

Western Piedmont Workforce Development Board

Workforce Innovation and Opportunity Act

Comprehensive Four-Year Title I Plan

July 1, 2024 - June 30, 2028

North Carolina Department of Commerce
Division of Workforce Solutions
313 Chapanoke Road, Suite 120
4316 Mail Service Center
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 (CLEO), a comprehensive four-year plan.

The WIOA Comprehensive Four-Year Title I Plan is to provide current information and be effective July 1, 2024 - June 30, 2028 and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2024-2025 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.

The NCWorks Commission developed the strategic vision and mission for North Carolina's Workforce System based on Governor Cooper's NC Job Ready Initiative. 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.

Plans are reviewed by the Division of Workforce Solutions and NCWorks Commission staff. Upon completion of Plan reviews and the resolution of any concerns, as applicable, fully compliant Plans will be given Final Approval. Approval letters are distributed through Workforce Information System Enterprise (WISE). Local WDBs must have a compliant workforce board in place to receive Final Plan Approval and distribution of formula WIOA program year funding. [WIOA Section 108(e)]

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: <https://www.dol.gov/agencies/eta>.

North Carolina policy information is available at: <https://www.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs should reference the North Carolina WIOA Unified State Plan to be posted March 2024.

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 Program Year 2024 - 2028 Plan is Due: <u>May 1, 2024</u>

Each attachment must be clearly labeled in either Word or PDF format. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE.

If original signatures are obtained, forms may be mailed (and must be uploaded in WISE) to the Local Area WDB's assigned Planner at:

Division of Workforce Solutions
313 Chapanoke Road, Suite 120
4316 Mail Service Center
Raleigh, NC 27699-4316

I. Local Area Workforce Development Board (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.

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.

Western Piedmont Workforce Development Board

- If the Local Area is a Consortium, attach a copy of the current Consortium Agreement.
 - Name document: **Western Piedmont Jobs Training Consortium. - Uploaded**
- 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.*
- If the Local Area WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document.

2. List the counties served by the Local Area WDB.

Alexander, Burke, Caldwell and Catawba

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

Name: Charity Patterson Hamber	Title & Salutation: Director of Workforce Development
Organization Name: Western Piedmont Council of Governments	Address: PO Box 9026 (1880 2nd Ave NW) Hickory, NC 28603
Phone Number: 828.485.4273	Email Address: charity.pattersonhamber@wpcog.org

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

Name: Joseph L. Gibbons	Elected Title & Salutation: Dear Mr. Mayor
Government Affiliation: City of Lenoir	Address: PO Box 958, Lenoir, NC 28645
Phone Number: 828.850.4404	Email Address: josephlgibbons@yahoo.com

5. Provide the name, title, business name, address, phone number, and email address of the **individual authorized to receive official mail for the Chief Local Elected Official (CLEO)**, if different than question 4.

Name: Click here to enter text.	Title & Salutation: Click here to enter text.
Business Name: Click here to enter text.	Address: Click here to enter text.
Phone Number: Click here to enter text.	Email Address: Click here to enter text.

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)].

Name: Anthony Starr	Title & Salutation: Executive Director
Organization Name: Western Piedmont Council of Governments	Address: PO Box 9026 (1880 2nd Ave NW, 28601) Hickory, NC 28603
Phone Number: 828.485.4272	Email Address: anthony.starr@wpcog.org

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

Name: Anthony Starr	Title & Salutation: Executive Director
Organization Name: Western Piedmont Council of Governments	Address: PO Box 9026 (1880 2nd Ave NW, 28601) Hickory, NC 28603
Phone Number: 828.485.4272	Email Address: anthony.starr@wpcog.org

8. Attach a copy of the **Administrative Entity/Fiscal Agent's organizational chart** with an 'effective as of date'.

- Name document: **Uploaded - Western Piedmont Council of Governments Organizational Chart.**

9. Provide the **Administrative Entity's Unique Entity Identifier (UEI)** number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website <https://sam.gov/content/home> to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

SAM # 602653529 / Unique Identifier: U449K1DKUEG5

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, Change 1)

Elizabeth Hilliard

- 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 D](#).

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)].

- **Uploaded-Western Piedmont Workforce Development Board List.**

- 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). Do not change required category names except to clarify those representing multiple categories. When determining the total number of members, representatives serving in more than one category must be counted and listed only once on the form. Identify any names representing a dual category with an asterisk (*).

Notes:

- *Please complete the entire form. Check the block on the last page of the form certifying compliance with required WIOA Local Area WDB business nomination process.*
 - *Representatives with expired terms will not be included in the counted list of Board members. Board member terms must be stated in a month/date/year format.*
 - *Plans that do not have a compliant workforce Board will not receive Final Approval. Formula funds will not be awarded until the Local Area WDB has a compliant workforce Board. Exceptions are allowed only when realignment is occurring in the upcoming program year.*
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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 WPWDB staff ensure that any vacancies on the board are presented to the WPCOG Policy board for consideration of their recommendations. Upon adding any WPWDB members, the WPCOG Policy board approves any new member appointment as well as reappointments.

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](#) and [Appendix C](#).

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: **Uploaded – Western Piedmont WDB By-Laws**

14. To demonstrate that the attached Local Area WDB By-Laws comply, complete By-Laws Required Elements – Crosswalk chart (form provided).

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, as well as individual's contact information for distribution of Plan. [WIOA Section 108(d) and 108(b)(20)]

The local plan is made part of the boards meeting agenda items and will be listed on www.westernpiedmontworks.org for the required 30 days for public comment. Western Piedmont Jobs Training Consortium/CEO and Workforce Development Board members will be made aware via meeting and

email that the plan is available on the www.westernpiedmontworks website for comment. The local area plan will be updated, if applicable, after the 30 day public comment period. Given any revisions stemming from public comment or at request of DWS, the updated plan will be reposted in WISE and uploaded on this page on the website once approved by DWS - <https://www.wpcog.org/mission-strategic-plan> .

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) and 108(b)(20)]

16. Attach a copy of the Local Area WDB’s organizational chart with an ‘effective as of date.’ Include position titles, names, and contact information.

- Name document: **Uploaded-Western Piedmont Local Area Organizational Chart.**

17. Complete the following chart for the PY2024 Local Area WDB’s planned meeting schedule to include, date, time, location, and virtual link (if applicable). (Expand form as needed)

Date	Time	Location (include address, room # and virtual link)
8.24.2023	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1
10.26.2023	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1
2.22.2024	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1
4.25.2024	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1
5.23.2024	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1

6.27.2024	8:30 am	Western Piedmont Council of Governments 1880 2nd Avenue NW, Hickory NC Conference Room A1
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***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](#).*

The Comprehensive Four-Year Plan is developed in partnership with the chief local elected official and approved by the Local Area WDB. This approval should be reflected in the Local Area WDB meeting minutes as an Action item.

18. Provide the Month and Date of the Local Area WDB meeting that the Comprehensive Four-Year Plan was approved. Attach a copy of the Local Area WDB minutes that reflect this action item.

The Plan has been added to the agenda for vote at our May 23, 2024 meet. Minutes will be uploaded once the Board has approved.

- Name document: Local Area WDB Name Plan Approval Minutes.

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

- Name document: **Western Piedmont WDB Certification Regarding Debarment**

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
313 Chapanoke Road, Suite 120
4316 Mail Service Center
Raleigh, NC 27699-4316

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

- Name document: **2024 Four-Year Comprehensive Plan Signatory Page**

If using original signatures, mail the Signatory Page to the assigned DWS Planner at:

N.C. Division of Workforce Solutions
313 Chapanoke Road, Suite 120
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II. Local Area WDB Strategic Planning

*The Local Area WDB is required to keep the Local Area Plan up to date and adaptable 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: **skills and education 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.*

At the local level, the Local Area 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 in-demand 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)]

Western Piedmont Workforce Development Board (WPWDB) continues to work to increase the use of social media resources and expand our virtual services. Platforms such as Facebook, TikTok, Instagram, and YouTube are utilized to highlight upcoming recruitment events, hot jobs, current labor market information, educational training, and many other workforce opportunities in our four-county area (www.westernpiedmontworks.org). This is especially important to the strategy of reaching our youth and young adults, as well as people outside our region. It is imperative that we continue to seek new ways to reach people to entice them to come to the WPWDA to live & work. We continue to look at new ways of reaching people through social media by learning more about new platforms. WPWDB staff is well versed in the use of Virtual platforms such as Zoom, Microsoft Teams, and Cisco Webex to reach more people for training. WPWDB provides virtual workshops on resume writing, job applications, interviewing skills, credit and money management, veterans' services and expungement, just to name a few. The Workforce Development Board Director and Workforce Development Program Manager currently sit on various boards and taskforces

in all four counties. The focus varies by county, board or taskforce purpose ranging from Furniture, Manufacturing and/or Healthcare training to direct employer engagement, and early childhood and K-12 parenting outreach.

Goals relating to performance accountability measures are an ongoing integrated service delivery (ISD) leadership team topic. We have two separate sets of goals to monitor and strive to meet, and this requires another level of involvement and monitoring. One set of goals focuses on WIOA-USDOL measures, and the other is a performance tracking mechanism that focuses on our NCWorks Career Center performance operations, which was developed by our ISD management team. During the past four years, we have seen our performance on our WIOA-DOL goals improve greatly. This is due to the hard work of our Service Provider staff in serving our participants and the multilevel and continual monitoring that has become part of our process at the Service Provider level and the WDB staff level.

