Draft Local Area Program Year 2022/2023 Plan Update will be posted to the website of the Mountain Area Workforce Development Board at [www.mountainareaworks.org](http://www.mountainareaworks.org) and to the website of Land of Sky Regional Council at [www.landofsky.org](http://www.landofsky.org). The Local Area Plan would be distributed via electronic mail to the Mountain Area Workforce Development Board Distribution Lists, to the Land of Sky Regional Council Board Distribution List, local elected officials and to the local media outlets for public comments once the Draft Plan has been submitted in WISE. Public comment is for a period of 30-days, after which time, based on feedback from the Division of Workforce Solutions and public comments (if any), the final Program Year 2022/2023 Plan Update would be uploaded to WISE including any comments that represent disagreement with the Plan.*

16. Attach a copy of the Local Area WDB's organizational chart with an 'effective as of date.' Include position titles. Name document: Local Area WDB Name Organizational Chart.

A copy of the Mountain Area Workforce Development Board’s Organizational Chart with an effect as of date of July 1, 2022 is attached in WISE.

17. Complete the following chart for the PY2022 Local Area WDB’s planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

**Note:** All Local Area WDB meetings shall be held in accessible facilities. All materials and discussions should be available in an accessible format upon request as indicated under North Carolina specific requirements detailed in [Appendix A](#).

Date	Time	Location (include address and room #)
August 23, 2022	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included
October 25, 2022	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included
December 2022	Not a regular meeting	TBD
January 24, 2023	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included
March 28, 2023	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included
May 23, 2023	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included
June 27, 2023	3:00 pm	339 Leicester Hwy, Suite 140, Asheville, NC 28806  Virtual Component Included

18. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ ([form provided](#)). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, participants’ responsibilities.] Name document: Local Area WDB Name Certification Form.

**Note:** Document must have the original signature or DocuSign® (or similar) of the Administrative Entity signatory official. If using original signatures, mail the signed [Certification form](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

The signed Mountain Area Workforce Development Board Certification Regarding Debarment, Suspension and other Responsibility Matters with original signature has been mailed to the Local Area's Planner and a copy attached in WISE.

19. Submit the original Local Area WDB and Chief Local Elected Official (CLEO) Signatory Page ([form provided](#)), bearing the original signatures of the Chief Local Elected Official(s) and the Local Area WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar). Name document: *Local Area WDB Name Signatory Page*.

**The signed WDB and Chief Elected Official (CEO) Signatory Page with original signatures has been mailed to the Local Area's Planner and a copy attached in WISE.**

**Note:** If using original signatures, mail the [Signatory Page](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

DRAFT



## II. Local Area WDB Strategic Planning

*The Local Area WDB is required to keep the Local Area Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Area Plans will require an annual modification. North Carolina has implemented integrated services delivery with an enhanced emphasis on regional planning and services. This approach is consistent with federal, state, and regional initiatives and opportunities. North Carolina's workforce development system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults, and youth. To enhance services to all constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. North Carolina Governor Roy Cooper's NC Job Ready Initiative is built on three core principles: education and skills development are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system.*

*Locally, WDBs are creatively working to address the new challenges of job growth and expansions. Employers in Local Area WDB areas continue to have a shortage of lower-wage, entry-level and middle-skilled level workers. As a Local Area WDB and workforce system, Local Area WDBs are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Local Area WDBs are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.*

1. Provide a description of the Local Area WDB's strategic vision and goals for preparing an industry-driven, educated and skilled workforce, including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance and how it aligns with regional economic growth, industry sectors, and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

The Mountain Area Workforce Development Board's focus is on growth sectors of our local and regional economic and development, including the Certified Career Pathways of Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on the career pathways for Skilled Trades/Construction, and Information Technology.

The Mission of the Mountain Area Workforce Development Board is to provide employers and job seekers a fully integrated system of employment, education, and training services for the purpose of developing the economic strength, development and global competitiveness of the local area. The Mountain Area Workforce Development Board's strategic vision is consistent with the premises of the Workforce Innovation and Opportunity Act and the NCWorks Commission's Strategic Plan, as well as working with other Boards in this vision. The emphasis will be on upgrading the skills of the under skilled population of the region, including the Youth population and their barriers.

The Mountain Local Area recorded the lowest unemployment rate of any of North Carolina's 23 Workforce Development Regions until April 2020. By one-month into the Pandemic, we had one of the highest unemployment rates in the State. As of December 2021, unemployment has dropped to 2.6% and base on data from Emsi there are approximately 23,000 jobs available in the local area.

The restrictions put in place at the State and Local levels led to the closure of many businesses in the Mountain Area region. During Program Year 2022/2023, our focus will be to assist businesses to reopen, if viable, through

the provision of referral to resources in the community and assistance from the Business Services staff. The Youth are a huge part of this community and we are working with them, including students with barriers and disabilities, in co-enrollment, employment, soft skills, job search, resume building, career search, apprenticeships, on the job training and any other way we can serve them. The co-enrollment with the Youth and Adult Groups has helped more Youth in training for careers. We have the virtual aspect implemented into our program and will continue to use this virtual aspect in reaching out to everyone including digital literacy customers who prefer this technology and are more responsive. We will continue to reach out to the Limited English Proficient, the Adults, the Youth, the Dislocated Workers, Disabled, Homeless, Veterans and anyone else that we can offer our services to help our community. The Youth and Disabled have been very responsive to the virtual platforms and will continue to offer these in addition to in person services. The virtual platform has been very useful to persons with disabilities, especially if their disability has been due to mobility issues or anxiety. The Board with our Contractors are working in conjunction with broadband programs for the students who are homeless or have a home, but cannot afford internet. At this time, some internet companies are able to provide free internet, but there are still students that cannot afford computers. Along with the Contractors, we are also researching non profit on the collection of computers and repairs to donated computers for the students to obtain. Our Healthcare growth has continued unabated as healthcare needs expand due to an aging and growing population base in the region and now Covid. Through our 50+ program, we can reach out to many experienced workers to assist in their needs. Also, post Covid health issues will continue to affect the growing number of Covid recipients. Mission Health is the largest private employer in Western North Carolina. Hospitality and Tourism was exploding as the region sees over 2000 hotel rooms being developed, but due to Covid, this sector has seen a down turn in this economy, as well as the rest of the Hospitality and Tourism sector and Restaurants. Now going into a endemic, we are assisting employers and job seekers to provide support to bring back the economy in our community with diversity, equity and inclusion as much and as soon as we can.

2. Provide a description of how the Local Area WDB, working with the entities carrying out core programs, will expand access to employment, training, education and supportive service for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Local Area WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. Include how these strategies will be a result of regional economic and employer-driven priorities. [WIOA Section 108(b)(3)]

The core providers for Mountain Area Workforce Development Board include: Asheville Buncombe Technical College and Blue Ridge Community College, (Human Resource Development, Adult Basic Education, English Language Learners and Literacy), Goodwill Industries (training and employment readiness). The Mountain Area Workforce Development Board works to expand access to eligible individuals, especially those with barriers by: Educating and cross training Career Center staff on each program (purpose, eligibility requirements, content, end goal, credentials), and educating staff on barriers and referral sources for various barriers to employment (assistance available for food, housing, clothing, transportation, child care, mental health, physical health, domestic violence, criminal history, basic skills, disabilities, barriers), and cross-agency marketing of offerings and services such as the Disconnected Youth Task Force, and cross-agency marketing of Career Pathways and enrollment in core programs, along with co-enrollment and offering on the job training and work experience opportunities for eligible individuals completing core programs. The Mountain Area Workforce Development Board has convened career sector meetings for aggregating the partners who can develop post-secondary credentials aligned with Career Pathways. The sectors identified for Career Pathways include: Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction, and Information Technology. Based on sector strategies in the high

demand sectors of the local economy, the Mountain Area Workforce Development Board will work with local education agencies, community colleges, NCWorks Career Centers, Vocational Rehabilitation, Adult Basic Skills programs and Literacy Councils, veterans' services programs, MyFutureNC, Jobs for NC Graduates and apprenticeship programs to develop Career Pathways for in demand occupations. Mountain Area Workforce Development Board will expand access to employment and training programs by using the NCWorks Career Centers to provide recruitment, screening, referral and pre-hire training services for employers who are hiring in the growth sectors of the economy. This process of recruitment, screening, and referral for high demand occupations provides opportunities for NCWorks Career Center staff to identify clients who have an interest in an occupation, but may not have the necessary skill set to acquire employment at that time. This process can also be used to identify clients who have specific skill deficits or lack the necessary credentials to secure employment in the field. We must remember that it is not just freedom to work, but freedom to learn, and we want to make this possible for as many in our community as we can. This helps the employee obtain higher wages and the employer to have a better skilled employee. Most of the higher paying employment opportunities in the region require, at a minimum, a post-secondary credential. In many cases, these clients can be encouraged to take advantage of opportunities to learn the occupational skills necessary to achieve employment in the field. The Board is working feverishly to incorporate youth apprenticeships and on the job training for youth in to wex experience as much as possible. This leads to a better career for the individual in a more rapid timeframe with higher wages. In addition to the Workforce Innovation and Opportunity Act funds other sources of support, such as Pell grants, State Employee Credit Union, Geer, Cares Act and private scholarships, including employer assistance, for short-term training, and other sources of financial aid can be used to help interested jobseekers pay for the occupational skills courses and credentials that are necessary for employment. Each of the NCWorks Career Centers has lists of local support service providers. The Memorandum of Understanding between each of the NC Works Career Centers and partners helps provide a unified working relationship between the NCWorks Career Centers and supportive services. Access to child care services are still a major challenge because of scheduling, costs, waiting list for services and the lack of employees. Satisfactory alternatives are only available to those clients who have trusted family members or friends in close proximity to their homes or workplaces. The Early Childhood Grant helped support this issue in our community, but Covid has worked against it in the past by causing issues such as transportation and changes in careers with the Great Resignation. The focus in this sector is to share more information and training opportunities with our partners and contractors to support more employer and job seekers in early childhood development and healthcare positions and with the restrictions now being lifted may assist in this need. Public transportation services are generally available in the cities of Asheville and Hendersonville. There are very limited transportation services for work opportunities available outside of the larger urban areas. Most of the Mountain Area region is rural with small towns and suburban communities, which are not accessible to public transportation services generally. Land of Sky Regional Council along with Mountain Area Workforce Development Board is continuing to work on encouraging large employers that have facilities in close proximity to one another to develop carpools for their employees. Land of Sky Regional Council is also working on a Vanpool so we may help more closely in this situation when we can. Mapping the routes the employees use for driving to work and the addresses of other employees permits the opportunities for ride sharing. The project could also be used for helping prospective new hires access transportation to work. There are several points of entry into Career Pathways, the NCWorks Career Centers are the primary point of entry for adult job seekers that seek training and/or employment opportunities. NCWorks Online allows for job seekers to register

remotely through the online portal. NCWorks Online includes job postings from many private employment websites to offer the job seeker a more seamless job search opportunity. There are many additions to the NCWorks site to help employers and job seekers to obtain services. High school students in career and technical education programs can enter into several pathways that usually include progression through the community college curriculum or continuing education programs. For adult job seekers who are considering a career transition or seeking to advance their skills and/or credentials in their chosen career field, the NCWorks Career Center is an ideal place to start. Career counselors at the NCWorks Career Centers can provide job seekers with in-depth information about the skill requirements and credentials needed for successful entry into the career field. Career counselors will also be able to provide clients with information on the availability of training courses and activities, appropriate work-based learning opportunities, labor market information about job demand and wages, assessments that will be useful in determining job skill weaknesses and strengths, local employers who have job opportunities in the field, and other important labor market, education and training information. There is the virtual aspect to the Career Centers also and they can provide chat sessions with staff and virtual meetings along with virtual enrollment into the Workforce Innovation and Opportunity Act program. We have been engaged since 2018 with the Finish Line Grant that provides supportive services to community college students, training in WIOA-approved programs, that are 50% or more completed with training. These services help provide transportation and childcare, among other provisions, to the participant to help them stay in training.

3. Describe the Local Area WDB's use of **each** of the following initiatives: incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, layoff aversion, utilization of effective business intermediaries, and other employer services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)]

The Mountain Area Workforce Development Board oversees the On-the-Job Training Program for Adults, Youth and Dislocated Workers. The program develops training opportunities for individuals in the Board's five targeted areas. The size of the On-the-Job Training Program fluctuates with funding. During low unemployment periods the program has fewer participants than in high unemployment periods. With the endemic, there will be an opportunity to train dislocated workers as they seek re-employment in a different field. From 2003–2016, the Board participated in the state incumbent worker training program and in 2018, the Board offered a local incumbent worker training program called the Business Accelerator Grant. There was strong interest in this program which was opened to applications one-two times per program year, depending on funding. In program year 2018, the Board approved 9 grants for a total of approximately \$62,000 and in program year 2019, the Board approved 7 grants for a total of approximately \$62,000. In 2020, there were grants approved but unable to start due to Covid. In 2021, we were able to engage in the Incumbent Worker Training again. In 2022, there were 12 grants approved for local funding awarded. The grants represent businesses in manufacturing, construction and skilled trades, hospitality and tourism, healthcare, information technology and business services. The funding amount can be up to \$10,000 per application and training must be completed within the program year. The Board publishes a Pre-award Questionnaire, Call for Submissions, Application Guidelines, and the Application on [www.mountainareaworks.org](http://www.mountainareaworks.org), [landofsky.org](http://landofsky.org) and through email communications. The Board has certified NCWorks Career Pathways in Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. The Board is currently developing career pathways in Information Technology and Skilled Trades/Construction. Through periodic sector meetings, the Board works to maintain the relationships that were created during the development and implementation of the pathways and to discuss the challenges each sector faces in hiring the talent they need. The Board has implemented virtual platforms, due to Covid, to assist businesses more in this crisis with social distancing. These platforms will continue to be part of the customized training for staff, as we

reach out to our businesses and residents in the community. This especially entices the digital literacy customers and youth customers to communicate and engage more.

4. Provide a description of how the Local Area WDB coordinates workforce investment activities—including strategies, enhancing services, promoting participation in training programs, and avoiding duplication of services - carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

The Mountain Area Workforce Development Board values our partnerships with adult basic skills programs and literacy councils in the region. Since three of the NCWorks Career Centers are located on community college campuses, adult basic skills programs are readily available and in close proximity. Currently Human Resource Development classes are offered onsite which include the development of the job seeker's communication skills. If the job seeker needs additional assistance, the individual will be referred to the Adult Literacy services at the nearby community college. The centers coordinate with the local area's community colleges, various county literacy councils and/or related entities. Informal and formal referral processes are in place to facilitate this coordination. There is ongoing communication in the Local Area between the Mountain Area Workforce Development Board, the Title II Adult Education and Literacy programs at the community colleges, the Title II funded nonprofit organizations that provide literacy training and with the NCWorks Career Centers. The lack of appropriate literacy skills is a significant barrier to employment with Limited English Proficiency individuals, as well as adults who failed to acquire sufficient literacy skills during their educational experience.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Local Area WDB and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of service to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts to include cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

All Career Centers are required to provide auxiliary aids and accommodations to clients with disabilities upon request. Vocational Rehabilitation provides technical assistance in these and other areas to the NCWorks Career Centers in the Mountain Area region. Vocational Rehabilitation and Career Center Business Services staff will share information on how to effectively work with employers to provide employment opportunities for individuals with disabilities. These discussions occur on an ongoing basis and will be included in the memorandum of understanding. The implementation of virtual platforms has increased the opportunity for individuals with disabilities. This includes the chat session, virtual meetings and virtual enrollment. We will continue these platforms and any other access to technology or information that we can to reduce barriers to individuals.

6. Provide a brief description of the actions the Local Area WDB will take toward becoming or remaining a high-performing Local Area WDB, consistent with the factors developed by the NCWorks Commission. [WIOA Section 108(b)(18)]

We have Board members, who are transitioning, participate in training. The Board adopted revised bylaws in May 2020 and included in the bylaws are standards set under the Workforce Innovation and Opportunity Act for Board membership. Members who retire or leave their positions of optimum policy or hiring authority with their businesses will be replaced, at the earlier date of the following, within one year or upon the expiration of their term. Private sector members must represent companies or sectors

that hire for in jobs that are “high-quality” and jobs that require work relevant training for in demand occupations. (WIOA Section 107(b)(2)(A)) The Board has been engaged in the development of the Workforce Innovation and Opportunity Act regional and local area strategic planning. This has helped them broaden and strengthen their understanding of the dynamic and diverse local economy, and they will become familiar with the accountability and performance expectations of the Workforce Development System in the region. Board members are serving on committees that involve executives and leaders from workforce partners and related organizations that serve both employers and jobseekers in the Local Area. The Board will work at a high level and provide guidance that will focus the workforce system on meeting the skill needs of the sectors they represent. In addition to the standing committees of the Mountain Area Workforce Development Board, most Board members are serving on one of three committee work groups representing Youth, Business Services and Work Based Learning. Board members are bringing their private sector experience in human resources to assist the work groups in developing strategies for each sector to develop the skilled talent needed with diversity, equity and inclusion. Board members also are utilizing their industry contacts to bring additional business leaders to join in this effort as we develop our Local Area and regional workforce plans. Board members keep the workforce system looking forward and preparing clients for changes in the industry. They provide insight concerning the skills that are required to adapt to the changing demands of the workplace. Board members represent employers who are the largest employers in the region in advanced manufacturing, healthcare, hospitality and tourism, and energy. We are working on skilled trades/construction, and information technology. The Workforce Board contributes significantly to and reviews the effectiveness of sector strategies and Career Pathways developed by the staff and workforce partners.

7. Explain the strategic plan for how the region will respond to national emergencies (such as the Covid-19 pandemic) or weather disasters to serve victims (such as aversion activities) and utilize special grants efficiently throughout the recovery period.

All of the NC Works Career Centers have worked with numerous area companies to provide Rapid Response or Dislocated Worker Services, including the Trade Adjustment Act due to facility closings or downsizings. The Centers work in cooperation with the NC Division of Workforce Solutions. Rapid Response staff meet with management, listen to the needs of the company and together with company representatives, develop a system of services that can be provided to individuals before a layoff occurs. After a plan is developed with management, the partners meet and create an agenda for meeting with the employees and informing them about the services and support available. We tailor each plan to the number of employees, their schedules and their needs. Affected workers can receive Workforce Innovation and Opportunity Act WIOA Dislocated Worker Services while awaiting determination of eligibility for the Trade Adjustment Act TAA services. Clients are co-enrolled in TAA and WIOA. Rapid Response is advertised as one of the Career Centers Business Services, in part because of the work up front with the company to assist them preparing for the layoff or closing. Due to Covid, Rapid Response has been very beneficial. Employment and training services and products are provided to WARN affected employees by the Local Area’s NCWorks Career Centers, including registration in NCWorks Online, career planning and counseling, skill development, referral to jobs and WIOA training assistance. Mountain Area Workforce Development Board works collaboratively with the Local Area economic development organizations, NC Department of Commerce Division of Workforce Solutions, NC Community Colleges, Jobs for NC Graduates and others in the region to provide the best services possible to dislocated workers. After being awarded and the extension on the National

Dislocated Worker Grant funding, this will allow the enrollment of persons directly affected by Covid. We have this grant through March 31, 2023.

8. Discuss the increase and expansion of service delivery and awareness efforts to reengage individuals with barriers (include dislocated workers, disconnected youth/high school dropouts, women, people of color in hard to reach communities, individuals with disabilities) to help reconnect the disconnected workforce. More importantly, clarify how success is measured. The increase and expansion of service delivery and awareness efforts to reengage individuals with barriers to help reconnect the disconnected workforce is being implemented with diversity, equity and inclusion training throughout the contractors, career centers and case managers. This will assist them in better utilizing the program and its funding by providing much needed information to individuals who are dislocated workers, disconnected youth, high school dropouts, women, people of color, hard to reach communities, individuals with disabilities and other barriers. The Henderson County Disconnected Youth Task Force is a great partner with serving disconnected youth in conjunction with WIOA. The National Dislocated Worker Grant has been immensely helpful with addressing layoffs due to Covid and long term unemployment. MyFutureNC is working with WIOA in relation to post secondary credentials. Jobs for NC Graduates is a good partner to assist in career challenges and changes. Success will be measured by more enrollments, more credentials and more employers in our community and region with the number of employees they need.
9. Provide an overview of how the region partners with NC Community Colleges, UNC institutions, and independent colleges in the local areas to prepare workers to succeed by using skills and education attainment with a focus on equity and inclusion. The region partners collaborate with NC Community College and Apprenticeships, Jobs for Graduates, ABTech, Blue Ridge Community College along with the Local Area On the Job Training, Incumbent Worker Training and Apprenticeships through employers better prepare individuals to succeed by using job shadowing, on the job training, incumbent worker training, apprenticeships and training by focusing on ALL individuals through diversity, equity and inclusion for every specific position and career through the Local Area Certified Career Pathways.
10. Please describe how the Local Area WDB engages with local and regional Economic Developers. The Mountain Area WDB engages with local and regional economic developers by in person and virtual meetings, job fairs, business services, social media, projects and funding. The Local Area works with economic developers hand in hand and has a good working relationship and partnership. Land of Sky Regional Council houses the Economic Development where the Local WDB has a close working relationship on a daily basis and assists on many projects and expansions in the local area with company relocations having a great impact on the community and its individuals.
11. How many new/expansion economic development projects has the Local Area WDB engaged in during the previous program year? Please indicate the type/number of services provided.  
The Mountain Area WDB's most prominent project is Pratt & Whitney. We provided labor market studies to economic developers prior to the announcement and offered a letter of support with commitment of dislocated worker funding when eligibility requirements were met. Since the announcement we have provided \$50,000 for the Transfr VR virtual reality training software to ABTech and Blue Ridge Community College in the region to help support pre-employment assessments and training for prospective Pratt & Whitney employees. We are planning job fairs and other recruitment efforts to support Pratt & Whitney in partnership with Asheville Chamber, ABTech and others.

We have supported numerous employers who have relocated to the region and employers who have announced expansion projects in the region. These employers include Thermo Fisher Scientific, Haakon Industries, Jabil Healthcare, Printpack, Raybow Pharmaceuticals and more.

12. Identify the Career Pathways developed by the Local Area. Complete the chart below.

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Healthcare	Mountain Area	8/16/17	323
Hospitality and Tourism	Mountain Area	2/8/17	127
Advanced Manufacturing	Mountain Area	11/09/2016	132
Energy	Centralina CharlotteWorks Gaston Mountain Area Region C Western Piedmont	8/7/19	32
Construction and Skilled Trades	Mountain Area	In process	In process
Information Technology	Mountain Area	In process	In process

13. In addition to facilitating the development of career pathways, also describe the review process for in-demand career pathways to determine if new pathways are needed, or if current pathways should be updated or removed based on the needs of the industry.

- a. Include plans for new career pathways.
- b. Explain how career pathways in the local area are in alignment with other partners/stakeholders' (DPI, community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.
- c. Describe the strategy to avoid duplication efforts.



a. The Mountain Area WDB is working on two career pathways for certification. They are Construction and Skilled Trades and Information Technology. Both of which are in demand and higher wages in our region. The research is in process and a meeting scheduled to share information with partners for completion of the certification.

b. The career pathways in the local area are in alignment with partners, stakeholders, community colleges, myFutureNC, universities and more to engage individuals in training for post secondary credentials and better employment with higher wages.

c. There is no duplication in the certification process due teamwork, knowledge and research prior to certification in the collaboration with our educational partners and employers to avoid this. Career Pathways are certified by local workforce development boards and may be subsequently recognized by the NCWorks Commission.

The Workforce Innovation Opportunity Act (WIOA) has greatly improved assistance for jobseekers through the integrated, employer-driven, public workforce development system. The new regulations require workforce centers to collaborate with adult education, postsecondary education, and other partners to establish career pathways programs. These programs are aimed at improving opportunities for job seekers by communicating a more clear and easy way to understand career pathways. Career pathways programs offer job seekers a clear sequence, or pathway, of education coursework and/or training credentials that are aligned with employer-validated work readiness standards and competencies. For career centers, this involves the need for collaboration with local employers and educators. Through collaboration, career centers gain a better understanding of employer's actual needs in addition to understanding the ability of educators. Educators and employers begin collaborating and more effective and efficient career pathways naturally develop for the local community. This process transforms the role of employers from customers, to partners. Employers also have much to gain when it comes to career pathways. Through the development of intentional connections with employers, educators, and service providers, the entire approach to workforce development becomes more efficient and customer-centered. Business Service and Career Centers, other Boards partner with educators and employers and now MyFutureNC to research the information to qualify a sector as a certified career pathway. Some of the research involves primarily local job demand and other areas such as wages, job openings, job tasks, opportunities for advancement, required credentials, education and training requirements. Governor Cooper has presented the One-Year Impact Report on NCWorks Certified Career Pathways. NCWorks Certified Career Pathways are a key element of NC Job Ready. Having information about career options and access to the training needed to prepare for those careers is critical to being job ready. Certified Career Pathways provide career paths to help job seekers with higher wages and in demand jobs in their community. This is the opportunity to engage the business community, advance education and training and align the workforce development system.

14. Provide a description of Local Area WDB's capacity to provide workforce investment activities to address education attainment and skill needs of high-demand fields - strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and supportive services for hard-to-reach communities.

a. Explain strategies that include NextGen, NCCareers.org and any awareness models for success. MyFutureNC along with the Local Area WIOA program have the capacity to provide workforce investment activities with funding and staff to address the education attainment and skill needs of high demand fields through training defined through objective assessments and individualized employment planning. The awareness and cultivation of this need and the program increase access to education and post secondary credentials and certificates for job seekers to find a better career with apprenticeships, work experience, job shadowing and on the job training along with supportive services including the Finish Line Grant funding for supportive services to meet the needs of individuals with barriers in their career search and training for a career with higher wages to support themselves and their families. The NextGen program is assisting youth in finding careers earlier in life to have a better start sooner and support their families. The youth apprenticeships, youth on the job training, youth job shadowing and youth work experience support this initiative to be able to provide training for higher wages.

### III. NCWorks Commission

*The NCWorks Commission recommends policies and strategies that enable the state's workforce and businesses to compete in the global economy.*

*The Commission is designated as the state's WDB under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 37-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.*

*Mission of the NCWorks Commission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity; and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.*

*Employer-led job training programs have the best career outcomes. Employers know best what skills their workers need, and employer involvement is key for workforce development and job readiness. Businesses that invest in developing North Carolina's workforce will benefit from well-trained employees and a more innovative and diverse workplace that better reflects its community.*

1. Briefly describe how the Local Area WDB engages with local employers and informs them of the wide array of business services offered. Include how the Local Area WDB ensures collaboration with other employer-facing workforce program representatives, such as Vocational Rehabilitation, Agriculture Services, Foreign Labor, Re-Entry, and Veterans Services, through processes and procedures for information sharing and efficient employer customer service delivery.

The Board's Business Services Staff, the NCWorks Career Center Managers and Employer Service Teams make employers aware of the business services offered through print materials, emailed information, websites, media interviews, phone calls and site visits. Also, Board sponsored events and meetings provide an opportunity to share information about business services. Due to Covid, more events and meetings are provided virtually such as job fairs which gives us more access to people who would not normally attend these meetings. A hybrid of virtual and in person events, meetings, enrollments, etc. will be the normal way we do business moving forward. We also collaborate with Vocational Rehabilitation located at Blue Ridge Community College where many of our WIOA participants engage in the Vocational Rehabilitation Program. Land of Sky Regional Council has hired a Foreign Labor Representative and setting up this program to for better opportunities and engagement. Many Veterans are served through our Career Centers with the same services provided to the public such as resume building, 50+ program, training, etc. The Buncombe County Career Center provides many scheduled workshops for the community on an array of subjects. These are advertised on our constant contact website along with electronic emails sent to employers to share.

2. Please provide a brief overview of the business services team within the local area. Please identify the individual staff roles the Local Area WDB utilizes to conduct business services (that is Business Services Representative (Local Area WDB staff), contractor staff, Business Engagement Coordinator, NCWorks Career Center Manager, DWS staff, Disabled Veterans Outreach Program, identify who makes regional and local employer referrals to Agricultural Services and/or Foreign Labor staff, etc.)

The Board identifies and addresses local challenges through our Business Services Department at the Local Area Board and they reach out to the businesses to serve, provide, and assist with our programs, grants, training, etc. Business Services also utilizes the Career Centers to obtain information and reach out to employers, job seekers and employees for training, the community, partners, etc. Local Hospitality and Tourism has been the most promising Career Pathway, experiencing rapid growth while others are declining. The Covid crisis occurred and the Healthcare Career Pathway, already one of the most needed sectors in the area in the past, is now even more promising to job seekers with more positions available and higher wages. More workers with specific skills and credentials to support a particular industry may be needed, but local training providers may not offer relevant programs. The expansion of businesses are increasing with Covid coming to an endemic. Large numbers of adults may lack basic skills or have other personal challenges to work, such as a lack of affordable childcare or adequate transportation. The local Board offers supportive services through the schools and colleges, in conjunction with training, as well as working with businesses to provide in-house childcare, carpools, support for transportation, etc. Land of Sky Regional Council is working on a program for a Vanpool. Young people are getting the college and career guidance and professional experience they need to prepare them for success in the workplace through the highly trained WIOA Case Managers at the schools, colleges and employers. The local Board is committed to the service provided through workforce. The virtual platform is a main innovative solution to support growth of the local workforce system. Since there are many digital literacy customers, this has opened a better avenue to communication and engagement. It has created more teleworking opportunities which opens up more employment opportunities for individual with disabilities to telework. There is an increased need for healthcare staff, early childhood development staff and teachers nationally due to the great resignation. Our healthcare career pathway is very strong in our local area with one of the largest healthcare employers located here but there is still a decline in employment from Covid in the healthcare sector due to the great resignation.

3. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness at the local level (consult NCWorks Commission new 2021 Strategic Plan).

The Local Workforce Development Board is increasing the NCWorks brand awareness through social media outlets, job fairs, signage, emails, flyers, brochures, Case Manager training, the use of the NCWorks website and knowledge of the brand in discussions at meetings and events.

4. Describe how the Local Area WDB and the partners identify and address local challenges for job growth and business expansions.

The Local Area WDB provides new and innovative solutions to support the local workforce system by sector strategies focused on the following sectors: Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction and Information Technology. The Local Area employers in these sectors have led the development of NCWorks Certified Career Pathways in Advanced Manufacturing, Healthcare, Hospitality and Tourism, Skilled Trades/Construction and Information Technology. Employer leadership is critical and these pathways have integrated work-based learning opportunities, including registered apprenticeship, internships, job shadowing and on-the-job training. Employers lead the sector initiatives and direct the training as needed for their in demand occupations for adults, dislocated workers and youth. Outreach to job seekers is critical and the Local Area has developed "Mountain Area Careers" site (accessible at [www.MountainAreaCareers.org](http://www.MountainAreaCareers.org)) to share our region's career pathways available to job seekers and youth. Outreach with diversity, equity and inclusion is a focus at hiring events, job fairs, school functions focused on K12, community colleges and universities, and now they will be available virtually. The Local Area has a Constant Contact subscription that is utilized to share these opportunities with about 20,000 plus people who are registered as job seekers on NCWorks, as well as employers. Also, the Local Area utilizes social media platforms including Facebook, Twitter, Instagram and LinkedIn to share the career pathways available in the region. We are looking into other social media outlets as well. All of this information is also shared in our Board Newsletter and through our Board website. Our one stop Career Centers can lead job seekers and employers to many avenues, such as resumes, employment, training,

soft skills, advertising, etc. The NCWorks service delivery model focuses on customer service and is organized around services to customers. It is a system in which WIOA Title I Adult and Dislocated Worker programs and the Title III Wagner Peyser Employment Services program are the operational backbone of NCWorks Career Centers. NCWorks Career Centers will employ integrated staffing and technology to generate an integrated customer pool and flow. This system is focused on offering value added, staff assisted services at Career Centers which are continuously promoted and provided until the customer's goal has been achieved. NCWorks Career Center staff is organized by function with the purpose of serving customers efficiently and effectively. Staff organized by function is cross trained, so that all center staff has the capacity to serve all customers in person and virtually and is knowledgeable about all services that the NCWorks Career Centers offer. The Career Center Staff is also cross trained virtual for better engagement and communication with customers and participants. Virtual activities include Live Chat on NCWorks, which was implemented due to Covid and will continue moving forward, due to the convenience and accessibility. Career Center Staff are also trained on the newly implemented "Capture Documents" on NCWorks for virtual enrollment as a response to Covid. This is convenient for many job seekers, for example, who would like to discover a teleworking position and cannot leave their home, due to a physical disability. Our Local Area Board continues to research ways for new and innovative solutions to the workforce system to assist our community to grow with economic and development and higher living wages. The National Dislocated Worker Grant has been extended to March 31, 2023 to assist in the oncoming endemic to put our community back to work. Land of Sky Regional Council was awarded an Early Childhood Development Grant to help this very employee deprived sector. Barriers have always been an issue, but Covid increased this so Land of Sky Regional Council is working on a program for a Vanpool because transportation is the primary barrier with many rural areas in our region. *Communities across North Carolina are developing great local models of workforce development. North Carolina should build on those successes and replicate them in more places to continue building and expanding innovative solutions.*

5. Briefly describe how the Local Area WDB provides new and innovative solutions to support the growth of the local workforce system.

The Local Area WDB provides new and innovative solutions to support the local workforce system by sector strategies focused on the following sectors: Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction and Information Technology. The Local Area employers in these sectors have led the development of NCWorks Certified Career Pathways in Advanced Manufacturing, Healthcare, Hospitality and Tourism, Skilled Trades/Construction and Information Technology. Employer leadership is critical and these pathways have integrated work-based learning opportunities, including registered apprenticeship, internships, job shadowing and on-the-job training. Employers lead the sector initiatives and direct the training as needed for their in demand occupations. Outreach to job seekers is critical and the Local Area has developed "Mountain Area Careers" site (accessible at [www.MountainAreaCareers.org](http://www.MountainAreaCareers.org)) to share our region's career pathways available to job seekers and youth. Outreach is a focus at hiring events, job fairs, school functions focused on K12, community colleges and universities, and now they will be available virtually. The Local Area has a Constant Contact subscription that is utilized to share these opportunities with about 20,000 plus people who are registered as job seekers on NCWorks, as well as employers. Also, the Local Area utilizes social media platforms including Facebook, Twitter, Instagram and LinkedIn to share the career pathways available in the region. All of this information is also shared in our Board Newsletter and through our Board website. Our one stop Career Centers can lead job seekers and employers to many avenues, such as resumes, employment, training, soft skills, advertising, etc. The NCWorks service delivery model focuses on customer service and is organized around services to customers. It is a system in which WIOA Title I Adult and Dislocated Worker programs and the Title III Wagner Peyser Employment Services program are the operational backbone of NCWorks Career Centers. NCWorks Career Centers will employ integrated staffing and technology to generate an integrated customer pool and flow. This system is focused on offering value added, staff assisted services at Career Centers which are continuously promoted and provided until the customer's goal has been achieved. NCWorks Career Center staff is organized by

function with the purpose of serving customers efficiently and effectively. Staff organized by function is cross trained, so that all center staff have the capacity to serve all customers and is knowledgeable about all services that the NCWorks Career Centers offer. The Career Center Staff is also being trained on virtual activities for better engagement and communication with customers and participants. The virtual activities include NCWorks Live Chat, Capture Documents, enrollments and meetings which were implemented due to Covid and we will continue the virtual aspect moving forward, due to the convenience and accessibility. This is convenient for many job seekers, for example, who would like to discover a teleworking position and cannot leave their home, due to a physical disability. Our Local Area Board continues to research ways for new and innovative solutions to the workforce system to assist our community. After being awarded the National Dislocated Worker Grant due to Covid, it has been extended to March 31, 2023 to better support growth and assist individuals in our community that were hard hit with Covid so they may change careers, obtain barrier assistance, receive training for higher wages, etc.

6. Is the Local Area WDB engaged in work-based learning? If so, please describe how the Local Area WDB is engaged in work-based learning projects with local employers.  
Special grant funding, obtained by the Board, helps support work-based learning positions at A-B Technical Community College and Blue Ridge Community College, as well as, work based learning initiatives of partner organizations. Currently the Board is acting as the convener for the development and implementation of the PAYA (Partnership for Youth Apprenticeships) Hospitality and Tourism youth pre-apprenticeship and apprenticeship programs that were launched in the Fall of 2020 in the K-12 system. The program was branded as H&T 4 Me and will be scalable across other regions as well to other Boards.. The Board’s business service staff interface with the Adult, Dislocated Worker and Youth contractors and promote the work they are doing with employers in the areas of pre-apprenticeships, apprenticeships, internships, work experience and job shadowing opportunities. The Board has enrolled a Youth On the Job training and working on Youth Apprenticeships with the local employers and Youth Committee. We are also working on an event for June 2022 to do Youth Job shadowing at the NCDEC Conference with our WIOA Case Managers and their participants. This opportunity will provide new enrollments and certification for performance measures and give students a path to a better career earlier in life.