All NCWorks Career Center staff are aware that the local performance accountability measures apply to all of us, not just the workforce board staff and Service Providers. It will take all workforce team members contributing to the goals to meet and strive to exceed the expectation. This is also true of the Adult WIOA - DOL goals which apply to both Title I and Title III of the Workforce Innovation and Opportunity Act. Through a customer centered approach, we empower all center staff and involve everyone. This will only improve our customer services levels to each other, and the community. The Workforce Board staff, Regional Operations Director, and the Career Center Operator work together to coordinate and facilitate the WPWDB NCWorks all staff meetings, which are held quarterly, and include training, personal and professional development, and team building. In the WPWDB, area our NCWorks Career Centers close to the public on Friday for training and industry tours. This develops our overall team, improves business relationships, and increases our capacity to serve the community.

We continue to strengthen our workforce partnerships with K-12, community colleges, local universities, vocational rehab., chambers, EDCs, and behavioral health to help where we can, in upgrading the skills of the workforce and better understand the needs of employers. (This is currently being done by engagement with SHRM groups, employer taskforce, HIRE meetings and both local and state business services team meetings) In addition, NCWorks Career Center staff are out in the community meeting the customers where they are in local agencies, county libraries and other locations throughout the area. Title I Youth (NextGen) staff work closely with the six local school systems; strengthening relationships with the Career and Technical Education (CTE) staff, Adult Basic Education (ABE) staff, and Communities in Schools of Caldwell County. NextGen staff collaborate with the CTE staff on internships, marketing of the NCWorks Career Center to students, and resume development and interviewing. CTE staff make referrals to NextGen when they see a student that could benefit from the intensive services offered by NextGen in order to be successful and reach the goal of high school graduation. The collaboration with CTE staff creates a connection where NextGen Career Advisors can build relationships with current students so that once they graduate high school, they will come to the NCWorks Career Center and seek additional assistance with job search, career planning, and scholarships for post-secondary training. The relationships with ABE at the community colleges foster referrals for those seeking to complete their high school equivalency and who may have additional barriers to employment that the intensive services of NextGen may provide.

Another goal of the WPWDB is to encourage lifelong learning with our customers. In the workplace today, the skills and knowledge required for jobs are constantly changing due to changes in technology, equipment, and work environments. NCWorks Career Center staff work with customers to determine their career goals

and discuss what is necessary to get to the next level on their career path. It is critical to stay abreast of changes in the workplace which may mean improving their resume, interviewing skills, or seeking additional education, such as a third-party credential, diploma or an associate degree. Improving skills and education leads to better wages, resulting in self-sufficiency and a desire to contribute to the community. The goals of the WPWDB include an increased educated and skilled workforce for the area and will help recruit new businesses and sustain current ones.

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 services 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 WPWDB continues to enhance and develop our social media presence, newsletters, and website outreach including our core program & services to include local area workforce partner updates. Each year since implementing our broad social media outreach we have seen a significant increase in our in-center recruitment events for employers. Our local area staffing agencies also recruit through us as we assist them with their recruitment and advertising. We have continued having quarterly “After Hours” recruitment events, which has yielded increased employer and jobseeker turnout. Through our outreach efforts, we are expanding public awareness of employment, training, education, and support services that are available through our career center programs. We continue to cross-train all NCWorks Career Center staff and involve other workforce partners when relative. We also seek prospects from these partners to be trained and have knowledge on their programs and training opportunities. We partner with Vocational Rehabilitation every two years for Disability Awareness training (Windmills), and when available encourage NCWorks Career Center staff to participate in area Poverty and ReEntry Simulations. Understanding partners’ agency resources provides them with the knowledge to assist those with barriers to employment in a more efficient and effective process. NCWorks Career Center staff can use this knowledge to make better referrals for the customer, which removes a level of frustration for everyone involved.

We know that Mechatronics, Furniture Mfg., Healthcare, Transportation, Electrical Lineman, and Supervisor Roles are still key in-demand occupations for employers in our area. The training certification process for these occupations has been addressed, and the classes remain full of growing waiting lists. Our relationship with our local community colleges is very strong, which allows us to provide information about access to post-secondary credentialing to our workforce through an easy streamlined process at our NCWorks Career Centers. The relationships we have with employers in the area allows us to identify these high demand areas where we need to train workforce and also upgrade skills of employers’ current workforce through our Upskill Grant (incumbent worker grant). It has been very beneficial for businesses looking to grow their current employees to make room for future workforce and new hires.

The WPWD area has developed several Career Pathways and had them certified. The pathways which have been certified include Healthcare (local effort), Energy (efforts of 5 WDBs), Advanced Manufacturing (local

effort) and Human Services (efforts of 3 WDBs). The WPWD area works closely with partner programs to start individuals on these Career Pathways and help them continue moving forward. In order to provide the best wrap-around services for customers, we co-enroll with other to services (TAA, Adult/DW, Youth, VR, DSS, etc.) to encourage and assist them to successful completion utilizing various available resources unique to each program. Our Career Advisors and partner staff work closely together to prevent duplication but to ensure needs are met in the most comprehensive way.

3. Considering the analyses described in the Regional Strategic Planning Section III, describe strategies to work with the entities that carry out the core programs that align resources available to the Local Area to achieve the strategic vision and goals. [WIOA Section 108(b)(1)(F)]

Changes and advancements in technology and automation continue to drive the demands for increased knowledge and skills needed to meet employment demands in all sectors. Working with our K-12, community colleges, chambers of commerce, economic developers, and businesses will give us direct insight to both learner and industry needs. The WPWDB strategic plan focuses on stakeholder and partnership development, workforce intelligence and economic development. These goals directly align with continued career pathway development and outreach; broader workforce intelligence data that can be shared digitally and more frequently. The WPWDB members represent employers from a broad range of leading industries that need workers with the training, skills, and dedication to produce important products and services for a global marketplace. For each, we will help guide the efforts of public and community resources to enhance the local area's workforce capabilities.

4. Provide a description of strategies concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how this coordination of services improves service delivery and avoids duplication of services. [WIOA Section 108(b)(12)]

Maximizing coordination of services between the Wagner-Peyser Act and the NCWorks Career Center system includes:

Joint planning and coordination by continuing regular meetings and communication channels between Wagner-Peyser Act administrators and NCWorks Career Center managers to develop joint plans and ensure the alignment of goals and strategies.

Standardized assessment and referral processes to develop tools and processes to ensure that job seekers are appropriately matched with the services and resources they need.

Ensure data and performance measures are shared to allow for better tracking of outcomes and ensure accountability for the use of resources.

Joint employer engagement and outreach efforts to engage employers and meet their workforce needs effectively.

Staff cross training to ensure staff are familiar with all services available. By maximizing coordination of services between the Wagner-Peyser Act and the NCWorks Career Center system, service delivery can be improved in several ways. First, it ensures that job seekers have access to a broader range of services and

resources, leading to more comprehensive support in their job search and career development efforts. Additionally, coordination helps to avoid duplication of services by ensuring that resources are used efficiently and effectively. This not only maximizes the impact of available funding but also reduces confusion and administrative burdens for job seekers. Overall, coordination of services leads to a more streamlined and responsive system that better meets the needs of both job seekers and employers.

This type of strategic coordination reduces duplication of services by ensuring that individuals are not receiving the same services from multiple providers and assists in assuring resources are used efficiently and effectively.

5. Describe how the Local Area WDB implements **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)]

Upskill Western Piedmont (Incumbent Worker Training Programs) is an initiative of the Western Piedmont Workforce Development Board (WPWDB), which offers competitive training grants to businesses in addressing employees' skill gaps, improving employee retention, helping stabilize the business, and increasing the competitiveness of the employee and business. A specific outreach focus for the Upskill WP Training Grant is on businesses that are aligned with growing industries and/or with in demand occupations in our region. These industry sectors include Transportation, Advanced Manufacturing, Healthcare and Allied Health, Biotechnology, Pharmaceutical, IT, Hospitality, and Professional/Business Services. Currently the WPWDB does not offer on-the-job training programming due to decreased funding. The Customized Training Program is led mainly by our community college partners. The WPWDB Business Services Representative does partner with the Customized Training Program Coordinator at each of our local community colleges for cost-sharing opportunities to support businesses' training needs.

NCWorks Certified Career Pathways are seamless systems of education and training that prepare workers for high-wage, high-demand careers. They are created in collaboration with a team of engaged employers, K-12 school systems, colleges and community partners, and the local area workforce development board. In the WPWDB local area, we have developed the Advanced Manufacturing Career Pathway and the Nursing and Allied Healthcare Pathway. The WPWDB partnered with 5 other WDBs to develop the Energy Worker Pathway. The WPWDB received their NCWorks Commission recognition for a Human Services Career Pathway, in August 2021. This is a regionally approved pathway in collaboration with High Country and Foothills WDB.

Development and employer involvement help us sustain sector strategy type engagement since industry/sectors have helped us create the needed career pathways for our local area.

The WPWDB Business Services Rep convenes a local area Business Services Team, which consists of business facing representatives from the NCWorks Career Centers, WIOA Title I Service Provider, Voc Rehab, Customized Training Coordinator at the local community college, and the Regional Veteran Employment Representatives. This Business Services team meets monthly to discuss best practices,

challenges, and any new resources to help businesses. The team also works with the State Business Services Unit and the Small Business & Technology Development Center (SBTDC) to coordinate and provide layoff aversion services when applicable.

This team also has a coordinated marketing outreach plan to promote and offer services to businesses and job seekers through onsite visits, promotional phone calls, speaking engagements, and K-12 involvement with ncworks.gov. The WPWD Business Services Representative also partners with the community colleges apprenticeship representatives to assist business with exploring their talent pipeline strategy. Depending on business needs, the Business Services Rep may refer and connect the business with the community college and the Apprenticeship Program. Business facing staff in the NCWorks Career Center are in constant contact with businesses in the local area discussing the business needs and the skill sets desired for prospective employees. NCWorks staff then work to locate individuals with the appropriate skills and/or discuss training options with customers to develop the skills needed in the area in order to grow the pipeline of talent for local businesses. Monthly Labor Market information from NC LEAD is shared with local businesses along with the Business Brief and the Quarterly Economic Indicator Newsletter (EIN), which are publications of the Western Piedmont WDB. These labor market information resources are used to engage and inform businesses on the current state of the local area labor market.

The NCWorks NextGen youth program has a great relationship with the local school systems and works in concert with the Career & Technical Education staff to continue the development along the career pathways following graduation. Work-based learning opportunities are often coupled with training which results in the third party recognized credentials allowing movement on the career pathway and increased wages for youth and young adults.

6. 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 – is carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

Since WIOA Title II Adult Ed/Literacy and WIOA Title 1 performance measures are more closely aligned, the WPWDB staff have had more conversations with this group to discuss client opportunities. The WPWDB's local community college ABE directors consistently attend the WPWDB meetings every other month. We also share training and recruitment event information. The ABE staff also consistently attend the monthly NCWorks HIRE (Helping Individuals Regain Employment) meetings and the WPWDB meetings. We will continue to strengthen this partnership and the referral process to better serve individuals and help them achieve success while avoiding any duplication of services through open communications.

7. Describe the Local Area's workforce development system. Identify the following: the programs that are included in the system, how the Workforce Development Board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, and the programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). [WIOA Section 108(b)(2)]

The Western Piedmont Workforce Development Area (WPWDB) consists of a number of partner agencies and programs that diligently work together to serve our community. In addition to the Title I (Adult, Dislocated Worker, and Youth) and Title III (Wagner Peysner) programs which are offered in our NCWorks Career Centers, we work closely with other WIOA partner programs including Vocational Rehabilitation and the Adult Basic Education department of the local community colleges. Representatives from these programs, in addition to representatives from other local workforce partner agencies and non-profits, participate in the HIRE meetings, which are held in each county in the WPWD area. These meetings are used to drive conversation and collaboration to serve customers as needed with a team approach. In addition, the NEXTGEN Career Advisors work very closely with the six secondary school systems in the WPWDB and have a great working relationship with the Career & Technical Education staff. They collaborate on internship possibilities and work closely to meet the needs of students who may need the NEXTGEN services to achieve success. Other local workforce partners include faith based, non-profit organizations, social services agencies and other agencies that have a workforce component.

To support alignment and provision of services, analysis of the following is conducted and/or reviewed: regional economic conditions, the knowledge and skills needed to meet the employment needs of the employers in the region, the employment needs including existing and emerging in-demand industry sectors and occupations, the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, the educational and skill levels of the workforce in the region, including individuals with barriers to employment, and the workforce development activities (including education and training) in the region, utilizing two crucial reports that are spearheaded by the WPCOG and the WPWDB. One analytical study is the 2017 Comprehensive Economic Development Strategies (CEDS) report. The data from this report guides us in addressing the employment needs of employers of in-demand business sectors in our local area. The WPWDB has identified and certified three career pathways for our in-demand industries including healthcare, advanced manufacturing and energy. In addition, the WDWB Director serves on other committees and workgroups where community and employer concerns are discussed, and solutions sought to make improvements for the citizens and the business community.

Current labor force and labor market trends is provided monthly by LEAD and shared via the www.westernpiedmontworks.org website so that the local area can stay informed. The WPWDB also helps provide the quarterly Economic Indicator Newsletter (EIN) which is available digitally. The employment needs of employers in the region is extracted and analyzed from www.ncworks.gov along with face to face meetings with employer groups and educational institutions to tweak and make changes as demanded by growth in automation and the demand for enhanced skill levels.

8. Provide a description of (a) 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)]

Currently, WPWDB does not have a specific cooperative agreement with local workforce entities such as VR; however, in our One-Stop Required Partner MOU we have input and shared accountability from partner agencies, especially Vocational Rehabilitation. Voc. Rehab provides all NCWorks Career Center staff with Disability Awareness training on a consistent basis. The Voc. Rehab business service representatives also attend our monthly local business services meetings, so we ensure we have plans in place for good communication and strategies when contacting employers.

9. 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)]

The informative and collaborative relationships that the WPWDB has worked to develop with the One-Stop Operator, Title 1 Contractor, Wagner-Peyser staff, community colleges, Voc Rehab, Economic Development, Chambers of Commerce, Goodwill NWNC, other area workforce partners, as well as business/industry, will continue to sustain us as a high performing board. Through our NCWorks Career Centers monthly HIRE meetings, and management leadership conversations we work to continuously improve all services within the NCWorks Career Centers. We track NCWorks Career Center monthly operations through a comprehensive performance tracking spreadsheet. This data is shared monthly with all NCWorks Career Center staff, and five core key performance indicators (KPI) are posted for public knowledge on www.westernpiedmontworks.org. These core KPI's were determined by the WPWDB performance sub-committee in collaboration with NCWorks Center Managers. Each individual NCWorks Career Centers KPI's are also posted monthly on a bulletin board in the respective center. NCWorks Career Center staff are knowledgeable about how we are performing as the local NCWorks System in the Western Piedmont region.

10. Discuss the increase and expansion of service delivery and awareness efforts to reengage individuals with barriers to include dislocated workers, opportunity youth/high school dropouts, women, people of color in hard-to-reach communities, individuals with disabilities, and justice involved individuals to help reconnect the disconnected workforce. More importantly, clarify how success is measured.

WPWDB works closely with various community partners to increase outreach to those that are disconnected from the workforce (dislocated workers, disconnected youth/high school dropouts, women, people of color in hard-to-reach communities and individuals with disabilities) as well as those who need career and/or training services to improve their economic mobility. Our partners include the Department of Social Services,

Vocational Rehabilitation, Adult Basic Education, local area high schools, community resource/service agencies, soup kitchens, local libraries, etc. Through partnering with these groups to provide information on our services and how they can assist these individuals with their goals allows us to reach into these more difficult to reach groups. We partner with other groups that are involved in the Hispanic and Hmong communities to as well to provide NCWorks information and services. Our Career Advisors are trained to work with justice involved individuals to help them get re-engaged in the workforce. The WPWDB Business Services Coordinator meets with mental health providers to promote employability workshops to their clients. The WPWDB works with employers to translate their job descriptions and job flyers into Spanish and Hmong language when requested. We partner with the Western Piedmont Homeless Response team that covers Alexander, Burke, Caldwell and Catawba counties and possess expertise in mental health, substance abuse disorders, domestic violence, workforce development, public health, and housing. This team works directly with the homeless population to navigate them to the proper resources in our region. The team also conducts regional outreach and coordinates with partners such as local governments, nonprofits, churches, law enforcement, and social service organizations. WPWDB/NCWorks is also partnering with the City of Hickory Library to provide career services at the Ridgeview Branch Library. This branch is in an area of the city that has been historically underserved and predominately African/American. This allows us to serve this community where they are and help remove some barriers such as transportation and face to face engagement. We have learned that in some areas we need to be more mobile and/or virtual to serve the region. Success can be defined in a variety of ways. Once a person fully connects with NCWorks and enrolls in basic career services or training, this may help a customer in obtaining a job that pays a self-sufficient wage. Successful completion of a training program, work experience and obtaining a job in a field they desire are signs of the success of our program. Another gauge of success is in referrals from our customers. We know word-of-mouth is the greatest marketing tool and when we have customers refer family and friends to NCWorks because of the service they received, that is success.

11. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with:

- a. statewide rapid response activities as described in WIOA Section 134(a)(2)(A).
- b. specifically describe the coordination and delivery of services to businesses to include systems that are used to determine economic trends and partners within your Early Warning Network to help identify those businesses that are expanding and/or struggling. [WIOA Section 108(b)(8)]

a. Upon receiving a WARN the Business Services Coordinator (BSC) contacts the appropriate business to discuss and identify resources and services to meet the needs of the business and its employees during the layoff process. The BSC will coordinate with the NCWorks Career Center staff, and other workforce partners, such as the Community College, Vocational Rehabilitation, Legal Aid of NC, the County Department of Social Services, and other relevant community partners to provide services to the impacted employees. A customized recruitment event may be held to offer job opportunities to employees impacted by the layoff.

b. The WPWDB leverages the partnerships with economic developers, Chambers of Commerce, community colleges, and industry leaders for information on economic trends and conditions. The NC Commerce

Business Services Unit searches and generates reports from their business-related software on North Carolina's companies that may be at-risk. The reports are sent to the local Workforce Development Board to engage the businesses and provide services where needed. The WPWDB BSC will coordinate with the relative economic development staff and provide consultation and resources to help the business avert potential layoffs and/or provide financial counseling.