#### IV. NCWorks Career Centers

*North Carolina’s workforce system includes multiple agencies, programs, and funders. Collaboration, policy alignment, systemic communication, integration, and modernization of the workforce system will ensure a strong and healthy workforce system that can adapt to a changing economy.*

*For any documents that are missing or are unnecessary based on the response provided, please state, “No document is loaded and/or it will be loaded by the XX date”.*

1. Identify PY 2022 NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2022 NCWorks [Career Center Chart](#). [WIOA Section 121(b)(1)(A) and (b)(1)(B)]  
Name document: Local Area Name PY 2022 NCWorks Career Centers.  
The Mountain Area’s Career Centers Chart is attached in WISE.

2. Provide the name(s) of the current service provider(s), date, and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract(s) (one to four years).

Mountain Area Workforce Development Board released a Request for Proposal for One-Stop Operators, which was integrated in the Request for Proposals for Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker Services on February 18, 2019. They are Buncombe, Henderson, Madison and Transylvania Career Centers. Separately, the Request for Proposal (RFP) for Youth Services was also released on February 18, 2019. Contracts were awarded June 25, 2019 for program operations beginning July 1, 2019. The contract term is for one year, renewable in one year increments for up to three years. We will be sending out Requests for Proposals again in March 2022. The current service providers for WIOA In school and Out of School Youth are Goodwill Buncombe, Goodwill Transylvania, Henderson County Public School and Madison County Public School,

Our Local Board Competitive Procurement policy ensures a competitive procurement process to select providers of Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Workers and Youth services, as well as, for the operators of local, certified NCWorks Career Centers in the Mountain Area Region using the Workforce Innovation and Opportunity Act (WIOA) Final Regulations and to allow the one-stop operator selection process to align with the Mountain Area competitive procurement process for selection of providers of Adult, Dislocated Worker and Youth Services, which requires the local area to undertake a request for proposal process to competitively procure programs and to contract with Board-approved providers for up to three-years, with the initial contract period being one-year, with two extensions of one-year each, based on Board approval.

3. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]
  - a. Provide a description of how Career and Training services are provided to adults.
  - b. Provide a description of how Career and Training services are provided to dislocated workers.
  - c. Provide a description of how Career and Training services are provided to youth.

The Career and Training Services provided to adults and dislocated workers by WIOA Case Managers work with the NCWorks Career Center and the local partners, such as the STEP Program and others, to serve customers and participants to the best of their ability are provided to adult, dislocated workers and youth groups when applicable. The WIOA Case Managers and others employed by the NCWorks Career Center are cross trained and assist the customers and participants with computer access and guide them in the direction they need for employment, such as training in the local colleges to lead to better employment with higher wages and a skilled employee for the employers. The Case Managers have the Finish Line Grant to assist with adult supportive service emergencies for individuals with barriers when they are 50% complete in training to be able to continue their training. Due to Covid, the Board has implemented virtual avenues to assist the Career Centers in career and training services, such as online training, live chat, virtual enrollment with capture documents and mobile access which has assisted many including individuals with disabilities. The Career Centers also provide scheduled access to workshops for resume building, soft skills and many others. The dislocated workers are served potentially by co-enrollment in TAA and WIOA to better serve their needs. Goodwill along with Henderson and Madison County Public Schools provide career and training services to youth along with in house programs at Goodwill and co-enrollment with the adult group to better serve their training needs. These students attend local colleges and schools for training and general education diploma along with supportive services to assist with their barriers. We are working to implement the VOS Greeter in the Career Centers to assist the staff with customers and recording and sharing information vital to the success of the Centers.

4. Describe how Local Area WDBs determine the need for enrollment in Training Services.

The local Workforce Development Board's WIOA Case Managers determine the need for enrollment in Training Services by an initial interview process with a potential participant to develop the individual employment plan with an objective assessment by discussing their needs and goals to guide them to their future career with Training Services implemented and Follow-Up Services applied. The assessment also provides the Case Manager with the skills and training the potential participant has or may need. The virtual enrollment due to Covid has been put in place to continue for the future to assist participants in their goals to receive training which also greatly assists individuals with disabilities.

5. Describe how follow-up services are provided through the NCWorks Career Centers. [WIOA Section 134(c)(2)(xiii)]

State and local areas must provide follow up services for adults and dislocated worker participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. States and local areas must establish policies that define what are considered to be appropriate follow up services, as well as policies for identifying when to provide follow up services to participants. One type of follow up service highlighted in WIOA is to provide individuals counseling about the work place. Follow up services do not extend the date of exit in performance reporting; for more information on performance reporting see TEGL 10-16.

6. Describe how

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).
  - b. Long after the initial start date does staff have full access to [NCWorks.gov](https://www.ncworks.gov)?
  - c. The staff development activities reinforce and improve the initial training efforts.
  - d. Describe the specific training that staff receive around diversity, equity, and inclusion.
- a. The Onboarding process in place for new NCWorks Career Center staff was developed by the NC SuperUsers and is used in its entirety for training all staff on NCWorks. This includes the integrated service delivery system model.
- b. The timeframe for this training process is individualized and can take approximately one week which at the end of the of this process the staff has full access immediately to the NCWorks system with ongoing training by the Workforce Operations Specialist.
- c. The staff development activities assist in improving the initial training efforts by going over every aspect of the system in detail and reinforced by continued training locally and ongoing with the NCWorks Training Center and Workforce Operations Specialist.
- d. These activities include dashboard, staff account, resources, message center, virtual recruiter, learning center, navigating the system, veteran priority, registration, assist an individual, service tracking, program tabs, Wagner Peyser, Wizard, resume builder, job search, activities and service codes with case notes, employer search and assistance, document management, confidentiality and redaction. Training for staff in customer service is provided as needed and equal opportunity training is required annually and more often as needed along with shared videos and webinars during the year. The diversity, equity and inclusion training is provided by Land of Sky Regional Council meetings, presentations, shared information and videos on a monthly basis along with any requested discussion. The Local Board will be having the Eligibility Explorer turned on in our area to better assist possible participants with sharing their information to enroll in programs offered such as WIOA. This will also assist the Case Managers in collection of required data and documentation.

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.

The Mountain Area Workforce Development Board coordinates workforce investment and opportunity activities which are carried out in the Local Area with statewide Rapid Response and the Trade Adjustment Act activities in two different ways: The Worker Adjustment and Retraining Notification Act (WARN) notices may be filed by employers directly with the Governor's Rapid Response Team and/or with the NC Department of Commerce, Division of Workforce Solutions Dislocated Worker Unit. These two units share WARN information at the state level; the Division of Workforce Solutions Dislocated Worker Unit then notifies the affected Local Area Director with the WARN information. Employers may contact NCWorks Career Center Managers and/or the Local Area Director in their area with questions regarding the WARN process and/or with a WARN notice. In this case the NCWorks Career Center Manager and the Local Area Director would share information and coordinate services with the employer's permission, inform the state level WARN Unit of the business closing or layoff. The affected employer and employee is also given information regarding the Trade Adjustment Act and the WIOA program for co-enrollment and employment and training services and products offered through the Career Center in the Local Area. In either case, employment and training services and products are provided to WARN affected workers by the Local Area's NCWorks Career Center, including registration in NCWorks Online, career planning and/or counseling, skill development, referral to jobs and WIOA training assistance. Mountain Area Workforce Board works collaboratively with the Local Area economic development organizations, NC Department of Commerce Division of Workforce Solutions, NC Community Colleges, Jobs for NC Graduates and others in the region to provide the best services possible to dislocated workers and employers for Rapid Response and the Trade Adjustment Act. Duplicative services are prevented by being able to see activities and case notes of all programs implemented in NCWorks, as well as TAA Case Managers and WIOA Case Managers work closely together at the Career Centers.

8. Briefly describe how the NCWorks Career Centers serve military veterans.

Disabled Veterans Outreach Program staff and Local Veteran Employment Representative staff are either directly housed in the Tier I Asheville and Henderson County NCWorks Career Centers. They have regularly scheduled dates for office hours in the smaller NCWorks Career Centers in Transylvania and Madison Counties. Veteran preference is provided as mandated by law in all of our Career Centers as it relates to Workforce Innovation and Opportunity Act (WIOA) funds and services. In addition, we work closely with local Veteran Services organizations in the Local Area to make sure outreach is being accomplished and services and resources are being deployed as needed.

9. Briefly describe how the NCWorks Career Center serve persons with disabilities.

The NCWorks Career Center with operators and partners comply with Section 188 of non-discrimination and the Americans with Disabilities Act regarding the physical and programmatic accessibility of facilities, programs and services by providing technology and materials for individuals with disabilities including virtual access. The Local Board provides Equal Opportunity Training on an annual basis and more frequent when requested, as well as online information review during the year. The virtual activities implemented by the State, such as Live Chat and Capture Documents are helpful in assisting more individuals with disabilities, especially for those that may have difficulty in visiting the office regularly. Many scheduled workshops are provided by the Career Centers such as the 50+ program, resume building, counseling, soft skills and more.



10. Briefly describe the integrated service delivery strategy for serving employers and how the Local Area WDB staff and staff within the NCWorks Career Center coordinate outreach strategies and services to maximize resources and prevent duplicative services.

The NCWorks service delivery model focuses on customer service and is organized around services to customers. It is a system in which WIOA Title I Adult and Dislocated Worker programs and the Title III Wagner Peyser Employment Services program are the operational backbone of NCWorks Career Centers. NCWorks Career Centers will employ integrated staffing and technology to generate an integrated customer pool and flow. This system is focused on offering value added, cross trained staff assisted services at Career Centers which are continuously promoted and provided until the customer's goal has been achieved. NCWorks Career Center staff is organized by function with the purpose of serving customers efficiently and effectively. Staff organized by function is cross-trained, so that all center staff has the capacity to serve all customers and is knowledgeable about all services that the NCWorks Career Centers offer. The Career Center Staff has also been trained on virtual activities for better engagement and communication with customers and participants. The virtual activities include Live Chat and Capture Documents on NCWorks, which was implemented due to Covid. The Staff is trained in the integrated services delivery system model fully in NCWorks by the Onboarding process developed by NC SuperUsers, which can take a week or more depending on the new staff. We want them to feel comfortable with the system and the program. Then they are allowed to work in the training system in NCWorks immediately. At this point of completion, they are given full access to NCWorks.gov. The new staff work with a WIOA Case Manager to begin enrollments in the WIOA Program. Once the new staff is on their own, they will receive daily and weekly follow up training. This training continues for all WIOA Case Managers as needed, daily, weekly, quarterly by email, phone, virtual platforms and in person. This availability by the local SuperUser for this kind of timeframe has proven to be very affective with consistency leading to better performing WIOA Case Managers.

11. Describe Local Area WDB strategies and services that will be used to strengthen linkages between Local Area WDBs and the NCWorks Career Center system and unemployment insurance programs. [WIOA Section 108(b)(4)(A)(iv)]

Local area strategies and services used to strengthen linkages between Boards and the NCWorks Career Centers with unemployment insurance programs are through the one-stop partners identified in WIOA, Temporary Assistance, Trade Adjustment Assistance Programs, Unemployment Compensation Programs, Reentry Employment Opportunities and Second Chance Act Programs. These programs work together with co-enrollment and meetings for updates and shared information to better insure the services to participants such as payment, counseling, job search, training and more.

12. Attach a flowchart for services – flowchart must include:
- initial one-on-one interviews with customers,
  - NCWorks.gov dual registration,
  - skills assessments, and
  - determination of the need for further services.

Name document: Local Area WDB Name Services Flowchart 2022.

Service Flow Charts for the NCWorks Centers in the Mountain Area Region are attached in WISE.

13. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b) (A (iii))] Name document: Local Area WDB Name NCWorks Career Center MOU.

The Memorandum of Understanding(s) between Mountain Area Workforce Development Board and the NCWorks Career Centers are attached in WISE.

14. Describe the Local Area WDB's method for providing oversight to include:

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and The Workforce Development Board's method of oversight and review is frequent monitoring on a daily basis and reaching out to the WIOA Case Managers for discussion, correction, addition. Training is providing on a quarterly basis and more frequent as requested. Customer Service Training is provided at the NCWorks Career Centers periodically and pre request and Equal Opportunity Training is provided on an annual basis and more frequent as requested. Career Center meetings are held monthly and as requested to better insure process consistency, sharing information, center certification, job fairs, employer code implementation and more.
- b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

The Workforce Development Board facilitates access to services and programs through NCWorks Career Centers by one-stop partners identified in WIOA. WIOA Title I Adult, Dislocated Worker, Youth and Job Corps, Youth Build, Indian and Native American Program, National Farm Worker Jobs programs, Migrant and Seasonal Farm Worker programs, WIOA Title II Adult Education and Family Literacy program, WIOA Title III Wagner Peyser Employment Services program, WIOA Title IV Rehabilitation Act Title I programs, Local Veterans Employment Representatives and Disabled Veterans Outreach program, Senior Community Service Employment Program, Temporary Assistance for Needy Families, Trade Adjustment Act program, Unemployment Compensation program, Reentry Employment Opportunities, Second Chance Act programs.

15. Describe how NCWorks Career Centers are using virtual technology to provide integrated, technology-enabled intake and case management information systems for programs carried out under WIOA, and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]

The NCWorks Career Centers are using virtual technology to provide integrated, virtual enrollment services with the Live Chat session and Capture Documents to give and obtain information. The virtual enrollment allows the potential participant to upload eligibility documents to the NCWorks system at their convenience through Capture Documents. There is also a mobile application in place. The Eligibility Explorer Application will be implemented in April 2022 for individuals to apply to any and all programs applicable. This information will be converted to the original application for processing by the Case Manager. The Case Managers are able to implement the WIOA policy and guidelines in person or virtually with the new Eligibility Guide Policy released. All case notes are provided on the case management system in the process to better serve an array of public assistance programs to the unemployed, job seekers, etc. The Sapphire update to NCWorks allows information submitted to other programs to be moved to the WIOA application as prompted. The update also provides a more informative outline to job seekers and a more user friendly system to employers and providers.

Additionally, NCWorks-Asheville provides the following services virtually:

- RESEA (Reemployment Services and Eligibility Assessments)
  - o Includes an initial one-on-one assessment of a claimants' continuing UI eligibility, confirming employment status and a review of the claimant's work search activities
  - o After two weeks, we conduct a follow-through RESEA appointment to track claimant's progress
- EAI (Employability Assessment Interviews)

- o Provides concentrated reemployment services to claimants receiving UI benefits. The EAI program is mandatory for persons receiving UI benefits. EAI claimants must be scheduled within four (4) weeks of their first payment of (UI) benefits for program services
  - Orientation to NCWorks Career Center services
- o Register customer in NCWorks.gov
  - Set up a Personal Profile for job seeker
  - Conduct a job search, giving referrals to open positions as requested
  - Set up Virtual Recruiter
- o Create a new resume or update an existing one
  - Upload into NCWorks.gov profile
- o Set up email account
- o Discuss WIOA training opportunities
  - Refer to training providers
- o Career assessment and guidance
- o Job market information
- o Interview practice and preparation
- o Referral to community agencies for child care, transportation, housing, etc.
- Virtual job fairs for job seekers and employers
- WIOA case management
- Explain unemployment process and direct to Division of Employment Security for assistance
- Job seeking skills workshops
- o Finding the Fit with the Myers-Briggs Type Inventory
- o Identifying Career Interests
- o Interviewing for Success
- o Job Search Strategies for Experienced Workers
- o LinkedIn – Networking in the Virtual World
- o Mastering Online Applications
- o Networking – The Most Effective Way to Find a Job
- o Virtual Interviewing
- o Write a Winning Resume
- Mock Interviews with job seekers
- Computer labs with microphones and cameras for private, virtual interviews between job seekers and employers
  - For employers, assist with setting up an NCWorks.gov account
- o Create/post job openings
- o Search for candidates/resumes
- o Set up Virtual Recruiter

The NCWorks Career Centers rely heavily on online services to serve customers. The Virtual Job Shadow tool is used to assist in career exploration, job shadowing, as well as job search and resume assistance. Additionally NCWorks.gov is utilized as the main data management tool. This platform is used for job search, virtual job recruiter, resume assistance, labor market information, as well as usage as the intensive case management tool for WIOA enrolled individuals. Business customers also use NCWorks.gov to post positions, set up virtual recruiters as well as advertise upcoming job fairs etc. These NCWorks Centers also use ACT Workkeys Curriculum to assess and gain needed workplace skills. All of the above are offered online and conducted remotely. Finally customers are assisted by providing wireless internet, and a video camera for needed access to video cameras for job interviews, etc

NCWorks Career Center Madison along with the other Career Centers has the ability to utilize virtual meeting platforms such as Zoom and Microsoft Teams to meet with customers and partners when needed. Virtual meetings and meetings by phone are options that are offered to clients who are interested in job search or other resources if they do not want to visit the NCWorks office in person. Job seekers are assisted in preparing for Zoom interviews with employers by scheduling practice interviews with them at the Career Centers so they can be more comfortable with the technology. Job seekers who do not have reliable technology access can use the Career Center's technology resources such as internet, computer, camera, and microphone for virtual interviews. WIOA Case Managers and clients have the ability to sign documents electronically. Clients have the ability to upload eligibility documents to their own NCWorks.gov account for consideration without having to bring them to the office in person. Phones, email and text messaging are utilized to stay in contact with customers and distribute information with PII always taken into consideration per policy. On a regional level, Constant Contact is utilized to send out bi-weekly newsletters to the Mountain Area Region of upcoming events and jobs in the area. NCWorks Career Centers use Constant Contact to promote specific events, trainings and jobs that may be of interest to clients. They continue to connect with job seekers and the community through Facebook by sharing relevant articles on employment issues, promoting training and educational opportunities at A-B Tech, and promoting local job opportunities.

16. How does the Local Area WDB use data to monitor and track performance measures for serving individuals and business? Be specific about what systems are used, how regularly the Local Area WDB looks at these sources, and how the Local Area WDB might change the strategies based on the data. The Local Area WDB reviews data to monitor and track performance measures for serving individuals and businesses and then shares this on a weekly basis with Career Centers and WIOA Case Managers and shares on a monthly basis with Board Members. The reporting systems in NCWorks and FutureWorks are regularly used as sources of information to determine a needed strategy depending on performance measures collected. NCWorks reports are used to collect information on Employer Codes and Employers registered then discussed with Business Services and Career Centers on ideas of how more Employer Codes can be added to the system and how more Employers can be contacted more often along with contacting the ones not registered to work with them on registering in NCWorks. FutureWorks reports are used to collect information on employment, median earnings, credentials and measurable skill gains then discussed with the WIOA Case Managers to implement ideas on more enrollments, employment, credentials and higher wages for their participants. These discussions lead to many ideas of how to work together, serve the participants better and marketing ideas with diversity, equity and inclusion.

## V. **Employer Services**

1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:
  - a. Utilizing regional and local employer data to inform priorities. The employer services team at the NCWorks Centers take job orders from employers. If the employer is not registered in NCWorks, the Center staff assist in registering the employer. All job orders are verified before being made public, first to veterans and then to the general public. Job orders are reviewed daily by career center staff and publicized internally and externally to staff, job seekers, and workforce partners via email, social media, whiteboards, newsletters and announcements. Business service representatives also take job orders or refer the employer to an NCWorks staff person. The NCWorks' staff and Board's Business Services Representatives make every effort to be flexible

with an employer's time and resources and will visit their worksite on request to assist with creating an NCWorks.gov account, posting job openings and recruitment of applicants. The Workforce Operations Specialist assists employers and providers as needed and when necessary to assist Business Services and entering employer codes to utilize the system for reporting all initiative taken with all employers.

- b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services. The Business Services Representatives assist agricultural businesses by referring businesses to the NC Commerce, Agricultural Services Representative for the Western NC Region. The Agriculture Representative assists business with recruitment and hiring of seasonal and migrant workers, H2A Visas, training, regulations and compliance, safety, and migrant housing. The Business Services Representatives are not involved with foreign labor staffing. Land of Sky Regional Council recently implemented this program by hiring a staff person to oversee Foreign Labor. The NCWorks Centers also make referrals to the Agriculture Representative and assist with job postings. Most recently Henderson County NCWorks Career Center provided interviewing days for BrightFarms, a new hydroponic greens grower and the Business Services Coordinator met with the recruiting director to assess future workforce needs and feature the company in the monthly NCWorks newsletter. In addition the Coordinator provided introductions to area workforce resources.
  - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)]. The Board has developed many partnerships with education, economic development and employers both within and outside the local area. Asheville Buncombe Technical College and Blue Ridge Community College are the Board's Dislocated Worker and Adult contractors. The Board has a contract with each college for delivery of services for short and long term education and training, and the administration of the Governor's Finish Line Grants initiative for supportive services. During the previous two program years, the Board has made a concerted effort to acquire additional grants for funding such as the Early Childhood Education Program, and staff support for Work-based Learning/Apprenticeships, On the Job Training and Continental's projected closure. The Board maintains a good relationship with the Asheville Area, Madison County, Henderson County and Transylvania County Chambers of Commerce. The Board's director and workforce staff meet monthly as part of the Asheville Chamber's Advocate's Group. Over the past year the Board's Business Services staff have attended more chamber meetings and events in the four county area in an effort to be more informed and to build partnerships. In addition, the Board's director and workforce staff communicate with the Madison County Economic Development Authority, the Asheville-Buncombe County Area Economic Development Coalition, Henderson County Partnership for Economic Development and the Transylvania Economic Alliance. The Asheville Chamber's economic region includes Haywood County and our Board works closely with the Southwestern Commission's Workforce Development Department. These relationships foster regional collaboration with many projects, grants and best practices.
  - d. Including Historically Underutilized Businesses. The efforts of the Business Services Representative have been to utilize the programs and NCWorks to better assist underutilized businesses in their marketing, training and efforts to introduce job seekers to businesses historically unnoticed but necessary for the community. Business Services as well as the Career Centers reach out to businesses each week to introduce themselves and how the NCWorks system can help their sector along with offering to assist in registration and give detailed information on the programs available.
2. Please describe the efforts of the Local Area WDB staff, Employer services staff and career center staff have made to deliver business services on a regional basis in the following areas:
    - a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

- b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.
  - c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]
    - a. The MAWDB in conjunction with the Asheville Area Chamber of Commerce, holds two large-scale job fairs (WNC Career Expos) in the spring and fall of each year for the local area and adjacent counties. Supporting partners include the NCWorks Career Centers.. The Expos typically register 150-165 employers and net 1,000-1,500 job seekers. The Board and Chamber publicize the Expos on radio, in print, and on social media and through the NCWorks System using Constant Contact. Last year, the Board and Chamber began experimenting with a separate time for high school students to visit the Expos as part of career awareness. The Board and Chamber have begun alternating the location, using the Harrah's Cherokee Center in downtown Asheville and the WNC Agriculture Center in south Asheville for convenience and to draw diverse audiences. In addition to the WNC Career Expos, each NCWorks Center hosts several job fairs each year and NCWorks-Asheville host two Veterans job fairs each year. There will be one held in Pack Square in March 2022. Many employers host their own job fairs and the Board assists in publicizing their events and in some cases board staff attend and assist with the job fairs. The Buncombe County Career Center holds and assists in many job fairs with local companies including the Post Office. In an effort to serve the experienced worker population, NCWorks-Asheville, the MAWDB, ABTech and AARP host a job fair for experienced workers in May. The Experienced Worker Initiative is a collaboration between NCWorks, MAWDB, and AARP to provide training and support for older workers navigating the current world of job search. Cohorts of experienced workers receive advice and support that equips them to conduct successful job searches. This age group is expected to remain in the workforce much longer than their parents did. They will be an important source of talent for regional employers given the numbers of people that have and will retire in WNC. In conjunction with the economic and development partners, information collected from reporting, surveys and studies is shared between the Board to better target and assist areas and companies hard hit by lack of employment and training better employees.
      - b. Efforts are made to introduce many veterans to programs that can assist along with foreign labor recently set up at Land of Sky and agriculture needs being met out of primarily Henderson County.
      - c. In reference to Rapid Response the Local Area has a plan in place where the Business Service Representative along with the Regional Director and Local State Analyst work together to assist and work through companies in possible need of closing and layoffs with meetings to share information to employers and their employees. The Workforce Operations Specialist works closely with this group and the Case Managers along with their participants to be able to better inform and serve their needs with co-enrollment in TAA and WIOA. Business Services stays informed on struggling and at risk businesses in the community by reaching out on a regular basis and identifying issues to assist in need to avert layoffs.
3. Please describe employer-focused partnership efforts in the areas of education and training and economic development in the following areas:
- a. Enhancing the use of On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and other work-based learning opportunities to support the regional economy and individuals' career advancement.
  - b. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]
  - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

AB Tech and Blue Ridge Community College are the Board's Dislocated Worker and Adult contractors. The Board has a contract with each college for delivery of services for short- and long-term education and training, and the administration of the Governor's Finish Line Grants initiative for supportive services.

The Board has made a concerted effort to acquire additional grants for funding the UpSkill WNC Program, the Early Childhood Education Program, and staff support for Work-based Learning, On the Job Training, Apprenticeships, Incumbent Worker Training and Continental's projected closure. a. The Board maintains a good relationship with the Asheville Area, Madison County, Henderson County and Transylvania County Chambers of Commerce along with local educators and employers to implement more access and enhance Youth On the Job Training, Youth Job Shadowing, and Youth Apprenticeships by sharing more information with employers and young job seekers for a better understanding to lead to better employment and higher wages to better support themselves and their families.

The Board's director and workforce staff meet monthly as part of the Asheville Chamber's Advocate's Leadership group. b. Over the past year the Board's business services staff have attended more chamber meetings and events in the four county area in an effort to be more informed and to build partnerships. In addition, the Board's director and workforce staff communicate with the Madison County Economic Development Authority, the Asheville-Buncombe County Area Economic Development Coalition, Henderson County Partnership for Economic Development and the Transylvania Economic Alliance to coordinate entrepreneurial business and microenterprise services. The Asheville Chamber's economic region includes Haywood County and our Board works closely with Southwestern Workforce Development Board and Region C Workforce Development Board. These relationships foster regional collaboration. The On the Job training for Adult and Youth has been an addition to the support for the regional economy and individual's career advancement. The Incumbent Worker Training has been a success this year with many companies involved in selecting individuals to enroll in this opportunity for a better career. The Local Area is working on accessing more opportunities and ways to address Youth Apprenticeships to be able to start young individuals on their way to a successful career with higher wages to better support themselves and their families. c. The Local Area is participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers such as Raybow USA, education partners and economic developers in the local and regional area to increase knowledge of the programs to assist in finding individuals the training they need for their career, better employment for job seekers, better trained employees for employers and overall success for the entire community for a better life.

## VI. Performance

U.S. Department of Labor (USDOL) has the following WIOA Performance Indicators:

- Employment Rate – 2nd Quarter After Exit
- Employment Rate – 4th Quarter After Exit
- Median Earnings – 2nd Quarter After Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers (system-wide measure, not program specific)

1. Examine the Local Area WDB's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2021 and prior Program Years. (Reports available via Future Works)

- a. What are some of the factors in the Local Area WDB that impact performance levels both positively and negatively? Be sure to consider factors such as the unemployment rate, factory closures/openings, economic development recruitment, retention and expansion efforts, regional industry growth priorities, and weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area WDB's performance.

(Note: Provide at least two examples of positive factors and two examples of negative factors that have impacted the performance levels in your Local Area WDB, with an explanation of each).

Mountain Area Workforce Development Board is committed to meeting or exceeding federal performance measures. Performance measures are impacted by many different factors, some of which are beyond the control of the Local Area such as the affects of Covid. When unemployment decreases, the greater share of the number of job seekers we serve have barriers to employment since most other individuals are already employed. The local job market impacts performance in many different ways since the availability and quality of employment opportunities are impacted by the economy. When the number of individuals in the performance pool is relatively low, for example dislocated workers, then a slight change by a few individuals can have a significant impact on the performance measures in a positive or negative way. During Covid the performance levels were greatly affected due to all of the closures. The dislocated worker numbers are increasing some with the endemic nearing and will have a more positive outcome on performance. The positive impacts on performance levels for our Local WDB have been co-enrollment with Adult and Youth and TAA and WIOA. This has increased the enrollment numbers, funding opportunities, credentials, wages and employment. The virtual opportunity for possible participants has also improved the interest, engagement and enrollments. The negative impacts on performance are still barriers such as childcare with the decrease of interest in this sector and especially transportation which may become worse with the increase in gas prices. There will be a future impact on performance with a large layoff in the area by Continental in April 2022.

- b. Discuss whether or not participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area WDB. If so, how do these differences impact service delivery and performance?

The participants that are served and/or enrolled as a result of Covid differ in the characteristics who have historically been served in that the job seekers that are in search of assistance are more desperate when they are unable to obtain assistance. Also, there are more searching for a position with a salary increase, seeking a more stable position than in the past, more are searching for a change in careers, more want a position for a company that was declared as "essential" for the pandemic and many want a remote position. Teleworking and entrepreneurship are especially of interest to most due to a flexible schedule which studies show that individuals would rather have than higher wages. This is due to during the pandemic individuals learned to live with less. The service providers serve more potential participants and customers online with the virtual additions to the NCWorks systems, such as Live Chat and uploading documents in Capture Documents for qualification in the Workforce Innovation and Opportunity Act program. The virtual aspect assists in service delivery to more and easier access creating performance increase.

- c. Discuss how your Local Area WDB's industries and business sector have been impacted by COVID-19.

(Note: Include which industries and businesses have been permanently affected, which are recovering or perhaps are expected to recover, and how these industry changes may impact how the Local Area approaches serving its participants).



The local industries and businesses that have been impacted by Covid are restaurants, hotels, hospitality and tourism, small businesses that were unable to obtain the Paycheck Protection Program. Most of the restaurants and small businesses that did not receive assistance have closed permanently. There have been several retail stores closed and a few businesses that were going to open that did not. The largest company in the local area being the hospital has been impacted, as well, due to loss by change in careers due to Covid, deaths and relocation due to finances. The hospital is reaching out to traveling nurses and anyone just out of school and training. The Healthcare and Hospitality and Tourism sectors are our largest Career Pathways along with the Commercial Driver's License. We have enrolled many individuals recently for their Commercial Driver's License. Local change has been impacted by this due to our area being a tourist destination and retirement area but our community is expected to recover and is on it's way. Our WIOA Case Managers counsel individuals on the importance of the area's pathways and how they can be a pathway for them to training, a better career, higher wages and a better life. The businesses that have been permanently affected in our local area are Restaurants and Retail. There are many that have closed permanently and some filing bankruptcy. The Payment Protection Program has enabled some businesses to defer closing, at this time, but the economy will have to reopen for most to be able to stay opened. The fast food restaurants will be able to recover, as their drive thru has kept them afloat. The Retail Industry has been affected in an extreme way due to the lack of income to make unnecessary purchases. The Online Sales has kept some retail stores in business, such as Walmart. During initial layoffs due to COVID, the Business Services staff made phone calls and on-site visits to companies designated as at-risk by NCCommerce. Some of these companies closed and others were provided referral services for assistance. Companies raised wages to entice job seekers to work, but it didn't seem to help and it raised the prices of merchandise at the same time. Now just nearing the endemic, we have found the prices have went up 6-12% inflation and the rise in gas prices due to Russia invading Ukraine. This will not help to get job seekers back on their feet who already suffer from barriers in transportation and childcare and now the increase in prices. Land of Sky Regional Council is working on a Vanpool program to assist with transportation in the community. Also, Land of Sky was awarded a grant for Early Childhood Development to be able to assist the community in this greatly needed sector.

2. What strategies and methods are in place to maintain or improve performance?

**(Note:** Include information about tracking performance, ensuring accountability of positive performance outcomes, and training. Consider including the following information: Who is responsible for tracking performance? Which reports are reviewed? Are Future Works reports used? If so, how often? How are staff held accountable? How often is training provided to staff)?

The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker, as well as Youth performance outcomes and training expenditure requirements begins with the Request for Proposal process. Macro-economic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid. WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a monthly basis, by the Workforce Operations Specialist, to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis as well as weekly when needed for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews participant's files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews performance reports on a weekly and monthly basis with discussions occurring continually on possible opportunities to improve performance outcomes individually and to meet training expenditure requirements. Daily information is shared with the service providers from NCWorks and FutureWorks Reporting to better serve the community and to improve file information and performance as well

as diversity, equity and inclusion and how it affects performance positively when information is shared and negatively when barriers are in place. FutureWorks Dashboards and Equal Opportunity Reporting are shared with the Board Members. The Credential Reporting from the Roster in FutureWorks is used to follow up on credential completion and insertion to NCWorks. Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis along with Adult Priority of Service and Data Integrity Measures. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures, including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services. The employment, median earnings, credentials and measurable skills gains are recorded in the 2nd and 4th quarters by the State, which impact performance numbers. Our regional contractors have done well in their performance measures, including the newest of these being measurable skills gains, which the Workforce Operations Specialist required two years before the State set goals. All WIOA Case Managers are expected to make improvement in necessary areas on a quarterly basis.

The primary importance of the performance measures is employment which the Local WDB maintains our goal to assist in serving all individuals in our community to ensure them training and employment with higher wages for a better life.

3. In the event the Local Area WDB is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.

**(Note:** This question is intended to be hypothetical and is seeking what plan the Local Area WDB has in place to address failing performance if it were to occur. Answers should address how the Local Area WDB monitors performance, communicates with staff, strategies for training and/or addressing potential issues, and follow-up accountability measures).

The Local Area reviews performance on an on-going basis through NCWorks and FutureWorks Reporting and Rosters. WIOA Case managers are notified on a regular basis of any issues with performance. The Local Area holds quarterly case managers meetings, and weekly if needed, where performance is reviewed and information is shared on how to improve performance, along with training. The Local WDB is dedicated to meet and exceed goals set. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews the individuals in the performance pool and emphasizes to the Case Managers the importance of follow up, especially in the 2nd and 4th quarter, where the State pulls the Performance Measures for employment, median earnings, credentials and measurable skills gains. Individuals are offered follow-up services and provided other opportunities to maintain employment, earn a post-secondary credential and to increase their wages. The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker and Youth performance outcomes begins with the Request for Proposal process. Macro-economic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid.

WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a daily basis to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews participant's files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board reviews performance reports

on a monthly basis and discussion occurs continually on possible opportunities to improve performance outcomes and to meet training expenditure requirements. Daily information is shared with the service providers from NCWorks and FutureWorks to better serve the community and to improve file information and performance. FutureWorks Dashboards and Equal Opportunity Reporting are shared with the Board Members, as well as the Credential Reporting is used to follow up on credential completion and insertion to NCWorks. Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services. The employment is recorded in the 2nd and 4th quarters, which impacts performance numbers. If the performance numbers are impacted negatively, the WIOA Case Managers are expected to improve performance within the next two quarters. If no improvement at that point, a letter will be sent to the Supervisor to inform them of the issue and if continued a Request for Proposal may be sent out.

4. How is performance information shared throughout the hierarchy of staff? Please detail how the Local Area WDB addresses performance data in its relationship with its service provider(s) and how case managers are using performance data to drive Local Area WDB performance.

**(Note:** This question should address how frequently [monthly, quarterly, etc.] performance information is shared and by what method/medium [e.g. print-out, electronically, verbally through meetings, etc.], how the performance information shared may differ for the various levels of staff at the Local Area WDB, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis by email, reporting, in person and virtual meetings, print outs and phone conversations. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. The Local WDB is dedicated to the goals we have set with the State and different counties have different performance measures such as rural counties have a transportation barrier due to the fact of less public transportation so this decreases in some aspect the performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services, which the employment is recorded in the 2nd and 4th quarters and impact performance numbers positively. The Local Area reviews performance on an on-going basis through NCWorks and FutureWorks. WIOA Case managers are notified on a regular basis of any issues with performance, weekly and monthly. The Local Area holds quarterly case managers meetings where performance is reviewed and information is shared on how to improve performance, along with training. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews the individuals in the performance pool and emphasizes to the Case Managers the importance of follow up, especially in the 2nd and 4th quarter. Individuals are offered follow-up services and provided other opportunities to maintain employment, earn a post-secondary credential and to increase their wages. The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker performance outcomes and training expenditure requirements begins with the Request for Proposal process. Macro-economic and social conditions

beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid. WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a daily basis to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews participant's files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board reviews performance reports on a monthly basis and discussion occurs continually on possible opportunities to improve performance outcomes and to meet training expenditure requirements. Daily information is shared with the service providers from NCWorks and FutureWorks to better serve the community and to improve file information and performance with diversity, equity and inclusion. FutureWorks Dashboards and Equal Opportunity Reporting are shared with the Board Members, as well as the Credential Reporting is used to follow up on credential completion and insertion to NCWorks. Performance is shared among the Board and Stakeholders in each of the board packets for the Local Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services. The employment is recorded in the 2nd and 4th quarters, which impact performance numbers and develop various levels of staff in an outreach to meet their assigned goals.

5. The Measurable Skill Gains (MSG) measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Local Area WDB makes use of the information the MSG measure provides as a means of ensuring the Local Area WDB achieves its Credential Attainment indicator goal.

**(Note:** For this question, describe the methods and/or strategies in using the MSG measure as a means of tracking Credential Attainment. Who is responsible for tracking the MSG performance indicator? Are the Roster Reports in FutureWorks utilized? If so, how? Who is this information provided to, and then used by, career advisors, the Local Area WDB, or other staff.)