12. 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 diversity, equity, inclusion, and accessibility.

The WPWDB has a wonderful partnership with the three NC Community Colleges in our local area which are Caldwell Community College and Technical Institute, Catawba Valley Community College, and Western Piedmont Community College. We have NCWorks Career Advisors on each campus one to two days a week. All three are community colleges are training providers for our Title I participants, who are eligible for training services and offer a variety of training programs from short term courses leading to a certification, or long term where they can earn an associate degree. The WPWDB also has a relationship with Lenoir Rhyne University which is an independent college in our area, and we are building our partnership with the Appalachian State University Campus here in Hickory. Catawba Valley Community College, Caldwell Community College & Technical Institute and Western Piedmont Community College also have representation on the Workforce Board. In addition, we have worked with various other UNC institutions and community colleges in the Northwest Prosperity Zone to develop certified career pathways. These provide a pathway for individuals to understand and hopefully engage with a local career that is in demand. Some may attain their goal right away, whereas others may choose to take it one step at a time, and all the institutions and workforce staff are able to assist.

All three community colleges, Appalachian and Lenoir Rhyne University have an increased focus on equity and inclusion and provide training for all staff and instructors/professors. The Department of Commerce and the Division of Workforce Solutions, as well as our One-Stop Operator, is also focused on ensuring that all customers in our NCWorks Career Centers receive equitable treatment and customers are aware that our services are inclusive of all people. The WPWDB ensures that all staff have received and will continue to receive training in this area.

13. Based on the history of economic development projects in the Local Area, how many projects does the Local Area WDB expect to engage in during the upcoming program year? Please indicate the type of services the Local Area WDB expects to provide.

The type of Workforce Services depends on the needs of the business and may differ from one business to another. Workforce services provided include recruiting services, hosting job fairs, listing and promoting jobs, offering work-based learning opportunities, training services, and providing labor market information. WPWDB works closely with local EDCs with new projects providing insights on the local workforce area. Several grants have been awarded to cities in the local area. In the WPWDB area, we are looking at

approximately 7 to 10 projects, including expansions, renovations and new businesses. The WDB will assist by providing the services listed above.

14. Provide a description of how the WDB is employing sector strategies by creating industry-led sector partnerships to facilitate engagement of employers and better coordinate workforce development services, training, and economic development activities. Include a brief example(s) of existing industry sector initiatives / partnerships or describe the strategy to implement them for evidence-based in-demand industry sectors for the region [WIOA Section 106 (c)(1)(C), Section 107 (d)(4)(D)]

Development and employer involvement helps us sustain sector strategy type engagement since industry/sectors have helped us create the needed career pathways for our local area. Employers in specific industry sectors were convened to engage with the development of our NCWorks Certified Career Pathways. Advanced manufacturers were assembled for the Advanced Manufacturing Career Pathway. Healthcare providers were assembled for the Nursing and Allied Healthcare Worker Pathway. Energy employers were assembled for the Energy Worker Career Pathway. Human Services providers were assembled for the Human Services Career Pathway. With the assistance and sector partnership with industry leaders, the NCWorks Certified Career Pathways were developed to assist educators promote in-demand industry sectors careers.

15. 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		2018	708
Energy	Foothills WDB, High Country WDB, Gaston WDB, Centralina WDB, Charlotte-Works WDB	2019	13
Advanced Manufacturing		2017	21
Human Services	High Country WDB, Foothills WDB	2021	18

16. 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' (Department of Public Instruction (DPI), community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.

- c. Describe the strategy to avoid duplication efforts.
- d. Describe the strategy to promote pathways and recruit participants.

a. There are no immediate plans for a new pathway. However, WPWDB is assisting in the design of an Early Childhood Educator pathway.

b. In the WPWDA, we have worked diligently with our education partners to develop career pathways that are in demand in our local area. This has been critical in aligning our efforts. We have distributed information for our K-12 partners to use and/or make available for students. It is also available for use with other groups in the community.

c. Working with our partners and other Workforce Development Boards to develop and promote selected career pathways has kept us from duplicating efforts in our area.

d. Our partnerships with our K-12 partners and community colleges, along with community outreach efforts help us promote and recruit participants. WPWDB in partnership with Work In Burke, received an innovation grant for the OPT-IN (Opportunity Internship) and J.E.T. (Jobs + Education + Training) programs in 2023. These programs will further assist us in promoting and recruiting.

17. Provide a description of the Local Area WDB’s capacity to provide workforce investment activities to address (a) education attainment and skill needs of high-demand fields (b) 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 (c) supportive services for hard-to-reach communities. (d) Explain strategies that include NextGen, NCCareers.org and any awareness models for success. (e) Explain strategies to align work across the North Carolina Community College System (NCCCS) and (DPI) to increase youth apprenticeships or assist businesses in hiring youth apprentices.

a. The WPWDA has certified pathways in Healthcare, Advanced Manufacturing, Energy, and Human Services. These pathways cater to careers that are in high demand in the area, and also pay wages leading to self-sufficiency. Developing these pathways involved collaboration and partnership across many entities and geographical areas. Between NCWorks staff, community college staff, and other partner staff, customers are made aware of work-based learning opportunities for their selected training programs including internships and apprenticeships. Also, for young adults who are seeking a career path, there are paid internships to explore work environments to help solidify their career path and move them toward educational options for moving into positions with more responsibility, pay and benefits.

b. The WPWDA staff make it a priority to know and understand where a person is in their life currently and what their goals are for the future. Staff identify and discuss labor market information with customers related to industries whose jobs are in high-demand and offer self-sustaining wages. It is through individual career counseling in the NCWorks Career Centers that staff engage with customers concerning their employment goals. This can mean additional training which may come through recognizing the need for high school diplomas or equivalent and/or additional educational attainment through certifications, diplomas or associate degrees. NCCareers.org is a great website particularly in learning about jobs, wages, and education. Reality Check can help youth realize if their career interest will provide the lifestyle they want. Providing LMI information and utilizing information found in NCWorks.gov,

<p>NCCareers.gov and the community college websites allow for setting a plan to move along a career pathway with increasing attainment of educational goals along the way to ultimately reach the customer's selected goal.</p>
<p>c. NCWorks scholarships are available for those who are low income, have barriers to employment or need to enhance their skills to get to the next level. Support services are available for some populations (including youth adults, single parents, ex-offenders and those with disabilities) to assist them with overcoming certain barriers so they can experience educational and employment success. The WPWDB in partnership with community partners, has identified underserved areas and established service share points in easily accessible locations.</p>
<p>d. In the NextGen program, staff work with young adults through assessments, conversations, and job shadowing opportunities to identify areas of interest and discuss their current and future goals. They also discuss various levels of education and experience which allows the young adult to move along the career path of interest. They may also move the young adult from a job shadowing opportunity to a work experience where they can experience hands on work and learn more about the day to day activities of the job. Sometimes, either following the job shadowing or the work experience, the young adult may need to reassess their desired career field. NCCareers is a great tool for our NextGen participants, especially</p>
<p>e. WPWDB plans to partner with NCCCS and DPI to develop a joint action plan outlining the steps needed to increase youth apprenticeships. This plan will include strategies for business, support services for apprentices and outreach to increase awareness among students, parents, educators, and employers about the benefits of youth apprenticeships</p>

III. Regional Strategic Planning:

North Carolina is defined by an expansive geography that covers over 53,000 square miles and spans from the mountains in the west, to the piedmont region in the state's center to the coastal plain region in the east. This expansive geography contributes to the state's diverse mix of rural communities, small towns, cities, metropolitan areas, and regional economic centers, each with its own unique industrial composition. Part of North Carolina's economic development strategy includes organization of the state's 100 counties into eight multi-county regions called Prosperity Zones, which are intended to help ensure economic growth across all areas of the state, by leveraging regional economic, workforce, and educational resources. Overlaying the eight prosperity zones are North Carolina's 20 Local Area WDBs that facilitate the delivery of workforce services to the state's citizens and employers.

Local Area WDBs are to continue, or begin, formal interaction based on these regional geographies. The following regional configurations will be used for submission of this Regional Plan:

- *Western Region: Southwestern, Region C (Foothills), and Mountain Area WDBs;*
- *Northwest Region: High Country, Western Piedmont, and Region C (Foothills)WDBs;*
- *Piedmont Triad Region: Piedmont Triad Regional and GuilfordWorks WDBs;*
- *Southwest Region: Centralina, Charlotte Works, Region C (Foothills), and Gaston County WDBs;*
- *North Central Region: Kerr-Tar, Durham County, Turning Point, Mid-Carolina, and Capital Area WDBs;*
- *Sandhills Region: Cape Fear, Lumber River and Mid-Carolina WDBs;*
- *Northeast Region: Rivers East, Northeastern, and Turning Point WDBs; and*
- *Southeast Region: Eastern Carolina and Cape Fear WDBs.*

1. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; as well as conditions that contribute to potential layoffs and closures and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

a) Existing and emerging in-demand industry sectors and occupations data report is attached and titled as listed above in the response to Q1.