The Local Area Workforce Operations Specialist constantly monitors the Board's performance measures, including the Measurable Skills Gain to meet the Credential Attainment and reviews opportunities to increase measurable skill gains for participants, including direct communication with WIOA Case Managers to remind them to enter a Measurable Skill Gains with documentation, which they are much more proficient at now. The NCWorks and FutureWorks system reporting and roster for credentials and measurable skill gains is utilized to follow up on the insertion of these items for each participant. The Roster in FutureWorks is the most valuable tool for follow up on credentials and measureable skills gains. The Workforce Operations Specialist is responsible for the Performance Measures and started the Measurable Skills Gains implementation 2 years before necessary for State goals to be at a more proficient measure at this time. The Workforce Operations Specialist also follows up on these measures on a daily and weekly basis to ensure the input is recorded and uploaded and checks the FutureWorks Roster for comparison.

6. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Eligible training providers have been reviewed in the past when they registered, yearly additions and every 2 years for detailed updates. The customers are

provided with a list of the providers by the WIOA Case Manager during the initial assessment to determine the goal of the customer and assist in career advancement. The State is now overseeing and addressing this area per ETPL Policy CPS 11-2021.

7. Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Local Area WDB Name ETPL Policy.

A copy of the Mountain Area Workforce Development Board’s Eligible Training Providers Policy is attached. Mountain Area Workforce Development Board Policy Statement 2022 Number 1 “Policy Statement Regarding the Approval of Training Providers (excluding OJT, customized training, incumbent workforce training, work experience and transitional training)” was adopted January 25, 2022 and this local policy dictates the procedures regarding the selection and approval of training providers. (The North Carolina Department of Commerce Policy CPS 11-2021 PS 06-2019 revised June 17, 2019, revised November 10, 2021.) Part 2 Section A Section 122 of the Workforce Innovation and Opportunity Act (WIOA) specifies the criteria, information requirements, and procedures regarding the determination of eligible providers of training services under WIOA. While the state has responsibility for the determination of the list of eligible training providers, Part I Section B-WDB’s must work in conjunction with the State to establish criteria and information requirements in addition to those requirements established by the Governor and to make participants and employer aware of Consumer Choice per CPS 11-2021 Definitions number 2. Section 122 (b) (3) permits local Boards to establish criteria and information requirements in addition to those requirements established by the Governor. After the prospective training provider has completed the NCWorks training service provider’s registration online and been approved by the state for the list of approved training providers, the Mountain Area Workforce Development Board requires that applicants seeking to be approved as training providers within the region also submit their information by responding to a questionnaire. All competent training providers offering in demand occupational training are considered by the Local Area and Career Counselors, after they complete a standard questionnaire. The questionnaire included in the Board Policy Regarding the Approval of Training Providers solicits basic information regarding the potential training provider, including their financial stability and their occupational training programs.

## VII. **Equal Opportunity**

1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color, or national origin. [WIOA Section 188]  
The process to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin is through Equal Opportunity training and review. The training process is scheduled on an annual basis and more frequent, if requested. There are assigned online information review during the year, as well. FutureWorks Reporting provides the the Workforce Operations Specialist to share the individual breakdown with each WIOA Case Manager to better training diversity, equity and inclusion.
2. Attach the Local Area WDB’s current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR 38.35]. Name document: Local Area WDB Name EO Complaint Grievance Procedure.

*The Mountain Area Equal Opportunity Complaint Grievance Procedure is attached in WISE.*

3. Describe the methods used to ensure local Equal Opportunity procedures are updated. The Workforce Operations Specialist ensures that Local Equal Opportunity procedures are updated by visiting the Contractors on an annual basis to verify materials and services are in place and files are monitored on daily basis for Equal Opportunity procedures and documentation with discussion among the WIOA Case Managers on equal opportunity and diversity, equity and inclusion. The State provides training on an annual basis. Local Board training is provided as needed, along with online training during the year.

## VIII. Adult and Dislocated Worker Services

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.
  - a. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.
  - b. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]
    - a. The Mountain Area's vision for serving WIOA eligible Adults and Dislocated Workers includes excellent customer service training and diversity, equity and inclusion training and equal opportunity training all when needed, high level goals in performance and measurable skills gains areas, continual training in NCWorks and WIOA, expanded dislocated worker vision with stop gap and 13 consecutive weeks unemployed, justice involved or training and daily discussions with WIOA Case Managers on files improvements, corrections, ideas and accomplishments. These objectives will increase and improve employment outcomes in this population due to more knowledgeable staff and increase in service with completion of training and employment opportunities. This will better serve the employer's need of a well trained employee and higher wages for this employee. The importance of excellent customer service is shared with the providers to increase the communication with the public. Business Services contacts the local employers on a regular basis and provides a list of existing employment needs online as well as training needs. They also keep the employers and providers well versed on the registration process in NCWorks.
    - b. The Workforce Operations Specialist makes herself readily available to assist Business Services with employers and providers as well as the WIOA Case Managers with participants to address any weakness identified to serve all involved and provide the information and tools to succeed.
2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery.
  - a. Identify any service provider contract extensions.

**Note:** While Final Regulations Section 679.410 (b) and (c) provide exceptions to the competitive procurement process, Local Area WDBs *must* have an arm's-length relationship to the delivery of services. Mountain Area Workforce Development Board released a Request for Proposals (RFP) for One-Stop Operators, which was integrated in the Request for Proposals for WIOA Adult and Dislocated Worker Services on February 18, 2019. Contracts were awarded at the Board meeting held on June 25, 2020 for program operations to begin July 1, 2020. The contract term is for one year, renewable in one year increments for up to three years. There is a Request for Proposal to be sent out March 2022 for three years. The process begins with the Notice of Solicitation published in a regional newspaper (print and online) announcing the WIOA funding opportunity to operate Adult and DW programs. Once the notice is published, the Request for Proposal is distributed via the Bidder's List, and posted

to the [www.mountainareaworks.org](http://www.mountainareaworks.org) and [www.landofsky.org](http://www.landofsky.org) websites. After the Bidder's Conference is scheduled questions are accepted and answered. All questions and answers are sent to the Bidder's List. Potential Bidders are required to submit a Letter of Intent to bid. Bidders' proposals must be received by the established due date. Once received, Board members and staff review the proposals and make recommendations to the full Board for selection of contractors' to operate the upcoming program year's Adult and DW programs. The One-Stop Operator selection is included in the Adult/DW Request for Proposal with no funding available to support that designation. Selection of program operators is through competitive procurement and the Board assure an arm's length relationship between the WDB and service delivery by requiring that contractors who are current WDB members abstain from the selection process, do not participate in discussion regarding selection of program operators and do not move, second or vote to approve contractors for the upcoming program year. As a small region with limited funding, the WDB does not allow profit from the WIOA contracts. This limits the bidders who are interested in submitting proposals to operate programs.

Our Local Board Competitive Procurement policy ensures a competitive procurement process to select providers of Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Workers and Youth services, as well as, for the operators of local, certified NCWorks Career Centers in the Mountain Area Region using the Workforce Innovation and Opportunity Act (WIOA) Final Regulations and to allow the one-stop operator selection process to align with the Mountain Area competitive procurement process for selection of providers of Adult, Dislocated Worker and Youth Services, which requires the local area to undertake a request for proposal process to competitively procure programs and to contract with Board-approved providers for up to three-years, with the initial contract period being one-year, with two extensions of one-year each, based on Board approval.

3. Provide the date and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract (one-four years).

Mountain Area Workforce Development Board released a Request for Proposals (RFP) for One-Stop Operators, which was integrated in the Request for Proposals for WIOA Adult and Dislocated Worker Services on February 18, 2019. Contracts were awarded at the Board meeting held on June 25, 2020 for program operations to begin July 1, 2020. The contract term is for one year, renewable in one year increments for up to three years. There is a Request for Proposal to be sent out March 2022 for three years. The process begins with the Notice of Solicitation published in a regional newspaper (print and online) announcing the WIOA funding opportunity to operate Adult and DW programs. Once the notice is published, the RFP is distributed via the Bidder's List, and posted to the [www.mountainareaworks.org](http://www.mountainareaworks.org) and [www.landofsky.org](http://www.landofsky.org) websites. After the Bidder's Conference is scheduled questions are accepted and answered. All questions and answers are sent to the Bidder's List. Potential Bidders are required to submit a Letter of Intent to bid. Bidders' proposals must be received by the established due date. Once received, Board members and staff review the proposals and make recommendations to the full Board for selection of contractors' to operate the upcoming program year's Adult and DW programs. The One-Stop Operator selection is included in the Adult/DW RFP with no funding available to support that designation. Selection of program operators is through competitive procurement and the Board assure an arm's length relationship between the WDB and service delivery by requiring that contractors who are current WDB members abstain from the selection process, do not participate in discussion regarding selection of program operators and do not move, second or vote to approve contractors for the upcoming program year. As a small region with limited funding, the WDB does not allow profit from the WIOA contracts. This limits the bidders who are interested in submitting proposals to operate programs.

Our Local Board Competitive Procurement policy ensures a competitive procurement process to select providers of Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Workers and Youth services, as well as, for the operators of local, certified NCWorks Career Centers in the Mountain Area Region using the Workforce Innovation and Opportunity Act (WIOA) Final Regulations and to allow the

one-stop operator selection process to align with the Mountain Area competitive procurement process for selection of providers of Adult, Dislocated Worker and Youth Services, which requires the local area to undertake a request for proposal process to competitively procure programs and to contract with Board-approved providers for up to three-years, with the initial contract period being one-year, with two extensions of one-year each, based on Board approval.

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2022 using the PY 2022 [Adult/Dislocated Worker Service Provider List](#) provided. Name document: *Local Area WDB Name PY 2022 Adult/Dislocated Worker Service Provider List*. The Mountain Area Local WDB PY 2022 Adult/Dislocated Worker Service Provider List is attached in WISE.

5. Describe the Local Area WDB's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, services delivery, and expected outcomes.

The Local Area has seen a decline in the number of Dislocated Workers served based on data from NCWorks and FutureWorks. Despite the decline in the number of Dislocated Workers, there are still individuals in the Local Area who are unemployed, per the most recent data available from the NC Department of Commerce, Labor and Economic Analysis Division, especially due to Covid. With the endemic nearing, the Local Area is focused on using alternative definitions, already in progress, of Dislocated Workers including Stop-Gap employment and those who have not been employed for thirteen (13) consecutive weeks due to unemployment, justice involved or continuous training. Part of the decline in Dislocated Workers is due to the fact that fewer individuals are willing to enter training and to seek additional education when they are laid off because of their need to work immediately to support their family. The Local Area Career Centers regularly contact those registered on NCWorks receiving unemployment insurance. The Business Services department for the local Board is reaching out to employers to serve with on the job training, apprenticeships, work based learning, incumbent worker training and job shadowing. They are also working with the local Career Centers to assist with Dislocated Workers. The virtual aspect of NCWorks is user friendly to assist job seekers, customers and participants in job search, programs, workshops and enrollment. The Early Childhood Development Grant has assisted the daycare and pre-school sector by enrolling many in training, after losing so many due to Covid. Our goals are to increase our dislocated worker numbers, maintain or increase our adult priority of service and as always assist in the youth group with barriers in work experience, job shadowing, apprenticeships, on the job training and counseling for the right career for each youth individual with the help of Jobs for NC Graduates, NC Community College, Henderson County Disconnected Youth Task Force.

6. Describe the Local Area WDB's method for ensuring that a sufficient number of adults receiving individualized career and training services in the Local Area are from one of the following priority of services categories: public assistance, low-income individuals and individuals who are basic skills deficient. [134(c)(3)(E), 3(24)] Adult Priority of Service is a must for Mountain Area Local WDB due to the assistance needed by individuals in our community and the policy goal of 75% adult priority of service that must be met. There are a sufficient number of adults receiving individualized career and training services by our well trained WIOA Case Managers in the Local Area and they are usually from one of the priority of services categories such as public assistance, low income, or basic skills deficient. But the primary one for our Local Area is public assistance with low income. The Workforce Operations Specialist trains the WIOA Case Managers to co-enroll whenever possible and applicable. This co-enrollment with



Adults, Dislocated Workers and Youth and the required co-enrollment with TAA assists in the assurance that a sufficient number of adults will receive training services.

7. Describe follow-up services provided to Adults and Dislocated Workers.

*Per Training and Employment Guidance Letter (TEGL) 19-16 and Section 134(C)(2)(A), funds described shall be used to provide career services, which shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include - (xiii) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate. The Mountain Area's WIOA staff in the NCWorks Career Centers currently provide follow-up services for Adult and Dislocated workers who have completed WIOA Title I short or long-term training and are seeking employment or have entered employment. Staff conduct these follow-ups in person, by telephone and/or by email if the individual is seeking or entered employment. Follow-up services continue for a minimum of 12 months after exit of the program. Mountain Area Workforce Development Board places significant emphasis on providing follow-up since we recognize most of our clients have many barriers to employment. Counseling is provided by well trained case managers and working with the clients proactively can help the individual remain employed and making progress on their self-selected career pathway.*

Please describe the process for monitoring the service provider in the Local Area WDB. Include details such as how it is conducted, who is involved, and how often. The Workforce Operations Specialist for the Mountain Area WDB monitors the service providers in the the Local Area on a weekly basis. The service provider is monitored on each new enrollment with eligibility documentation including redaction and no color, data validation, self attestations usage, case notes and activities provided correctly. The specialist conducts monitoring on the file when work experience, on the job training, etc. is provided to ensure contracts and documents with a follow up for timesheets and check stubs. The specialist conducts monitoring when a participant is ready to exit for applicable documents with redaction and no color, credentials, closed Plan, closed activities and exit case note. A case note monitoring is conducted every 2 months to ensure contact between the Case Manager and their participants. A follow up monitoring is conducted once per year to ensure follow up is being provided and every two months the Adult Priority of Service with Data Integrity Measures report and Performance Measures are shared with the Case Managers. A self attestation monitoring is performed once per year to ensure documentation results. Work experience and on the job training monitoring are completed half way through each participant'timeframe with on the job training and 10% of the work experience participants.

## **IX. Youth Services**

*USDOL provides funds to states who in turn provide local workforce areas resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or*

skills training credentials, and secure employment with career/promotional opportunities. USDOL and North Carolina’s priorities are:

- *Out-of-School Youth (OSY) – A minimum of 75% of the Youth funds allocated to Local Area WDBs, except for the Local Area WDB expenditures for administration, must be used to provide services to OSY;*
- *Work Experience – Not less than 20% of Youth funds allocated to the Local Area WDB, except for the Local Area WDB expenditures for administration, must be used to provide paid and unpaid work experiences; and a*
- *Focus on Partnering – Co-enrollment encouraged where appropriate with Title II and IV.*

1. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area WDB, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)]

<b>Youth Workforce Activity</b>	<b>For Persons with Disabilities?</b>	<b>Brief Assessment/Model Used</b>	<b>Success Rating</b>
Adult Mentoring for Youth	Yes, The Adult Mentoring with the Youth Group has been very successful in the sense that they are learning more soft skills and employment situations, such as resume writing, interviews, job search, etc. with all categories of barriers, including disabilities.	The Youth Group Model has been used with the Adult Mentoring Activity with much success in soft skills and employment relations, such as resumes, interviews, job search, career options to lead them to employment and careers.	Excellent and will continue this.
Co Enrollment with Out of School Youth and Adult Group	The Co Enrollment for Out of School Youth and Adult Groups has been more helpful to students with barriers, and disabilities, by giving them more access to training for employment as well as increase performance measures.	The Out of School Youth and Adult Group Co Enrollment has had much success in training and employment to lead to careers.	Excellent and will continue this.

WIOA Co Enrollment with TAA participants	This has been helpful to assist more individuals with training and employment including disabled individuals as well as increase performance measures.	The WIOA and TAA Co Enrollment has had much success with Case managers working together to assist individuals in training and employment.	Excellent and will continue this per policy.
Youth On the Job Training and Youth Apprenticeships	This has introduced individuals at a younger age to a career, more training, better wages.	The Youth On the Job Training is becoming a success with more information shared to employers about workman compensation insurance as will the Youth Apprenticeships.	Excellent with two now and will continue to work toward this as a goal for the Youth Committee.

2. Describe how the Local Area WDB’s broad Young Adult (NextGen) Program design is unique to include:
- a. providing objective assessments;
  - b. supportive services needed; and
  - c. developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]

- a. It includes a review of basic and occupational skills, prior work experience, employability potential, and developmental needs. Assessments must also consider a youth's strengths rather than just focusing on areas that need improvement.
- b. Support Services should be reasonable and necessary to enable a participant to take part in services and activities related to the Individual Service Strategy. A Support Service should not duplicate a service a participant could receive from another program in the community.

3. c. Developmental needs are presented with the testing and individual service strategy with objective assessment in workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation. Youth and Adult co-enrollment gives the individual youth more opportunity and access to funding and training. Along with the Youth On the Job Training and Youth Apprenticeships which increase the opportunity to more training and a better career with higher wages. How does the Local Area WDB ensure the Individual Service Strategy (ISS) identifies appropriate services based on the objective assessment and is linked to youth performance indicators, career pathways, and program elements? [WIOA Section 129(c)(1)(B)] How does the provider ensure the ISS is unique to the individual?

Each youth has a comprehensive Individual Service Strategy based on their career goals. The objective assessment will help the youth reach their career goals by obtaining their Diploma or High School Equivalency, earning a post secondary credential and entering into a rewarding career pathway. NCWorks NextGen Youth career advisors work closely with the youth and employers to help the youth find the right career pathway for them. The fundamentals of the NCWorks NextGen Youth Program are Intake, Objective Assessment, Individual Service Strategy and Information and Referrals. Based on individual needs identified through the Objective Assessment and Individualized Service Strategy, youth and young adults are served through an array of Workforce Development services that fall within the fourteen

required program elements of the WIOA. The focus on serving youth and young adults is education, career pathways, career experience, leadership development and wrap around services. Youth performance indicators for post secondary credential attainment, employment and earnings will be met or exceeded by following this framework. Work experience is a fundamental part of the NCWorks NextGen Youth Program since it allows youth and young adults to explore career options and to determine what occupations they like and what roles that are not a good fit for them. Work experience, job shadowing, on the job training and apprenticeships also provide employers an opportunity to see the youth and young adults perform in real life jobs to determine if the youth and young adults could be offered full-time, unsubsidized employment. Work experience along with on the job training and apprenticeships is the most effective training tool available and increasing the work-based learning opportunities available to youth and young adults will help the Local Area more effectively meet performance measures as well as connect them with rewarding career pathways. The Co-enrollment of adult and youth groups give youth more opportunity in training to prepare for their career.