Currently the regional economy is thriving and expanding. A positive resurgence in the economy is happening. We continue to see a rise in skills needed for manufacturing, as well as, in increase in popularity for IT and Cyber Security training.

'b) The continued changes and advancements in technology and automation will drive the demands for increased knowledge and skills needed to meet employment demands in all sectors. Eligible training providers such as our community college partners are already updating the curriculum and adding relevant equipment to prepare tomorrow's workforce. Reports show that technology will drive significant changes in how we train and prepare the workforce.

The workforce development boards are made up of 51% private sector businesses, therefore business involvement is imperative. Not only do we receive input and engagement from our workforce boards, but each local area is also involved in on-going career pathway development, which requires business involvement. Foothill, High Country and Western Piedmont are consistently in discussions regarding the future of workforce in our prosperity zone.

2. Describe how the regional strategic vision aligns with the NCWorks Commission's 2023-2025 Strategic Plan.

GOAL 1: Prepare workers to succeed in the North Carolina economy by increasing skills and education.

Help businesses and employers meet their current and future workforce needs by using WIOA Title 1 funding to support and increase in demand occupational training opportunities; help not only youth, but, adults, dislocated workers, and those with barriers; build skills for long-term careers by marketing and increasing exposure to career pathways; promote our NCWorks Career Centers as the go-to source for jobseeker job preparation, and business retention/recruitment; strengthen the local economy and develop the talent pipeline through continued focus on the advantages of upskilling; provide job seekers the opportunity for advanced educational attainment that will provide meaningful careers and improve their quality of life so they can become self-sustaining.

GOAL 2: Create a workforce system that is responsive to the needs of the economy by fostering employer leadership.

The FWA Workforce Board members represent employers from a broad range of leading industries that need workers with the training, skills and dedication to produce important products and services for a global marketplace. For both, we help guide the efforts of public and community resources to enhance North Carolina's workforce capabilities. This includes working collaboratively with our local community colleges as well as other training providers to convene honest communication with business leaders and assess training that truly enhances their workforce as well as increases a jobseeker's employability. The Incumbent Worker

Grant (Upskill) is a major asset of the WPWDB. Upskill is a competitive training grant for businesses in addressing employees' skill gaps, improving employee retention, helping stabilize the business, and increasing the competitiveness of the employee and the business. Through this effort businesses: Improve Productivity and Increase Competitiveness; Retain Key Talent and Expertise; Reduce Employee Turnover.

Each WDB in the FWA region has various industry led initiatives that have helped create needed training opportunities in in-demand occupations. All three workforce boards in the FWA region have certified career pathways in: Healthcare, Manufacturing and Energy Services.

GOAL 3: Promote replication of creative solutions to challenging workforce problems by supporting local innovation.

In 2023, Western Piedmont Workforce Development Board in partnership with Work in Burke was awarded an Innovation Grant for the Opportunity Internship (OPT-IN) and J.E.T. (Jobs, Education and Training) programs. OPT-IN is an 8-week exploratory program for recently graduated high school seniors. This program begins in June (post high-school graduation) and involves 3 important pieces: Work Experience, Mentorship and Professional Development. The J.E.T. program focuses on Opportunity Youth ages 18-24, connecting them to quality employment opportunities in Burke County, a community mentor, and educational and career planning support. WPWDB is partnering with North Carolina Workforce Development Coalition, Inc. on the WNC Recovery Friendly Workplaces and Wellbeing Initiative which will create collaborative effort aimed at enhancing regional recovery and workplace wellbeing. Each of these programs could be easily replicated across counties and the state.

GOAL #4: Promote system access, alignment, integration and modernization.

The FWA region strives to market the relevant integrated services within our NCWorks system. The FWA board staff have worked diligently to update local marketing material. Providing NCWorks Career Center staff with laptops and wireless capabilities allowing them to be mobile/virtual in their efforts to effectively help our jobseeker and business customers, has brought about a renewed sense of innovation when it comes to technology accessibility outside a NCWorks Career Center. Not only now, but in the future, virtual mobility in the community will be a key necessity to ensure the relevancy of the NCWorks System, especially in rural areas like the FWA region.

3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108 (b)(1)(C)].

Barriers to employment varies; therefore, ongoing engagement with Vocational Rehabilitation, Adult Basic Education programming, English as a Second Language, justice involved, individuals in recovery and older adults that wish to work is strengthened by local area meetings held through the NCWorks Career Centers, the Workforce Board members, and the annual One-Stop Required Partner MOU/Infrastructure Funding agreement processes.

4. Describe strategies, used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the workforce system in meeting employer needs. [WIOA Section 108 (b)(4)(A)(i)(ii)].

The Western Piedmont Workforce Development Board partners with economic developers, community colleges, Chambers of Commerce, and industry leaders to identify small businesses and in-demand sectors occupations. One of our workforce development resources is our Upskill Training Grant (Incumbent Worker Training). The Upskill Training Grant is designed to offer funding assistance to small businesses and high-growth and in-demand industry sectors for incumbent worker training. This training grant offers funding resources to assist businesses with their strategies to develop talent so they can meet their current and future workforce needs.

Local area business service teams stay up to date and engaged with businesses in order to understand the business needs and help them (business) develop labor market intelligence that will guide their recruitment and retention efforts. Tools such as the LEAD Workforce Board Labor Market Overview, Data from EMSI and the Western Piedmont Economic Indicator Newsletter support business needs and strategies.

5. Describe strategies and services used to coordinate workforce development programs and economic development. [WIOA Section 108 (b)(4)(A)(iii)].

Each of the Future Workforce Alliance (FWA) workforce entities regularly meets with local economic development entities to assess their needs, discuss projects and provide support and encouragement related to both new recruitment efforts and existing industries. The FWA is completely committed to developing and maintaining relationships with Economic Development partners to best meet business customer needs.

6. Outline regional transportation issues related to workforce development and ways the region is/will address needs identified. Include a description *and* map of the regional commuting patterns. [WIOA Section 108(b)(11)].

Most of the FWA are rural areas and local transportation is one of the biggest challenges. While it has improved, still in most cases mass transit does not exist.

Many rural counties have local transportation authorities that may be utilized when necessary, however, often the cost of utilizing these services is prohibitive.

7. Briefly provide a description of how the Local Area WDB will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Section 108(b)(10)].

The Workforce Development Boards in the High Country, Foothills and Western Piedmont have worked together as members of the Future Workforce Alliance (FWA) for several years. Each of the FWA Workforce Development Boards benefit from regular collaboration and consistent communication with local community college providers. Currently there are eight community colleges in the FWA service region that are members

of the N.C. Community College System (Isothermal, Cleveland, McDowell, Mayland, Wilkes, Western Piedmont, Caldwell, and Catawba Valley). The prevalence of these institutions of higher learning allows the FWA providers to collaboratively work in developing training programs that support high growth occupations, and in building career pathways that can support local business needs and foster growth. It also allows the FWA to regularly act as a convener to share ideas and program of instruction examples between training entities, thus ensuring that there is an effort to minimize duplication. We have engaged in ongoing communication with community college providers to build and monitor training programs for viability and effectiveness. Furthermore, the FWA remains very involved with public school officials on a regular basis. These conversations allow for career pathway development to be targeted at specific sectors, and to ensure that all applicable representatives are involved in the planning and execution of building such initiatives. Another significant accomplishment for the FWA area is the announcement and opening of the Hickory Campus of Appalachian State University. This is significant because it will bring increased educational resources and attention to the FWA region. The Appalachian State Campus in Boone, NC has had positive and sustainable effects in the High Country, and we expect the same to occur throughout the FWA region. The FWA will continue to leverage and value educational partners and stakeholders to always be developing and evolving career pathway strategies for students, jobseekers, and business customers.

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

The FWA is committed to providing prioritized services to military veterans and their families. The FWA works closely with Local Veteran Employment Representatives (LVER) as well as the Hybrids of the JVSG staff. These specialists work to ensure that there is a wide variety of services available to military veterans and their families. It is vital to the FWA to ensure that local business and employer representatives are aware of a variety of Veteran related subsidies and incentives designed to encourage and accelerate the employment of military veterans. The FWA also participates in regional Stand Downs to provide services for veterans. The WDB's work with, assist, and participate in the region's Homeless Veterans Stand-down events. In the Western Piedmont local area, the HKY4Vets is a program built by the Catawba County EDC, Chamber, NCWorks and local veterans groups to market our region for work, life and play. The program is working hard to make our area veteran friendly and worth the move for veterans to bring themselves and their families to the western region of NC.