4. Describe the Local Area WDB's strategy to ensure Youth (NextGen) Program activities lead to a high school diploma or its equivalent or a recognized post-secondary credential and post-secondary education and training opportunities. [WIOA Section 129(c)(1)(C)]

The strategy to ensure the Youth NextGen Program activities lead to a high school diploma or its equivalent or more each youth has a comprehensive Individual Service Strategy based on their career goals. The objective assessment will help the youth reach their career goals by obtaining their Diploma or High School Equivalency, earning a postsecondary credential and entering into a rewarding career pathway. NCWorks NextGen Youth career advisors work closely with the youth and employers to help the youth find the right career pathway for them. The fundamentals of the NCWorks NextGen Youth Program are Intake, Objective Assessment, Individual Service Strategy and Information and Referrals. Based on individual needs identified through the Objective Assessment and Individualized Service Strategy, youth and young adults are served through an array of Workforce Development services that fall within the fourteen required program elements of the WIOA. The focus on serving youth and young adults is education, career pathways, career experience, leadership development and wrap around services. Youth performance indicators for postsecondary credential attainment, employment and earnings will be met or exceeded by following this framework. Work experience along with youth on the job training, youth apprenticeships, job shadowing is a fundamental part of the NCWorks NextGen Youth Program since it allows youth and young adults to explore career options and to determine what occupations they like and what roles that are not a good fit for them. This leads them to a better career with higher wages. Work experience also provides employers an opportunity to see the youth and young adults perform in real life jobs to determine if the youth and young adults could be offered full-time, unsubsidized employment. Work experience along with the other options is the most effective training tool available and increasing the work-based learning opportunities available to youth and young adults will help the Local Area more effectively meet performance measures as well as connect them with rewarding career pathways. The Co-enrollment of adult and youth groups give youth more opportunity in training to prepare for their career as does the apprenticeships and on the job training.

5. Describe how follow-up services will be provided for (NextGen) youth.

**Note:** All youth participants must receive some form of follow-up for a minimum duration of 12 months.

The Mountain Area's Youth Program Operators currently provide follow-up services for NextGen Youth who have completed WIOA Title I short-term or long-term training and are seeking employment or have

entered employment, as well as training for their general education diploma. Staff conduct these follow-ups in person, by telephone and/or by email if the individual is seeking employment or entered employment. Follow-up services continue for a minimum of 12 months after exit from the program. When the participant exits from the WIOA program Mountain Area Workforce Development Board places significant emphasis on providing follow-up, since we recognize most of our clients have many barriers to employment. Working with the clients proactively can help the individual remain employed and make progress on their self-selected career pathway.

6. Where does the Local Area WDB plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Services Provider Offices, or Hybrid situations? Explain if it is both NCWorks Career Centers and Provider Offices or some other option.

The local area plans to serve the young adults(NextGen) through the public schools and Goodwill contractors offices. This will be hybrid, online or in person depending on what best benefits the individual. The Youth Committee is established to address any programs, sites, functions, technology, etc. to increase the opportunity to serve the NextGen customers such as on the job training, job shadowing, apprenticeships along with work experience. The NextGen Youth attend the Asheville Buncombe Technical College and Blue Ridge Community College for training when appropriate. They are also co-enrolled for more opportunity for funding and training. The Career Centers hold scheduled workshops to benefit all individuals. We at Mountain Area WDB do what is necessary to assist all individuals in our region with training, employment and higher wages for a better life.

7. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2022, using the PY 2022 [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: *PY 2022 Local Area WDB Name Youth Service Provider List*.

A copy of the Mountain Area Youth Service Provider List is attached in WISE.

8. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions.

Mountain Area Workforce Development Board released a Request for Proposals (RFP) for WIOA Youth Services on February 18, 2019. Contracts were awarded June 25, 2019 for program operations to begin July 1, 2019. The contract term is for one year, renewable in one year increments for up to three years. The contracts were extended for program operations beginning July 1, 2020 and will be extended for the final year under the three-year contract for program operations beginning July 1, 2021.

The RFP process begins with the publication of a Notice of Solicitation, after which, RFP packets are distributed to the Youth Bidders' List and upon request. A Bidders' Conference was held and questions answered, which were distributed to all Bidders. A Letter of Intent to Bid was also required from potential Bidders. Proposals were due by the date established in the RFP and were received from the current Youth Program Operators.

Our Local Board Competitive Procurement policy ensures a competitive procurement process to select providers of Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Workers and Youth services, as well as, for the operators of local, certified NCWorks Career Centers in the Mountain Area Region using the Workforce Innovation and Opportunity Act (WIOA) Final Regulations and to allow the one-stop operator selection process to align with the Mountain Area competitive procurement process for selection of providers of Adult, Dislocated Worker and Youth Services, which requires the local area

to undertake a request for proposal process to competitively procure programs and to contract with Board-approved providers for up to three-years, with the initial contract period being one-year, with two extensions of one-year each, based on Board approval.

9. Provide the Local Area WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)] (CPS 09-2021)

The Mountain Area Workforce Board is contracted with two service providers who serve only Out of School Youth. Both of these program operators provide career counseling and planning services for WIOA eligible youth and they provide work experience opportunities for WIOA eligible youth participants. They will also refer clients for short and long-term training opportunities and on the job training funded by WIOA. When possible these participants will also be provided with registered apprenticeship opportunities when arrangements with employers can be made. One program in the Mountain Area is blended, serving both In-School and Out-of-School Youth. This program is operated by Madison County Schools and serves 75% In-School and 25% Out-of-School Youth. The career readiness coaches work with youth and help them determine their best option to improve their skills and employment opportunities. In some cases, the youth may choose not to re-enroll in the public school system and will work to obtain their high school equivalency diploma. All of the programs emphasize work experience, short term skills training focusing on earning an industry recognized post-secondary occupational skills credential and on the job training (when funding is available) to assist with placement into unsubsidized employment as well as apprenticeships when available. Henderson County Schools has a proven track record of operating a successful 100% Out of School Youth program for several years. The Youth Program Operators in the region are working to eliminate barriers between the Title II Adult Education providers at the community colleges and area literacy councils by working with the Henderson County Disconnected Youth Task Force and Jobs for NC Graduates. Improving collaboration will help reach more Out of School Youth and provide them many different career pathways that may provide self-sufficient wages.

10. How does the Local Area WDB ensure that the minimum of 20% of funds is spent on work experience and is the Local Area WDB expending the 20% minimum on work experience to include an estimate of expenditures that will be paid wages to youth? If the Local Area WDB has not been meeting the minimum of 20% of funds, please explain additional measures to be taken this year. [WIOA Section 129(c)(4)] (CPS 09-2021)

The Local Area is committed to meeting the federally mandated 20% requirement of all Youth funds to be spent on work experience. It is the intent of the Local Area to maximize youth work experience to the greatest extent possible. The Local Area has previously met the 20% requirement in prior program years. The NCWorks NextGen Youth Program WIOA Case Managers are always connecting with the Local Area business services team to increase opportunities to expand work experience with on the job training, apprenticeships and job shadowing. Board staff monitors youth work experience spending on a monthly basis to determine if the Local Area is on target to meet the 20% work experience mandate. If youth contractors are not reporting sufficient youth work experience, staff will meet with contractors to determine strategy needed to increase their youth work experience through apprenticeships, job shadowing, on the job training. Also, the Local Area financial reports are shared with the Board at each regularly scheduled board meeting and the Board is informed about the progress being made to meet the 20% work experience mandate.

11. Does the Local Area WDB have a dedicated full-time Youth Business Services Representative (or similar title) at the Local Area WDB level or at the Provider level, and if so, state which level and how many?  
The Mountain Area WDB does not have a dedicated full time Youth Business Services Representative at this time, but we are working on implementing this in the very near future. As of now, the Board Business Services Representative enrolls the Adult and Youth On the Job training participants in the WIOA program and the Workforce Operations Specialist supports this position along with the Youth Committee.
12. Does the Local Area WDB have a re-entry program for young adults? If yes, please briefly describe it.  
The Mountain Area WDB works with the Justice Re-entry Council as well as other partners that we have built partnerships and connections with including and through our Contractors. Goodwill Buncombe oversees the Re-entry program in Buncombe County. The Local Area WDB also works with INspire to assist individuals with substance abuse and justice involved to enroll in the WIOA program for training, on the job training and more.
13. Describe how the Local Area WDB partners, aligns, and leverages, as appropriate with:
- a. Title II Adult Education and Family Literacy Act program resources and policies.
  - b. Title IV Vocational Rehabilitation program resources and policies.
  - c. Integrates adult education with occupational education and training and workforce preparation, as Local Area WDB's and the creation of career pathways for youth. [USDOL TEGL 8-15]
- a. The Local Area's NCWorks Career Centers and WIOA Title II Adult Education and Family Literacy Act programs work closely together through a process of informal and formal referral processes. In all four counties in the Local Area, the community college is a provider of Adult Education and Literacy. The advantage in three of the four counties is that the NCWorks Career Center is located on the community college campus and often within walking distance of the Adult Education and Literacy provider. In the case of the Asheville NCWorks Career Center, the community college and the center are on the same public transportation bus line and in relatively close proximity. Based on the initial screening at the NCWorks Career Center, it is determined whether the individual needs additional literacy skills. A referral is then made to the Adult Education and Literacy provider along with additional guidance for the individual. There is follow-up to determine, if the individual accessed the literacy services.
- b. Title IV Vocational Rehabilitation staff is out posted on a weekly basis at the Asheville NC Works Career Center. At the other three NCWorks Career Centers in the region, there is a process of informal and formal referrals to Vocational Rehabilitation. The Vocational Rehabilitation office is served by limited public transportation access and out posting staff allows for more accessibility for career services for individuals with disabilities.
- c. Adult education, occupational education and training and workforce preparation, as well as career pathways for youth, are often inextricably linked. The NCWorks Career Centers in the Local Area have an integrated service design, which provides services to many different populations in a seamless manner. All centers have staff trained to work with jobseekers with barriers to employment, which includes former offender specialists. There is close collaboration with agencies providing public assistance and services to homeless individuals with each of the NCWorks Career Centers. Since messaging and marketing can be used for different populations, the career pathways available to youth are the same career pathways available to other populations. These Career Pathways are Healthcare, Hospitality and Tourism, Advanced Manufacturing, and Energy. A career pathway offers many on ramp and off ramp opportunities depending on that individual's preferences and life circumstances. Regardless the age of the individual or their relevant skill level, the career pathways can be made available to all of these populations through co-enrollment and other avenues.

14. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth.

If yes, attach the Youth Incentive Policy to include:

- a. criteria to be used to award incentives;
- b. type(s) of incentive awards to be made available;
- c. whether WIOA funds will be used; and
- d. the Local Area WDB's internal controls to safeguard cash/gift cards.

Name document: Local Area WDB Name Youth Incentive Policy.

**Note:** Federal funds may not be spent on entertainment costs.

The Mountain Area does not have a Youth Incentives Policy, nor does it provide Youth participants with incentives.

15. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why.

At this time, the Board does not have adequate funding to offer incentives. The Board has made significant cuts to our youth contractors budgets, including reducing youth contractors by two contractors, while still maintaining services in each county in the region.

16. Describe the local strategy to prepare the youth (NextGen) for unsubsidized employment, including with small employers, specifically those that include in-demand industry sectors and occupations of the local and/or regional labor markets. [WIOA Section 129(c)(1)(C)(v)]

The Local Area is focused in the NCWorks NextGen Youth Program on the target sectors of Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction and Information Technology. The Board has determined that these sectors are the source of high-demand and high-wage jobs in the Local Area. As a result, with employer leadership the Local Area has developed career pathways for these sectors. These career pathways are focused on diverse populations including youth, justice involved and persons with disabilities. Helping connect with these career pathways will lead to careers that offer self-sufficient wages, unsubsidized employment including with small employers specifically in demand industry sectors and occupations of local and regional labor markets.

17. Please complete the [Youth Program Elements chart](#) provided to demonstrate how the Local Area WDB ensures each of the 14 youth program elements is made available to youth participants. Be certain to complete both columns to demonstrate partnerships and potential use of shared funding. [WIOA Section 129(c)(2)(A)] Name document: Local Area WDB Name Youth Program Elements Chart

The Mountain Area's Youth Program Elements is attached in WISE.

18. Does the Local Area WDB have a standing committee to provide information to assist with planning, operational, and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]

Yes, the Mountain Area Workforce Development Board has a standing Youth Committee that provides information and assists with planning, operational and other issues relating to the provision of services to young adults (NextGen). The Youth Committee is comprised of Board members, employers, educators and representatives of community organizations that serve youth and young adults (NextGen).

- a. If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided.



- b. If yes, please provide a response to the following:
- a) Provide the committee’s purpose/vision. The purpose of the Youth committee is to help all youth, including but not limited to WIOA eligible in school and out of school youth, obtain the necessary education and training to be able to earn a wage that will lead to self-sufficiency.
  - b) Provide the committee’s top three goals or objectives for PY 2022.
    1. more effectively connect youth with career pathways.
    2. exceed 20 percent youth work experience expenditures.
    3. collaborate with agencies in the region serving youth to increase economic mobility and opportunity.
  - c) List of members to include members’ agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee’s Chair information in the first block (who must be a Local Area WDB member.) Name document: *Local Area WDB Name Youth Committee Members*. [WIOA Section 107(b)(4)(A)(ii)] and, The Mountain Area’s Youth Committee Members List is attached in WISE.
- c. Complete the following chart for the PY 2022 Youth Committee’s planned meeting schedule to include dates, time, and location. *[Expand form as needed.]*

<b>Date</b>	<b>Time</b>	<b>Location (include address and room #)</b>
February 17, 2022	10:00 am	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806
April 1, 2022	10:00 am	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806
July 26, 2022	10:00 am	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806
September 27, 2022	10:00 am	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806

**X. Local Area WDB Innovations**

1. List additional funding received by the Local Area WDB to include special grants (Finish Line, Youth Initiative), NC Job Ready Workforce Investment Grants, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, NCWorks Commission, and outside funding to include a brief description of the source and the amount.

<b>Grant Name/Kind</b>	<b>Brief Description</b>	<b>Beginning and End date</b>	<b>Source and Amount</b>	<b>Partner Organization (if applicable)</b>
ARC Inspire Grant in partnership with the SouthWestern Board  Covers 11 counties	Proposed elements for WNC Recovery to Career focus on building collaboration and resource sharing across the two regions, assuring participants are job-ready and securing employment. These elements meet participant and business needs including: Increased service coordination across counties and communities; Increased access to direct service recovery resources; Addressing resource needs for wrap-around services; Building relationships with employers and Expanding resources available to the recovery ecosystem.	July 1, 2021-June 30, 2024	VAYA Health, Dogwood Health Trust, Appalachian Regional Commission-\$1.1 million over 3 years.	ARC Inspire Grant in partnership with the SouthWestern Board  Covers 11 counties
National Dislocated Worker Grant	Dislocated Workers	July 1, 2020-March 31, 2023	National Dislocated Worker Grant-additional \$150,000	Mountain Area
NC Job Ready Workforce Investment Grants	Governor Cooper’s job ready initiative to help individuals obtain higher wage jobs to support themselves by investing in the workforce development and job training to support a local company	Requested	NC Job Ready Workforce Investment Grants-\$50,000 requested	Mountain Area

	Raybo USA in an expansion project.			
Arc Power Grant	Early Childhood Development Project	July 1, 2021-June 30, 2024	Dogwood Health Trust and Appalachian Regional Commission-\$1.1 million over 3 years	ARC Inspire Grant in partnership with the SouthWestern Board  Covers 11 counties
John M. Belk Endowment	To increase post secondary credential attainment	July 1, 2021-June 30, 2023	John M. Belk Endowment for MyFutureNC additional \$285,000	Mountain Area
Business Excelerator Grant	To increase incumbent worker training	July 1, 2021-June 30, 2022	Business Service Grant-\$25,000	Mountain Area

2. Describe one of the Local Area WDB’s best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective. One of the best and most viable adult and dislocated worker program practices is that case managers help the participant in the beginning to narrow down training to the best option for employment, training to better qualify them for a permanent position and better prepare them for employers, so they can make the highest wage possible. Due to the scheduled closure of a large manufacturing facility, a WARN notice was issued in February 2020 for a closure date of December 2022. In an effort to assist affected workers who met dislocated worker eligibility, the Board offered financial support for on-line training and certifications to upskill these individuals. This allows the incumbent to obtain training and certifications that will be critical to their next job. Training and certifications are offered for high demand jobs in advanced manufacturing in the local area. Along with this practice is co-enrollment of TAA and WIOA which helps the individuals with more opportunities and to be better served. Evidence is collected from NCWorks and FutureWorks that shows the increase in enrollments which increased performance measures.
3. Describe one of the Local Area WDB’s best or promising youth program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective. One of the best youth practices is to co-enroll youth and adult, which gives students access to more training. There is lack in funding with youth, since there is no other way to obtain funding, other than from the State so this gives the youth the extra funding they need to obtain more training. Also, the incorporation of work experience, on the job training, job shadowing and apprenticeships give the youth a better start to a career and higher wages to support themselves and their families. Being able to enroll youth on the job training participants shows great results and better career choices.
4. Describe one of the Local Area WDB’s best or promising regional strategy that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective. One of the best regional strategies that has yielded positive results is co-enrollment in TAA and WIOA to

be able to help the participants more and increase the Mountain Area's Performance Measures. There has been an increase in enrollments since the implementation of TAA and WIOA co-enrollments as shown in NCWorks and FutureWorks which increases performance measures.

5. Describe one of the Local Area WDB's innovative business services strategies. Provide any evidence that you have collected or plan to collect to suggest this practice is effective. One of the best strategies for business services as a whole is to share policy and guideline information with the employers, so they can better assist the participant in the explanation of the program and collection of documentation as well as a better experience for the employer and job seeker altogether. And this can also lead to more registrations in NCWorks with employers and providers because the better understand what we have to offer and how much more it can help them now and futuristically. There is evidence of this as we have more registrations locally with employer codes increasing.
6. Describe one of the Local Area WDB's best or promising virtual services strategies that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective. The Mountain Area WDB best virtual service strategies that has yielded positive results is virtual enrollment due to the fact that the best way to communicate is virtually now more than ever for various individual reasoning. When the Case Manager is contacted, they let the individual know what documentation they will be required to present for qualification of enrollment to the WIOA program. The individual is able to register and upload this documentation and after review by the Case Manager, an online meeting can be set up for enrollment with electronic signatures. The evidence that this practice works is the increase in enrollments in our local area in NCWorks and FutureWorks. Of course, our Local Area Case Managers will always work with the individual for the best outcome for the individual.
7. Describe how the Local Area WDB's inform other Local Area WDB's of best or promising regional workforce practices. The Local Area WDB due to a great regional team informs other Areas of best practices and overall sharing information by in person and virtual meetings, SuperUser meetings, Analyst, regional and State meetings, Youth Committee and Leads meetings, webinars, and emails.
8. Describe one of the Local Area WDB's business engagement practices that demonstrated employers taking charge and driving the agenda. The Mountain Area WDB business engagement practice best demonstrated by employers has been the Incumbent Worker Training. Our Business Service Representative for the Board took the information to the employers and the employers demonstrated taking charge and driving the agenda by pulling together the training with contract implementation and participants with their documentation to be ready to enroll them and execute the Incumbent Worker Training. They have been very successful in this aspect even with Covid still lingering and just coming to an endemic as well as the great resignation stand off still looms. This great progress can be shown by the number of grants awarded to employers.