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

We will continue to expand our virtual capabilities and capacity to provide services by virtual strategies. Currently, all career center services are provided virtually. We have our virtual mobility stabilized with increased laptops for all NCWorks Career Center staff to take home or abroad, wi-fi (jetpacks), virtual meeting license and we are looking to add a mobile/vehicle unit to better address a local/state/national emergency. WPWDB has partnered with Foothills WDB, and High Country WDB to provide virtual workforce workshops for the entire Northwest Prosperity Zone. The purpose for this collaboration is to pool

resources and reduce redundancy and duplicative efforts in providing needed virtual career services to customers during the pandemic. Virtual services also include services to employers by providing a safe venue to offer virtual recruitment events. Leaning on past and current success, the WPWDB plans to continue and increase virtual services as part of its service delivery products.

IV. NCWorks Commission

The NCWorks Commission recommends policies and strategies which value diversity, equity, inclusion, and accessibility while enabling the state's workforce to compete in the current and future global economy. The commission leads, builds partnerships, forms alliances, and is accountable for strengthening North Carolina's innovative, inclusive, relevant, effective, and efficient workforce development system.

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.

After stakeholder work and programmatic reviews, the following systemwide goals and objectives were created for the workforce development system:

- *Prepare workers to succeed in the North Carolina economy by increasing skills and education attainment.*
- *Create a workforce system that is responsive to the needs of the economy by fostering employer leadership.*
- *Promote replication of creative solutions to challenging workforce problems by supporting local innovation.*
- *Promote system access, alignment, integration, and modernization.*

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 (a) ensures collaboration with other employer-facing workforce program representatives, such as (b) Vocational Rehabilitation, (c) Agriculture Services, (d) Foreign Labor, (e) Re-Entry, and (f) Veterans Services, through processes and procedures for information sharing and efficient employer customer service delivery.

Outreach includes, but is not limited to face-to-face contacts, reports and/or social media. We collaborate with economic development agencies, Chambers of Commerce, SBTDC, community colleges, public school districts, and other community agencies to promote and market solutions that meet the business' needs. Utilize a strategic marketing mix for outreach, via multiple platforms such as, but not limited to, email blasts, surveys, direct mailings, postcards, billboards, flyers, and posters, press releases, and social media, public service announcements, presentation to local organizations, and other suitable venues to identify business needs and offer business services. Our outreach material is business-focused and business-driven with clear, concise, and professional messaging to ensure the information is easily understood and viewed. We collaborate with our workforce partners to promote business services to Local Area businesses. The WPWDB local Business Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The members of the WPWDB Business Services Team consists of business facing staff from the local WDB, NCWorks Career Centers, WIOA Title I Service Provider, Vocational Rehabilitation, Customized Training Coordinator at the local community colleges, and the Regional Veteran Employment Representatives. The WPWDB does partner with the community colleges apprenticeship representatives and the Apprenticeship NC Apprenticeship Coordinator to assist businesses and explore talent pipeline strategies. The WPWDB Business Service Representative also shares information on the characteristics of the local workforce to businesses. Monthly Labor Market information from NC LEAD is shared with local businesses along with the Business Brief and the Quarterly Economic Indicator Newsletter (EIN) which are publications of the Western Piedmont WDB. A few years back, Western Piedmont convened regional agencies and organizations whose focus and mission were to support formerly incarcerated individuals (Re-Entry). This effort was eventually given the name the Western Piedmont Regional Reentry Initiative. This large group met quarterly to discuss and address needs around housing, transportation, legal aid and the all-around support needed to assist the justice involved reentry society in a positive and productive manner. A regional resource guide is maintained by WPWDB and is available on the website <https://www.wpcog.org/reentry>. Currently, this initiative is in holding pattern due staffing at the Department of Commerce WPWDB. We hope to revive this valuable group in the near future.

The WPWDB Director, the WPWDB Business Services Coordinator, NCWorks Career Center Managers, Employer Services Staff, and the Veteran Employment Representatives all engage with businesses and make appropriate employer referrals to Agriculture Services, Foreign Labor staff, and Veteran Services depending on business needs. The WPWDB Director and Business Services Coordinator are aware and have engaged with NC Department of Commerce on Foreign Labor. The WPWDB Director and Business Services Coordinator are willing partners in promoting and creating opportunities for Foreign Labor. The WPWDB is an active partner with the Catawba Economic Development Corporation and the Catawba Chamber of Commerce in the HKY4Vets program to promote jobs to transitioning veterans and their family. The WPWDB and staff of the NCWorks Career Centers and the regional Veteran Representatives do partner and collaborate with veteran agencies to promote the annual Veteran Stand Down that provide services and support to local area veteran population and their family.

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 members of the WPWDB Business/Employer Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, Title I Service Provider, Vocational Rehabilitation, Customized Training Coordinator at the local community colleges, and the Regional Veteran Employment Representatives. The WPWDB Business/Employer Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The local WPWDB Business/Employer Services Team is led by the WPWDB Business Services Coordinator. The WPWDB Business Representative is tasked with administering the Upskill WP Training Grant (Incumbent Worker Training), providing labor market information, and making referrals to partner agencies that have resources to meet business needs. The WPWDB Director, the WPWDB Business Services Representative, NCWorks Career Center Managers and Employer Services Staff, and the Veteran Employment Representatives all engage with businesses and make appropriate employer referrals to Agriculture Services, Foreign Labor staff, and Veteran Services based on business needs.

3. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness at the local level (consult NCWorks Commission 2023-2025 Strategic Plan).

Western Piedmont has consistently worked to increase NCWorks brand awareness even though our budgets continue to decrease. We have increased this awareness through low cost means of using social media outlets: Facebook, Twitter, Instagram, TikTok and recently the development of Youtube Channel. We work to ensure our workshop and recruitment flyers are professional looking and reflect the NCWorks American Job Center logo, in conjunction with the logo of our Workforce Development Board. The Business Service Coordinator and NCWorks Career Center Managers and staff engage face-to-face with local underserved population partner agencies such as local public-school districts CTE, Latino Centro, Yokefellow, and other non-profit organizations to promote NCWorks brand. Outreach materials containing the NCWorks logo and information for ncworks.gov have also been purchased.

Communities across North Carolina are developing strong 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.

4. Describe how the Local Area WDB and the partners identify, address, and provide new and innovative solutions to support the job growth and business expansions of the local workforce system while including Diversity, Equity, Inclusion, and Accessibility.

We work with our local EDCs, Chambers of Commerce, and community colleges to ensure we identify challenges and collaborate where each partner's strength addresses the challenges. Our region is experiencing a shrinking labor force due to the aging workforce and early retirement. This started well before the pandemic and has become more of a challenge because of the pandemic. Our underserved populations, as in many areas, suffer the most. Our WPWDB/NCWorks management team attends meetings to ensure we have a finger on the pulse for workforce challenges, potential job growth issues, and business expansions. These meetings

include a diverse group of partners to ensure all job seekers are receiving the same attention and resources. A resource of the WPWDB is the quarterly Economic Indicator Newsletter that provides up to date workforce information on areas such as the civilian labor force, housing demands, commuting patterns, and educational attainment. The Business Brief is a monthly newsletter that provides current labor market information about the local area. The Business Brief is distributed to employers and workforce partners. In 2022, the WPWDB released a comprehensive State of the Workforce Report that provided insight and strategies for the addressing local labor market challenges, including opportunities to overcome systemic barriers to underserved communities.

The U.S. Departments of Commerce and Labor have jointly identified Recruitment and Hiring; Benefits; Diversity, Equity, Inclusion, and Accessibility; Empowerment and Representation; Job Security and Working Conditions; Organizational Culture; Pay; and Skills and Career Advancement as the eight key principles of a good job. Refer to Training and Employment Guidance Letter No. 07-22 for details.

5. Describe the Local Area WDB’s strategy for:

- a. incorporating job quality principles into ongoing workforce development activities, to assist with identifying and creating long-term partnerships with employers offering good jobs;
- b. creating strategic, flexible career pathways to good jobs that respond to local labor market needs.

Our WPWDB/NCWorks management team attends workforce meetings to ensure that we have a good grasp on the pulse for workforce challenges, potential job growth issues, and business expansions. A resource of the WPWDB is the quarterly Economic Indicator Newsletter that provides up to date workforce information on areas such as the civilian labor force, housing demands, commuting patterns, educational attainment, etc. The Business Brief is a monthly newsletter that provides current labor market information about the local area. The Business Brief is distributed to employers and workforce partners.

6. Describe how the Local Area WDB ensures that individuals from underserved and underrepresented communities have equitable access to the services of the workforce system and the jobs created in the economic growth spurred by federal investments.

The WPWDB completed a comprehensive State of the Workforce Report that provided insight and strategies for addressing local labor market challenges. WPWDB continues to work with Local EDCs, Chambers of Commerce, Community Colleges, and local businesses to ensure that the Local Area is focused on putting into practice job quality principles for current jobs in the area of but not limited to wages and benefits, job flexibility, and job opportunities and access. The Business Service Representative and NCWorks Career Center Managers and Staff engage face-to-face with local underserved population partner agencies such as local public school districts CTE, Latino Centro, Yokefellow, and other non-profit organizations to promote job opportunities and share workforce trends in the Local Area.