**XI. Program Year 2022 Local Area WDB Plan Required Policy Attachments**

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2022 Local Area Plan. The Local Area Plan is not complete without these documents. Name each document: Local Area WDB Name, Policy Name.

- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder”.

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2022 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	Yes	No
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes	Yes
11. Supportive Services Policy	Yes	No
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	Yes	No

2. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the Local Area Plan or write “N/A” implying “Not Applicable”, if the Local Area WDB does not have this policy and; therefore, does not use these services.

- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add a blank document in WISE as a “placeholder”.

If “Yes”, load the policy as a separate document. Name documents: *Local Area WDB Name, Policy Name*. [Example: IWT Policy – Yes. Attached as *Board Name IWT Policy*.]

<b>Optional Local Area WDB Policies</b>	<b>Yes- the Local Area WDB has a policy or N/A (Not Applicable)</b>	<b>Revised for PY 2022 (Add Yes or N/A for this column)</b>
1. Local Area WDB Guidance for Local Incumbent Worker Grants	Yes	Yes
2. Local Area WDB Needs-Related Policy	No	No
3. Local Area WDB Transitional Jobs Policy	Yes	No
4. Local Area WDB Youth Incentive Policy	No	No
5. Local Area WDB Guidance for Finish Line Grant	Yes	No

3. Individual Training Accounts (ITAs) are required [Regulations Section 680.300] to pay the cost of training provided with Adult and Dislocated Worker funds and limitations on duration and amount may be included [Regulations Section 680.320]. Please provide the following ITA elements in summary:

<b>Individual Training Accounts (ITA) Summary</b>	
Dollar Amounts	\$1,750 per semester/\$3,500 per year/\$7,000 per two years
Time Limits	An additional \$1,000 will be allowed if necessary to complete the training up to a maximum of \$8,000, on a case-by-case basis, per case manager request.
Degree or Certificates allowed (Associate, Bachelor’s, other)	Six semesters (Fall, Spring, Summer) or up to 2.5 years.
Procedures for determining case-by-case exceptions for	Associate’s Degree, Diploma, and Certificates. A Bachelor’s Degree is allowed when indicated by the long-term training participant’s Individual Employment Plan (IEP) and the training could be completed within the time frame and dollar limits of the ITA.

training that may be allowed	
------------------------------	--

DRAFT

<b>Individual Training Accounts (ITA) Summary</b>	
Period for which ITAs are issued (semester, school year, short-term, etc.)	Each Semester an ITA is issued for Participants in long-term, curriculum training leading to a Certificate, Diploma or Associate's Degree.
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Items, which are integral to training, including required uniforms, tools, exams (i.e. ATI for Nursing Students), etc. are part of the training expense, which may be expensed to the ITA, and not a supportive service, as per the Mountain Area's Supportive Service Policy.
Other	

4. Please specify the supportive services provided by the Local Area WDB Supportive Services Policy. List specific items under Supplies, Emergency, and Other, as identified in the Local Area WDB policy. *[Expand form as needed.]*

<b>Transportation</b>	<b>Childcare</b>	<b>Supplies</b> <i>(include examples)</i>	<b>Emergency</b> <i>(include examples)</i>	<b>Other</b> <i>(include examples)</i>
Transportation to employment and education/training activities. Examples include mileage reimbursement and vehicle repair.	Childcare to support a working parent while they are employed and/or attending education/training.	Supplies required for employment. Examples include work required clothing and tools for nursing, welders, and other occupations.	Support required for basic necessities that will derail employment and education/training. Emergency expenses such as an utility bill or food.	

**Note:** The Local Area WDB must adequately safeguard all forms of supportive services payments (i.e., gas cards, cash, gift cards, etc.) and assure that they are used solely for authorized purposes. The Supportive Services Policy must include the Local Area WDB's internal controls to safeguard supportive services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.



## Attachment Checklist from Local Area Plan Instructions

Please confirm all attachments are loaded in WISE. If not, provide an expected date of arrival for required documents.

- Local Area WDB Signed copy of Consortium Agreement (*if applicable*)
- Local Area WDB Administrative Entity Organizational Chart
- Local Area WDB Board Members ([\*form provided\*](#))
- Local Area WDB By-laws
- Local Area WDB By-laws Required Elements Crosswalk ([\*form provided\*](#))
- Local Area WDB Organizational Chart
- Local Area WDB Administrative Entity Certification Regarding Debarment \* ([\*form provided\*](#))
- Local Area WDB Workforce Development Area Signatory Form\* ([\*form provided\*](#))
- Local Area WDB NCWorks Career Centers ([\*form provided\*](#))
- Local Area WDB Adult and Dislocated Worker Service Provider ([\*form provided\*](#))
- Local Area WDB Eligible Training Provider Policy
- Local Area WDB 14 Youth Program Elements Chart ([\*form provided\*](#))
- Local Area WDB Youth Committee Meeting Schedule (*optional*)
- Local Area WDB Youth Committee Members (*optional*)
- Local Area WDB Youth Service Provider ([\*form provided\*](#))
- Local Area WDB Youth Incentive Policy (*optional*)
- Local Area Adult/Dislocated Worker Work Experience Policy
- Competitive Procurement Policy
- Conflict of Interest Policy
- Nondiscrimination/Equal Opportunity Standards and Complaint Procedures
- Financial Management Policy for Workforce Innovation and Opportunity Act Title I
- Local Area WDB Individualized Training Account Policy
- On-the-Job Training Policy
- Local Area WDB Oversight Monitoring Policy, Tool, and Schedule
- Priority of Service Policy

- Youth Work Experience Policy
- Local Area WDB Supportive Services Policy
- Local Area WDB Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- Local Area WDB Incumbent Worker Training Policy (*optional*)
- Local Area WDB Needs-Related Policy (*optional*)
- Local Area WDB Transitional Jobs Policy (*optional*)
- Local Area WDB Youth Incentive Policy (*optional*)
- Local Area WDB Guidance on Finish Line Grants (*optional*)
- Memorandum of Understanding
- Customer Flow Chart
- Local Area WDB Guidance for Finish Line Grant (*optional*)

\* Mail signed and unfolded *originals* to assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316. DocuSign® (or similar) signature pages may be uploaded in WISE.

DRAFT

## **Certification Regarding Debarment, Suspension, and Other Responsibility Matters**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, Participant's Responsibilities.

**(Before completing this certification, read the instructions on the following page which are an integral part of the certification.)**

- 1) The prospective primary participant certifies, to the best of its knowledge and belief, that it and its principals:
  - a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
  - b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - c) are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - d) have not within a three-year period preceding this certification had one or more public transactions (federal, state, or local) terminated for cause or default.
- 2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Printed Name and Title of Authorized Administrative Entity Signatory Official

Click or tap to enter a date.

---

Signature

Date

## Instructions for Certification

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out above.
2. The inability of a person to provide the certification required above will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out above. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, 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 the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. The prospective primary participant 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 proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible or voluntarily excluded from participation in this covered transaction.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction," provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, ineligible or voluntarily excluded from the 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. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.
9. 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.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

**PY 2022 WIOA Workforce Development Board Members  
Effective July 1, 2022 – June 30, 2023**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
1	Business, Chair (Can be one of the required small business seats.)					
2	Business					
3	Business					
4	Business					
5	Business					
6	Business					
7	Business					

**PY 2022 WIOA Workforce Development Board Members  
Effective July 1, 2022 – June 30, 2023**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
8	Business					
9	Business					
10	Small Business					
11	Small Business					
12	Labor Organization, or where none exists, other representative of employees ( <i>Identify representative's affiliation- select one and delete other choices</i> )					

**PY 2022 WIOA Workforce Development Board Members  
Effective July 1, 2022 – June 30, 2023**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
13	Labor Organization, or where none exists, other representative of employees <i>(Identify representative's affiliation- select one and delete other choices)</i>					
14	Joint Labor-Management, or union affiliated, registered apprenticeship program. Or where none exists, representative of registered apprenticeship program <i>(Identify representative's affiliation- select one and delete other choices)</i>					
15	Adult Education and Literacy eligible under WIOA Title II					
16	Higher Education					
17	Vocational Rehabilitation Program					

**PY 2022 WIOA Workforce Development Board Members  
Effective July 1, 2022 – June 30, 2023**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
18	Economic Development					
19	Wagner-Peyser Act					

**\*Notes:**

- Use the form provided and identify categories as indicated on the form. Do not change required category names, but clearly indicate the category.
- In obtaining nominations and making appointments, follow Workforce Innovation and Opportunity Act Section 107(b)(2) and U.S. Department of Labor Training and Employment Guidance Letter (TEGL) 27-14.
- If Local Area WDB has more than 19 total members: 1) add lines to chart and complete all columns for additional members; 2) ensured required percentages are still met, 3) do not count individuals serving dual roles more than once.

By submission of this form, the WDB certifies its compliance with the appointment and nomination process of business representatives from among local business organizations and business trade associations. [WIOA Section 107(b)(2)(A)]

*Use attachments sent separately.*



# Workforce Innovation and Opportunity Act of 2014

## Program Year 2022 Local Area Plan Signatory Page for

Click or tap here to enter text. **Workforce Development Board**

Boards affirm that the Local Area Workforce Development Board and the Chief Local Elected Official(s) of the Local Area, in partnership, have developed and now submit this update to the Comprehensive, Strategic Regional and Local Area Plan in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

---

Submission Date

Workforce Development Board Chair

Chief Local Elected Official

---

Typed or Printed Name

---

Typed or Printed Name

---

Typed or Printed Title

---

Typed or Printed Title

---

Signature

---

Signature

---

Date

---

Date

## **Directions for Completing Attachment NCWorks Career Center System**

Complete the **Attachment** on the next page to describe the Local Area WDB's One-Stop Career Center system.

Column A- include each One-Stop Career Center(s)' name and street address, host facility, and hours of operation.

Column B- specify the type of Career Center and list all counties served by site. Type of Center Designation: Tier 1, Tier 2, Specialized, Affiliates.

Add location of Youth Sites if not included with above designations.

Column C- list the on-site partners, identify funding source and agency name such as Title I (Adult and Dislocated Worker, Youth, Job Corps, YouthBuild, National Farmworkers and Native American Programs), Wagner-Peyser, Trade Act, Career and Technical Education. Career Center Partners should, at a minimum, reflect required WIOA partners (WIOA 121(b)(1)(B)).

Column D- list the Career Center Operator (agency name) and Method of Selection (Competitive, Sole Source to include if contract was extended).

Column E- list the WIOA Providers of Title I Adult and Dislocated Career Services (agency name) and method of selection. (Method of Selection: Competitive Procurement/Sole Source/Contract Extended).

Column F - Functional Manager (manages the day-to-day operations).

Column G- indicate whether WIOA Title I youth services provider are provided on-site (and list provider). Indicate other on-site youth services providers.

Column H- indicate additional on-site partners.

**PY 2022 WIOA [WDB Name] NCWorks Career Center Locations**

(Effective July 1, 2022)

<b>A.</b> <b>One-Stop Location(s)</b> (Address, Phone number and Hours)	<b>*B.</b> <b>Tier 1 or                      Tier 2                      Specialized                      or Affiliate</b>	<b>C.</b> <b>On-site Partners</b>	<b>**D.</b> <b>Career Center Operator                      and Method of Selection</b>	<b>E.</b> <b>Provider(s) of WIOA                      Title I Adult/DW Career                      Services and Method of                      Selection</b>	<b>F.</b> <b>Functional                      Manager</b> <i>(manages                      the day-to-                      day                      operations)</i>	<b>G.</b> <b>Provider(s)                      of                      On-site                      WIOA Title I                      Youth                      Services                      (and other                      youth service                      provider)</b>	<b>H.</b> <b>Additional                      Partners</b>

\*Type of Center Designation:

- Tier 1
- Tier 2
- Specialized
- Affiliates – At locations where A, DW and WP services are provided

\*\*Method of Selection:

- Competitive Procurement
- Sole Source
- Contract Extended

*See directions on the page above if needed.  
 Use attachments sent separately.*

***PY 2022 WIOA [WDB Name] Adult/Dislocated Worker Service Provider List***

<b>WIOA Adult/Dislocated Worker Service Provider</b> (Organization Name, Address and Phone Number)	<b>Contact Person</b> (Name, Title and Email Address)	<b>County/Counties Served and where services are provided**</b> (One-Stop, Office, and/or Both)	<b>Type of Organization</b> (State Agency, For-profit, Non-profit, other-specify)	<b>Type of Contract</b> (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)

**Complete all columns.**

*(RFP Conducted: **date here**)*

**\*\*Note** where Services are provided: at the One-Stop Centers, the Office location provided, and/or combination. Be specific

*Use attachments sent separately.*

***PY 2022 WIOA [WDB Name] Youth Service Provider List***

<b>WIOA Youth Service Provider</b> (Organization Name, Address and Phone Number)	<b>Contact Person</b> (Name, Title and Email Address)	<b>County/Counties Served and where services are provided**</b> (One-Stop, Office, Both)	<b>Type of Organization</b> (State Agency, For-profit, Non-profit, other-specify)	<b>Type of Contract</b> (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)

**Complete all columns.**

*(RFP Conducted: **date here**)*

**\*\*Note** where Youth Services are provided: at the One-Stop Centers, the Office location provided, combination. Be specific.

*Use attachments sent separately.*

## ***PY 2022 WIOA Youth Program Elements Chart***

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the WIOA Youth Program shall provide elements consisting of the following program elements.

20 CFR §681.470 states that it is not required for local programs to use funds for each program element. Local Area WDB programs may leverage partner resources to provide program elements. However, if the program is not funded with WIOA youth funds, the Local Area WDB must have an agreement in place with a partner organization to ensure that the program element will be offered. If offered by a partner, the program element must be connected and coordinated with the WIOA youth program.

Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area WDB, provided by referral, or both.

	<b>WIOA Youth Program Elements</b>	<b>WIOA Funded</b> (Specify Provider)	<b>Referral by Agreement</b> (Specify Provider)
1.	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 or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential		
2.	Alternative secondary school services, or dropout recovery services, as appropriate		
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities		
4.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities		
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster		

***PY 2022 WIOA Youth Program Elements Chart***

	<b>WIOA Youth Program Elements</b>	<b>WIOA Funded</b> (Specify Provider)	<b>Referral by Agreement</b> (Specify Provider)
6.	Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate		
7.	Supportive services		
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months		
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate		
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate		
11.	Financial literacy education		
12.	Entrepreneurial skills training		
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the Local Area WDB, such as career awareness, career counseling and career exploration services		
14.	Activities that help youth prepare for and transition to postsecondary education and training		

***Local Area WDB By-laws Required Elements – Crosswalk***

<b>NOTE: Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).</b>	<b>The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-laws.</b>
1. The nomination process used by the Chief Local Elected Officials (CLEOs) to elect the Local Area Workforce Development Board (WDB) Chair and members.	
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expires in a given year.	
3. The process to notify the CLEO(s) of a Local Area WDB member vacancy to ensure a prompt nominee within 90 days of the vacancy.	
4. The proxy and alternative designee process that will be used when a Local Area WDB member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).	
5. The use of technology such as phone and web-based meetings, that will be used to promote Local Area WDB member participation (20 CFR 679.110(d)(5)).	
6. The process to ensure Local Area WDB members actively participate in convening the workforce development system’s stakeholders, brokering relationship with a diverse range of employers, and leveraging support for workforce development activities.	
7. A description of any other conditions governing appointment or membership on the Local Area WDB as deemed appropriate by the CLEO(s); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.	



***Local Area WDB By-laws Required Elements – Crosswalk***

<b>North Carolina Specific Requirements That Must be Specified Within the By-laws.</b>	<b>The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-laws.</b>
8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Local Area WDB.	
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.	
10. The Local Area WDB’s policy assuring attendance and participation of its members.	
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Local Area WDB positions.	
12. Any standing committees the Local Area WDB has established shall be included in the by-laws.	
13. The Local Area WDB’s conflict of interest policy, which may not be any less stringent than the requirements of the Commission’s Policy Statement, shall be referenced in the by-laws.	
14. The process the Local Area WDB will take when expedient action is warranted between Local Area WDB meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Local Area WDB.	
15. Local Area WDB meetings will be held in accessible facilities with accessible materials available upon prior request.	
16. The Local Area WDB will meet no less than four times per program year.	

## **Appendices**

NC Local Area WDB By-laws Required Elements

[A](#)

By-laws Guidance

[B](#)

Local Area WDB Membership Requirements

[C](#)

### **NC Local Area WDB By-laws Required Elements**

At a minimum the Local Area WDB by-laws must include the following items for DWS approval.

When submitting the Local Area WDB by-laws, please specify the section (provide a clear crosswalk) where the following required elements are located within the submitted by-laws.

NOTE: Elements 1-7 are the *required* elements designated at WIOA Final Rule 679.310(g).

1. The nomination process used by the CLEO(s) to elect the Local Area Board Chair and members.
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year.
3. The process to notify the CLEO(s) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.
4. The proxy and alternative designee process that will be used when a Board member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).
5. The use of technology such as phone and web-based meetings, that will be used to promote Board member participation (20 CFR 679.110(d)(5)).
6. The process to ensure Board members actively participate in convening the workforce development system's stakeholders, brokering relationship with a diverse range of employers, and leveraging support for workforce development activities.
7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the CLEO(s); (20 CFR 679.310(g)(1-7)).

North Carolina specific requirements that must be specified within the by-laws:

8. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
10. The Board's policy assuring attendance and participation of its members.
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
12. Any standing committees the Board has established shall be included in the by-laws.
13. The Board's conflict of interest policy, which may not be any less stringent than the requirements of the DWS's Policy, shall be referenced in the by-laws.
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.
16. The Board will meet no less than four times per program year.

**Note:** This template is provided for guidance purposes only. It contains sample language that may be used in by-laws development. It is not required that Boards utilize this template or language within.

This template reflects multiple counties within a Consortium. Single-county Boards and non-Consortia will need to adjust their by-laws accordingly.

**NAME HERE WDB by-laws**

**Article 1**  
**Name and Purpose**

**Section 1. Name**

The name of this organization shall be the NAME HERE Board (hereinafter referred to as the “Board”).

**Section 2. Purpose and Responsibilities**

The purpose for which the Board is organized is to perform all functions of a WDB and Local Workforce Development Area as set forth in the Federal Workforce Innovation and Opportunity Act of 2014 (“WIOA”), or the corresponding provision of any applicable federal or state laws of related purpose and the rules and regulations promulgated thereunder, and Section 143B-438.11 of the North Carolina General Statutes and to perform such functions with the NAME HERE WDB.

The Board services area shall encompass the counties of COUNTY NAME(s) HERE.

The Board responsibilities shall include:

1. Develop and submit Local Area Plan annually to the Governor, a comprehensive 4-year Local Area Plan, in partnership with the Chief Local Elected Official.
2. Perform workforce research and regional market analysis.
3. Convene local workforce development system stakeholders to assist in the development of the Local Area Plan and identify non-federal expertise and resources to leverage support for workforce development activities.
4. Lead efforts to engage with a diverse range of employers and with entities in the region involved.

5. Lead efforts with representatives of secondary and postsecondary education programs in the Local Area to develop and implement career pathways within the Local Area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers.
6. Lead efforts in the Local Area to identify proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers in the local workforce system, and to identify and disseminate information on promising practices carried out in other local areas.
7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers.
8. Conduct program oversight.
9. Negotiate and reach agreement on local performance accountability measures.
10. Designate or certify one-stop operators, contractors, and service providers and, in appropriate circumstances, terminate for cause the eligibility of such operators.
11. Coordinate activities with education and training providers in the local area.
12. Develop a budget for the activities of the Local Area WDB consistent with the Local Area Plan and the duties of the Local Area Board and subject to the approval of the Chief Local Elected Official.
13. Annually review the physical and programmatic accessibility provisions of all one-stop centers, as well as locations for contractors and service providers, in the local area, in accordance with the Americans with Disabilities Act of 1990.

## **Article 2**

### **Board Members**

#### **Section 1. Appointment**

There shall be a Board of no more than NUMBER HERE Board members. Members of this organization shall be appointed by the following procedure: The Chief Local Elected Official (of the XXXX County Board of Commissioners, hereinafter referred to as the CLEO) shall appoint members based on nominations from the following: local business organizations; local education agencies; vocational education institutions, community-based organizations, and higher educational institutions; and private and proprietary schools; state or local labor organizations and other interested organizations.

The number of business sector nominees shall be at least 51% of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations

and business trade associations. The nominated candidate or company must be a member of the nominating organization. A majority of the Members shall be representatives of businesses in the local area (including small businesses or organizations representing businesses that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area) and are owners, chief executives or operating officers, or other business executives or employers with optimum policy making or hiring authority. The members of the local Board shall represent diverse geographic areas within the local area.

## Section 2. Composition

Organized Labor and Community Based Organizations: Not less than 20% of the Members shall be representatives of the workforce within the local area, who:

- (i) shall include representatives of labor organizations, who have been nominated by local labor federations, or other representatives of employees;
- (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists.
- (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;

Education and training activities: The Board shall include representatives of entities administering education and training activities in the local area, who:

- (i) shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
- (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to training;

The Board shall include representatives of governmental and economic and community development entities serving the local area, who:

- (i) shall include a representative of economic and community development entities;
- (ii) shall include an appropriate representative from the State Employment Service Office under the Wagner-Peyser Act serving the local area;
- (iii) shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;
- (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
- (v) may include representatives of philanthropic organizations serving the local area; and

This Board may include such other individuals or representatives of entities as the Chief Local Elected Official determines appropriate.

### Section 3. Tenure

All appointments will be for a two-year term to expire on June 30 of each respective term. No member shall serve more than three (3) consecutive terms (6 years) or a total of five (5) terms (10 years) in any one appointed position. An individual whose initial appointment is to fill an unexpired term or an initial staggered term of less than two years, shall be eligible to serve the number of full-length terms other members are eligible to serve, unless, prior to the time for reappointment that individual has already served six consecutive years. Members may be reappointed at the discretion of the Chief Local Elected Official subject to the term limitations outlined in this section.

Terms shall be staggered to ensure that at any given time a percentage of the members are experienced in WDB functions.

The Board shall advise the Consortium Counties of potential Board member vacancies prior to the end of the term. In the case of a midterm vacancy, an immediate replacement shall be requested of the Consortium County represented by the departing Board member. The appointed Board member shall fill the remaining term of office.

The Board shall not compensate Board Members for their services, but by resolution of the Board, a fixed sum and expenses, if any, may be allowed for attendance at each regular or special meeting of the Board.

### Section 4. Termination for Cause

By two-thirds majority vote of the membership or by action of the Chief Local Elected Official, a member may be removed for cause from the Board. Cause would be for such actions as malfeasance, misconduct, or any action which would be deemed not in the best interest of the Board; or three (3) unexcused absences from regular scheduled meetings within the preceding twelve calendar months. Notice that a removal vote that may be taken for cause must be included on the agenda of said meeting. The Chair shall send a precautionary letter to the said Board member upon two (2) unexcused absences within the preceding twelve calendar months prior to the next meeting.

### Section 5. Resignation

Letters of resignation must be submitted to the NAME HERE WDB Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.

### Section 6. Vacancies

Upon vacancy of any position on this Board, the procedure in Article II, Section 1, will be followed to provide replacement representation to complete the remainder of that term of appointment.

### **Article 3** **Meetings**

#### Section 1. Regular Meetings

The Board shall meet at a public location at such time and place as determined by the Chairperson. All meetings must be held in an accessible facility, in accordance with the Americans with Disabilities Act (ADA) requirements. All materials must be in an accessible format (i.e., large print, Braille, interpreter, etc.), as needed or indicated.

The Board will meet no less than four times per program year. Regular Board meetings are face to face; however, Board members may attend meetings via conference call, video communications and other alternative methods.

Five working days' notice shall be delivered to each member stating a reasonable time, date and place of the meeting and the meeting's purpose unless deemed an emergency by the Chair or Executive Committee calling for said special meeting.

#### Section 2. Special Meetings

The Chair of the Board and Committee Chair may, when deemed necessary, call a special meeting of the Board via conference call, video communications, or alternative media sources for transacting any business designated in the call.

#### Section 3. Quorum

At all meetings (regular or special) of the Board, a majority of the Board members present constitutes a quorum for transacting business. A quorum shall require the participation of Board members constituting 51% of the total filled Board positions. Proxy representatives who are unable to cast votes shall not count toward meeting the quorum requirement. Votes may be cast via electronic medium for remote attendees. The act of the majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board. However, a two-thirds vote of those present shall be required to amend any provision of these by-laws.

#### Section 4. Conduct of Meetings

All meetings of this Board shall be conducted in accordance with the latest edition of Robert's Rules of Order.

#### Section 5. Open Meetings

**Local Area Board Conducts Business Openly:** The Local Area Board must conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular



basis through electronic means and open meetings, information about the activities of the local Board. (20 CFR 679.390) This includes:

- a. Information about the Local Area Plan, or modification to the Local Area Plan, before submission of the Local Area Plan;
- b. List and affiliation of Local Area WDB members;
- c. Selection of one-stop operators;
- d. Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;
- e. Minutes of formal meetings of the Local Area Board; and
- f. Local Area Board by-laws, consistent with § 679.310(g).

#### Section 6. Proxy Representation and Voting

A member may designate a representative to attend a meeting of the Board in his/her absence. The proxy must meet the membership criteria for the member's affiliation type. The proxy will count toward the appointed member's attendance. The representative may participate in discussions and may vote so long as the member provides written voting instructions to the Chair allowing his/her proxy representative to cast votes in accordance with the written voting instructions.

Each Board member present shall be entitled to one (1) vote on each matter for which a vote is taken. Votes may be cast telephonically or via electronic medium.

#### Section 7. Conflict of Interest and Voting

No WDB member (whether compensated or not) shall engage in any activity, including participation in the selection, award or administration of a sub-grant or contract supported by WIOA funds if a conflict of interest, real or apparent would be involved. Such a conflict would arise when:

- i. The individual,
- ii. any member of the individual's immediate family,
- iii. the individual's partner, or
- iv. an organization which employs, or is about to employ any of the above, has a financial interest in the firm or organization selected for the award.

No WDB member, member of his/her immediate family, officers, employees, or agents of the WDB member's agency or business, shall neither solicit nor accept gratuities, favors, or anything of value from contractors, potential contractors, or parties to sub agreements.

A WDB member shall not cast a vote on, or participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member.

No WDB members shall participate in a governmental decision including voting on a matter (including recommendations, appointments, obligating or committing the WDB to a course of action) when such action influences a decision or exercises judgement in making a decision. Any member with a potential or actual conflict of interest shall comply with requirements for public disclosure and recusal.

## **Article 4** **Organization**

### Section 1. Officers

The officers of this Board shall be a Chair, a Vice-Chair, and a Secretary.

### Section 2. Election of Officers

Officers of this Board shall be elected in June for two-year terms. The Chair and Vice-Chair will be elected from among the members who are representatives of the business sector. The secretary will be elected from among all members.

The Chair shall appoint a nominating committee to recommend officers who shall be elected from the Board's business sector membership and shall begin their term at the beginning of the new program year effective July 1. These officers shall serve until their successors are elected and qualified or until they are no longer Board members. If an officer is unable to complete his/her term the Board shall elect a successor to complete the remaining portion of the original term. The Vice-Chair shall not be required to succeed the Chair at the end of the Chair's term of office.

### Section 3. Chair

The Chair shall preside at Board meetings, designate standing and ad hoc committees deemed appropriate and appoint their Chair and members. The Chair shall not vote except in the case of a tie, in which event he/she shall cast the deciding vote.

### Section 4. Vice-Chair

The Vice-Chair shall assume all duties and responsibilities of the Chair in his/her absence from meetings. In the event that the office of Chair is vacated before the end of the term, the Vice-Chair shall assume the office in an acting capacity until such time as the Board elects a new Chair.

### Section 5. Secretary

The Secretary shall be responsible for proper notification of meetings, review, and submission of the minutes to the Board, and shall carry out any other duties deemed appropriate by the Chair. Local Area staff will serve as support personnel in performing these duties.

#### Section 6. Executive Committee

The Executive Committee shall consist of the Chair, Vice Chair, Secretary (from a sector other than business), and the previous Chair or Vice-Chair. As determined by the Chair of the Board, chairs of Board committees will attend Executive Committee meetings. Responsibilities of the Executive Committee are as follows: make standing committee assignments and coordination among committees, prepare recommendations to Board on state and national issues, act as needed between regularly scheduled Board meetings, and develop immediate and long-range goals for Board concurrence.

#### Section 7. Vacancy

If an office becomes vacant, the Board shall elect a successor at its next meeting.

### **Article 5** **Committees**

#### Section 1.

The Chair of the Board shall have the power, except as otherwise provided in this Article, to appoint the members of any Committee for a term of two (2) years. No Committee, except as elsewhere provided in this Article, shall take any action or position on behalf of the Board, bind the Board, or exercise the authority of the Board in the management of the Corporation. The Chair of all the Committees shall be members of the Board. The Executive Committee of the Board shall meet at the call of the Chair of the Board or the written request of any two (2) members of the committee. The Board's other Committees shall meet at the call of their respective Chair or the Chair of the Board.

#### Section 2.

Electronic meetings shall be permissible in lieu of face-to-face committee meetings at the discretion of the Committee Chair. An electronic meeting of the Committee occurs when Board members are in different locations, connected by electronic means, through audio, video, or both. All votes taken during an electronic meeting shall be by roll call. All scheduled electronic meetings shall be held in such a way that all members participating can hear each other at the same time. When speaking, each member will be asked to clearly identify himself, so that proper recognition is given and recorded. All Board policies, administrative practices, and by-laws shall apply equally to electronic meetings.

#### Section 3.

The Local Area WDB may establish standing committees to provide information and assist the Board in carrying out its responsibilities (20 CFR 679.360).

**Article 6**  
**Amendments**

Section 1. Amendment Procedure

Board by-laws can be amended at any regular Board meeting provided the proposed amendment(s) has been submitted in writing to the Board members at least two weeks prior to the meeting.

Section 2. Vote Needed

The by-laws shall be amended upon affirmative vote by a two-thirds majority of the Board.

**Article 7**  
**Severability**

In the event that any of the rules, regulations, restrictions, covenants, or conditions of these by-laws are held to be partially or wholly invalid or unenforceable for any reason, such holding shall not affect, alter, modify, or impair in any manner any of the other terms, provisions, rules, regulations, restrictions, covenants, or conditions contained herein.

Adopted This NUMBER DATE Day of MONTH, YEAR.

*Signed:*

\_\_\_\_\_  
*Board Director Printed Name and Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Chief Local Elected Official Printed Name and Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Board Chair Printed Name and Signature*

\_\_\_\_\_  
*Date*

### **Guidance Regarding Meetings and Conferencing via Electronic Means**

All public WDB meetings and Committee meetings will be held at specified times and places which are convenient and open to the public.

The Board believes it is in the best interest of its members, systems, and customers that the fullest participation and attendance in all meetings be achieved whenever possible. Furthermore, it recognizes that the use of electronic, audio or video conferencing for meeting attendance and voting requirements is permissible so long as the meeting is conducted in accordance with the Sunshine Provision.

The Board in all of its regular and special, standing committee, and ad hoc committee meetings complies with and intends to comply with the provisions of the Sunshine Provision. Therefore, the Board hereby adopts this policy, to be used when needed, to make use of the capabilities for conferencing by electronic means or any other type of audio or video conferencing for its meetings *or* any of the standing committee and ad hoc committee meetings as set forth and adopted according to the following rules as applicable:

- A. All pertinent provisions of the Sunshine Provision must be complied with, including specifically the proper notice of any regular or special meeting, the proper record keeping or minutes of each meeting, the appropriate agenda preparation for each meeting, which in addition shall be posted along with the notice of the meeting; and, in particular, any use of closed sessions shall be in compliance with the provisions of WIOA.
- B. All Board and Committee members attending meetings by electronic conferencing shall be entitled to vote as if they were personally and physically present at the meeting site so long as a quorum is, in total, present and accounted for, and their votes shall be recorded by the Board Director.
- C. A Board or Committee member who attends a meeting by electronic, video, or audio conference must provide notice to the Board Director at least 24 hours prior to the meeting unless such advance notice is impracticable.
- D. The location of the meeting included on the notice shall be equipped with a suitable transmission system (e.g., a speakerphone) in order that the public audience, the members in attendance and any staff in attendance will be able to hear any input, vote, or discussion of the conference and that the member attending by electronic means shall have a similar capability of hearing and participating in such input, vote, or discussion.
- E. As the Board or its committees begin each new matter of business, the Chair will check with all remote locations(s) where members are to ensure that each such connection is active.
- F. When a motion is made, and seconded, and discussion regarding the motion begins, the Chair will check that the connection with remote location(s) where members are present is active.

Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.

- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.
- H. The procedures outlined above shall also apply to each Board and its Committee members.

## Local Area WDBs Membership Requirements

Representative of Business	Who May Satisfy the Requirements
<p>(WIOA Section 107(b) (2)(A))</p>	<p><b>The majority</b> of the members of the Local Area WDB must be representatives of <b>private sector business</b> in the local area. At a minimum, <b>two members must represent small business</b> as defined by the U.S. Small Business Administration. Business representatives serving on Local Area WDBs may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> <li>• be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority;</li> <li>• provide employment opportunities in <b>in-demand</b> industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and</li> <li>• are appointed from among individuals nominated by local business organizations and business trade associations.</li> </ul> <p><i>[In North Carolina, examples of <b>allowable</b> business organizations may include chambers of commerce, trade organizations, large non-profit organizations, such as Rex Hospital, and for-profit organizations, such as Duke Hospital, depending on the specific circumstances. Examples of <b>unallowable</b> business organizations include the N.C. Department of Public Safety or other state or municipal agencies.]</i></p>
<p><b>Representative of Workforce</b></p> <p>(WIOA Section 107(b)(2)(B))</p>	<p><b>Not less than 20%</b> of the members of the Local Area WDB <b>must</b> be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> <li>• <b>must include two or more representatives of labor organizations</b>, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives;</li> </ul> <p><i>[Employee representatives must come from organizations that advocate, enhance, or protect the rights of a group of employees. In North Carolina, such examples include the North Carolina Association of Educators (NCAE), the State Employees Association of North Carolina (SEANC), and the National Guard Association). The National Council for Accreditation of Teacher Education (NCATE) is an example of an organization that is <b>not allowable</b> as a labor organization. ]</i></p> <ul style="list-style-type: none"> <li>• <b>must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship</b> program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a</li> </ul>

	<p>representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists, and <b>may include</b>:</p> <p>In addition to the representatives enumerated above, the Local Area WDB <b>may</b> include the following to contribute to the 20% requirement:</p> <ul style="list-style-type: none"> <li>• one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and</li> </ul> <p><i>[In North Carolina, examples of <b>allowable</b> community-based organizations include organizations such as Goodwill and community action agencies.]</i></p> <ul style="list-style-type: none"> <li>• one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs or eligible youth, including representatives of organizations that serve out-of-school youth.</li> </ul> <p><i>[Community College representatives would <b>not</b> be appropriate for this category.]</i></p>
<p><b>Representatives of Education and Training</b>  (WIOA Section 107(b) (2)(C))</p>	<p>The balance of Local Area WDB membership <b>must include</b>:</p> <ul style="list-style-type: none"> <li>• <b>At least one</b> eligible provider administering <b>adult education and literacy</b> activities under WIOA Title II;</li> <li>• <b>At least one</b> representative from an <b>institution of higher education</b> providing workforce investments activities, including community colleges; and</li> <li>• <b>At least one representative</b> from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> <li>• <b>Economic and community development</b> entities;</li> <li>• The <b>State Employment Service Office</b> under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and</li> <li>• The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title.</li> </ul> </li> </ul> <p>In addition to the representatives enumerated above, the CLEO <b>may</b> appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> <li>• Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment;</li> <li>• Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;</li> <li>• Philanthropic organizations serving the local area; and</li> <li>• Other appropriate individuals as determined by the CLEO.</li> </ul>



**Note: The Division of Workforce Solutions may request additional information from Local Area WDBs on representatives and the organizations they represent at any time in order to determine compliance with these requirements. The final determination on whether requirements are met is made by the Division of Workforce Solutions.**

***Based on: USDOL Training and Employment Guidance Letter (TEGL) 27-14.***