7. Describe how the Local Area WDB is engaged in work-based learning projects with local employers.

In the WPWDB Local Area, work-based learning is provided to young adults through the NextGen work experience program. The BSR at the WDB level works in conjunction with the NextGen BSR to outreach to businesses in the local area making them aware of the program. The WDB BSR and the NextGen BSR participate in career fair events in the community and at local area high schools to promote work experience opportunities to Local Area employers at the events. Many of our local employers have been accepting of the program and working with the young people. The NextGen BSR works with businesses and young adults to find a good fit for both parties. The NextGen BSR stays in contact with all parties to ensure success for all. The NextGen BSR works with other NextGen Career Advisors to place their participants into a work experience based on their interest or previous training. If a potential participant is only in need of work experience to get work ready due to a lack of any work experience, the NextGen BSR provides case management services as well as work experience services for those participants. The NextGen BSR also works with our non-profit partners to provide work experience opportunities for participants who may have never worked or have a difficult work history. These partners work with the participant to coach them so that they can get work ready and move into a training program or a work experience.

8. Briefly describe how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Section 108(b)(6)(A)]

Training providers are reviewed for eligibility when they initially apply to provide training services for the Western Piedmont Workforce Development area according to the WPWDB Policy Statement “Eligible Training Provider Guidelines, Penalties, Appeal Process and Performance Reporting Policy” dated July 1, 2022. (<https://www.wpcog.org/policy-statements>) To be approved in the Western Piedmont area and receive WIOA Title 1 funds, the training provider must be listed on the Eligible Training Providers List (ETPL) and the Local Training Provider List (LTPL), which is maintained and available on NCWorks Online. If a training provider is not listed, they may apply using the NCWorks Online ETPL module at www.ncworks.gov. To be approved by the WPWDB, the training provider must first be approved at the state level and added to the State ETPL list in ncworks.gov. This is completed by providing the information requested and following the process outlined in the Eligible Training Provider Guidelines. Once approved and added to the State ETPL, then WPWDB staff will certify and approve for the WPWDA. The WPWDA will provide Individual Training Accounts (ITAs) for training programs that support a career pathway or the customer in growing, in-demand and/or priority industry sectors identified on the WPWDA approved Occupational Training List. In instances where it can be determined that training will result in increased earnings and career pathway opportunities, ITAs can be issued to those training programs. Potential WIOA participants are referred to ncworks.gov, to search for applicable training providers. If they are interested in a training provider or program that is not approved by the local area, they may request that the training provider/program be added and/or approved by the WPWDB according to the WPWDB Policy Statement “Occupational Trainings, Individual Training Accounts and Cost Tracking Process Policy” dated October 20, 2022. <https://www.wpcog.org/policy-statements>

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 a specific date".

1. Identify PY 2024 NCWorks Career Center location(s) including Comprehensive and Affiliate 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 2024 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]

- Name document: Western Piedmont PY 2024 NCWorks Career Centers. **Will be uploaded after One-Stop Operator is decided and announced on May 23, 2024.**

2. Provide the name(s) of the current One-Stop 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 and the current year the contract is (e.g., two of three years). [WIOA Section 108(b)(16)]

One Stop provider:

Date: 7/1/2024

Expected Length: Four years

The current year is one of four years.

RFP Timeline:

Public Notice – Letter of Intent to Bid	February 23, 2024
Letter of Intent Due	March 14, 2024
RFP Release Date (if necessary)	March 28, 2024
Proposal Deadline (if necessary)	April 18, 2024 (4:00 PM)
Formal Review of Proposals (if necessary)	Begins April 24, 2024
WPWDB Notice of Selection	May 23, 2024
Contract Start Date	July 1, 2024

The request for Letters of Intent was issued on February 23, 2024. Letters of Intent were to be submitted by close of business on March 14, 2024. Acceptable Letters of Intent included the following:

- The county(ies) to be served.
- What type of organization is intending to bid?
- Where the agency, or consortium is located.
- Acknowledgement that the period of performance is July 1, 2024, through June 30, 2025
- The LOI was signed by the authorized signatory for the agency/consortium and submitted by the required date.

A RFP was provided to the three entities that submitted a Letter of Intent prior to 4:00pm on March 14, 2024. It was also posted on our website. The RFP was to be submitted no later than 4:00 pm on April 18, 2024. The selected One-Stop Operator is selected for one year with the option to renew contract for up to four years.

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.

a. All customers may receive comprehensive career services at any of the NCWorks Career Centers in the Western Piedmont area. We seek to service our customers using a customer focused model where services are integrated based on the needs of the customer. A new customer to the center would receive an orientation to NCWorks and the services available to them. They may receive additional basic career services and will be enrolled in Wagner-Peyser, which is the foundation on which other services are built. Staff should complete an initial assessment of the customer's situation and any barriers. At this point, they may seek employment, training, additional assessments, etc. NCWorks staff can assist with any of these paths to employment or discuss training options. Adults include any customers 18 or older who may not meet eligibility for the youth or dislocated worker program. Veteran adults receive a priority of service and non-veteran adults are given a priority of service if they are low income, receiving public assistance or are basic skills deficient. If barriers have been identified, then they move to more intensive services for them to be explored and overcome. Additional assessments may be completed to determine immediate needs, referrals to other partner agencies to attend to one or more barriers and working on an Individual Employment Plan (IEP) to develop a visual plan for success. Some adults may stall in an area where they need additional encouragement and support from staff to move forward. Then the customer may decide they need additional education to make a sustaining wage, or they may have immediate skills and/or needs that require them to go to work as soon as possible.

b. After receiving the orientation, initial assessment, any basic career services requested and a Wagner-Peyser enrollment as discussed above, more intensive services may be offered. Many dislocated workers have the skills to go immediately to work. They may only need assistance with putting a resume or cover letter together or perhaps doing some mock interviews to prepare for job search. However, sometimes the skills they have may be obsolete, in a declining industry, or perhaps now require a degree or certificate to obtain work in the same field or to obtain a job close to the same pay level as they had. In these cases, education/training would be a discussion to determine what is needed to get them back into the workforce at a wage close to where they were when they left. These services may involve scholarship discussions, training options and how they will sustain themselves and their families while obtaining training/education. If other barriers are found in more intensive discussions, then staff may make referrals to partner agencies for assistance and work together to overcome those barriers with the customer.

c. While youth may come to us in the NCWorks Career Center, many come initially through connections and partnerships with either K-12 education or Adult Basic Education at the community colleges. For

those who are currently in secondary school, staff work with them on career goals and discuss continuing education plans and or work plans. Staff may do presentations on NCWorks and the services available as well. Once these students graduate, they come to the NCWorks Career Center to receive assistance with plans they may have been discussing for a year or so. Some students have a need or desire to go into the workforce and at that point staff work with them to determine interest, abilities, and desire to complete a work experience to build their skill level to move into the workforce. Some may have not only completed a diploma, but a post-secondary certificate such as CNAI and are ready to go to work and begin their career. Those completing their high school equivalency or Adult High School diploma also need to decide about continuing on an educational path to get to their desired career or to enter the workforce immediately. Working with young adults to determine where they are and where they want to go is crucial to their future success. Using tools in NCWorks.gov and NCCareers are very helpful in painting a picture of what a career path may look like and what training/education it will entail. Staff also discuss any barriers to work with the young adults to overcome any they identify. As with the adults, youth often need encouragement and guidance to determine a career pathway and also to move forward when they get discouraged or frustrated.

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

When an individual comes to the NCWorks Career Center, staff will assist them with basic career services. If they (staff) determine through working with the individual that additional skills are needed and training may be required, they then refer them to Title I staff to determine eligibility and suitability for a training program. NCWorks Career Center staff determines the need due to the inability of the individual to obtain employment, or to obtain employment at a self-sufficient wage, or at a wage equal to what they were making prior to their unemployment. NCWorks Career Center staff may specifically refer individuals who are under-employed, or who have been long-term unemployed, to WIOA Title 1 for training services as well. However, a NCWorks Career Center Career Advisor referral is not required. An individual may self-refer if they deem themselves unable to obtain employment that will lead to self-sufficiency, or if they have been long-term unemployed. Further assessment as listed above will determine if this is true.

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

Customers utilize NCWorks Career Center services for job search and placement. They may attend workshops which provide employability skills training and job search assistance. They may also utilize center staff assisted services for resume preparation and job search and referrals. These services may be needed if the customer is unemployed and searching for a job, or if they are currently employed and need additional counseling to improve their employment situation. WPWDB has requested that each NCWorks Career Center Manager meet with staff and put together a call back plan for in-center customers. (For example: On Friday afternoons when the center is closed to the public, each staff person will take time to call back at least two customers each, to see how their visit was, and how we can be of continued assistance.) These follow up calls are a jobseeker service measure WPWDB tracks on the monthly career center operations performance spreadsheet.

For customers who receive training services through the Title I Adult or Dislocated Worker scholarships, follow-up for a period of 12 months after finding unsubsidized employment is required in the WPWDB unless the customer opts out of these services. During this time, NCWorks Career Centers offer follow-up services for customers to include career counseling regarding finding employment where applicable.

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. How long after the initial start date does staff have full access to 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, inclusion, and accessibility.

a. WPWDB provides the [NCWorks Employee Handbook](#) for new employees coming to work in our NCWorks Career Centers. The NCWorks Employee Handbook also incorporates material from the “Welcome to Workforce” training material (provided by the NCWorks Training Center) so that new employees can complete the local training, and the state training in tandem. A training checklist is found in the NCWorks Employee Handbook. When a new hire takes place, they receive the training checklist, and they check off items as they complete them. There is a general section to be signed off by the NCWorks Center Manager which includes introductions to center staff, phone coverage, how to answer phones, take messages, overview of forms used in the office, and emergency procedures. Once it is signed off by the NCWorks Center Manager and the new center staff member also signs and dates it and it the signature signed form is held by the center manager. The employer of record will provide center staff development opportunities including on-site training, off-site training and conference attendance as related to the position for which they are hired. The expectation is that new center staff should complete the training checklists within the first two (2) weeks of being on the job. After this, program specific and additional center training continues as staff learn more complex aspects of the job through job shadowing, attending meetings and participating in community events. The WPWDB encourage staff training to be continuous to stay abreast of changes and to maintain the skills of the job and further understand the workforce system. This may be through virtual trainings on [ncworks.gov](#), interactive trainings via Zoom or Teams, or through in person trainings offered regionally and statewide through the NCWorks Training Center or a number of conferences offered statewide.

b. New employees receive initial basic training on [ncworks.gov](#) prior to receiving access to the live system. There is a checklist for the basic [ncworks.gov](#) training items and when the checklist is completed then a Request for Access can be completed and submitted for a username and password to the case management capabilities in the [ncworks.gov](#) system. The expectation is that new center staff should complete the training checklists within the first two (2) weeks of being on the job. Then they should spend time working in each functional team to learn the basics, before settling into the team in which they are assigned.

c. As mentioned above, the WPWDB holds a high regard for center staff development. Each Friday the Western Piedmont local area NCWorks Career Centers allow for career center staff training and team building activities. The Board and One Stop Operator provides training once or twice a year

on topics that are important to the integrated delivery model such as team building, customer service, conflict management, etc. The NCWorks management leadership team celebrates successes during these trainings as well. The WPWDB only encourages completing trainings through the NCWorks Training Center, regional or statewide meetings and annual conferences.

- d. All NCWorks Career Center staff receive specific training around diversity, equity and inclusion trainings which occurs regularly in bi-monthly team meetings in the career center using the training modules from the NCWorkforce training site.

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services. Please include specific details on how case managers for WIOA and TAA programs coordinate to provide seamless services to eligible participants.

In the Western Piedmont Workforce Area, the TAA Coordinator and the Title I Career Advisor work together to provide wrap around services for their participants when they are eligible for both programs. They then work together to provide those services and clearly define which program will provide which services to prevent duplication. When these individuals complete, they may then refer them to other NCWorks team members or the Business Services Representative for assistance in obtaining a position related to their training which will lead to self-sufficiency.

8. Briefly describe how the NCWorks Career Center serves persons with disabilities.

NCWorks Career Center staff receive Disability Awareness training on a regular basis to learn and develop skills to use when assisting customers who have disabilities. The NCWorks Career Centers are ADA compliant and welcoming for customers with disabilities. The Western Piedmont local area career centers have a long history of collaboration with the local Vocational Rehabilitation and work together to provide needed wrap-around services for the customer and their success. Community colleges and secondary schools have tools and processes in place to work with Career Advisors and students for success in training as well.

9. 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.

Outreach includes, but is not limited to face-to-face contacts, handouts, or electronic media. It may also include collaborating with economic development agencies, Chambers of Commerce, SBTDC, Community Colleges, public school districts, and other community agencies to promote and market solutions that meet the business' needs. WPWD utilizes a strategic marketing mix via multiple platforms such as but not limited to email blasts, surveys, direct mailings, postcards, newspaper advertisements, billboards, flyers and posters, press releases, social media, public service announcements, presentations at local organizations, and other suitable venues to identify business needs and offer business services. Our promotional materials are business-

focused and business-driven. They are clear, concise, and professional in appearance, ensuring that promotional materials are consistent and available electronically through the WPWDB's website. We collaborate with our workforce partners to promote business services to Local Area businesses. The Business/Employer Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The members of the WPWDB Business Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, WIOA Title I Service Provider, Vocational Rehabilitation, Customized Training Coordinator at the local community colleges, and the Regional Veteran Employment Representatives. WPWDB partners with the community colleges apprenticeship representatives to assist businesses explore talent pipeline strategy. The WPWDB Business Service Representative shares information on the characteristics of the local workforce to businesses. Monthly Labor Market information from the NC LEAD is shared with local businesses along with the Business Brief and the Quarterly Economic Indicator Newsletter (EIN) which are publications of the Western Piedmont WDB. These labor market information resources are used to engage and inform businesses on the current state of the labor market for the local area. The WPWDB Business Services Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The WPWDB Business Services Representative provides industry wage rate analysis information about the local workforce to local businesses. WPWDB works and assist with the Regional Agricultural Services Coordinator on job referrals.

10. 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)]

The linkages between boards and NCWorks Career Centers are already strong since WIOA Title 1 gives boards planning, oversight, and guidance of the One-Stop operations. Other linkages we focus on is the RESEA/EAI programs being carried out in the NCWorks Career Centers and the Ad/DW service providers working to be cross trained on those programs. The RESEA appointments allow for NCWorks staff to discuss services that can be provided to them through the NCWorks Career Center to assist in their journey to employment. Calls about unemployment insurance claims continue to be received in the NCWorks Career Centers. Unemployment Insurance issues and questions are directed to <https://www.ncesc1.com/main/login.asp> or the DES Customer Call Center at 1-888-737-0259, but also give staff an opportunity to let these customers know what the NCWorks Career Centers have to offer them.

11. Attach a flowchart for services – flowchart must include:

- a. initial one-on-one interviews with customers,
- b. skills assessments, and
- c. determination of the need for further services.

- Name document: **Western Piedmont WDB Services Flowchart 2024. Uploaded**

12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(c)(1)(2)(A)]

- Name document: **Western Piedmont WDB NCWorks Career Center MOU. Uploaded**

13. 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
- b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

- a) The NCWorks Career Centers are monitored annually by the WPWDB staff. In the WPWDB area DWS is our contracted One-Stop Operator. The One-Stop Operator's managing of the operations of the Western Piedmont NCWorks Career Center system, the quality of the services customers receive from staff and center operations are assessed during this time by reviewing customer files in nworks.gov and observing center operations. During monitoring, the NCWorks Career Centers are monitored for certain service components including corresponding activity codes and case notes identifying information collected in the initial assessment as it relates to barriers, future employment, and immediate needs. The case notes should also include services provided and future steps for the customer. In addition, there is a check for data validation elements including Wagner Peyser enrollments and uploaded and signed applications. Federal and local performance measures are reviewed and discussed. Any technical discoveries are shared with the ROD and the center management team so they can make corrections and provide feedback in a timely manner.

The RFP components and monitoring review are used when meeting with NCWorks Career Center management to ensure that we are moving toward goals that have been set and making continuous improvements to our service delivery process ensuring that it is customer focused and driven by the customer with assistance from staff with success as the end goal.

- b. Both WIOA Title 1 Service Provider and Wagner-Peyser Career Center partners are co-located. Cross training to the extent of having knowledge to discuss all services in the center and understanding everyone's role in the center is important. All NCWorks Career Center staff are responsible for assisting customers in the NCWorks Career Centers providing basic career services including orientations, initial assessments, Wagner Peyser applications, etc. If needed more intensive services may be offered and integrated into the services for the customer. These staff provide services such as TAA, RESEA, and scholarship or youth services. Partner agencies like Vocational Rehab and/or SCSEP (older adult) may have dedicated staff at a career center. They provide basic career assistance to center customer and in some instances may provide more intensive services based on their expertise. DWS-Wagner Peyser provides copiers and paper at no cost at the Catawba Career Center. The community college provides computers for staff at Caldwell and Alexander. Upon request, workforce partners like those listed above may also provide jobseeker training on topics like: Resume Prep, Disability Awareness, Interviewing, Financial Budgeting, etc.

14. Describe how the Local Area WDB facilitates access to services provided through the NCWorks Career Center delivery system, including in remote areas, through the use of technology and through other means. [WIOA Section 108(b)(6)(B)]

In the Western Piedmont area, we provide access to services throughout our region through our three NCWorks Career Centers. We also have several additional access points at the community colleges, high schools and libraries in the counties that we serve. While transportation is one of our most common barriers, it is necessary to also utilize virtual options for meeting participants/customers to include Microsoft Teams meetings, Zoom meetings and WebEx for providing workshops and group meetings. We have also been able to go to our customers at times when necessary and meet with them at locations that are convenient for them. We do that on an as needed basis and as staffing allows.

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 including youth programs, and programs carried out by NCWorks Career Center partners. What software are NCWorks Career Centers using? [WIOA Section 108 (b)(21)]

The NCWorks Career Centers are using virtual technology to reach out to customers for intake and case management as necessary due to convenience, transportation or other issues which may make coming into the center difficult. Title I staff can make use of virtual services for most services which are offered such as enrollment, assessments, case management and follow-up. Customers may be enrolled into Wagner Peyser and offered basic career services virtually as well if necessary. The NCWorks Career Centers mainly use Microsoft Teams, but also can participate in Zoom and WebEx meetings.

16. Describe how entities within the NCWorks Career Center system, including Career Center operators and partners, will comply with Section 188, if applicable, and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. [WIOA Section 108(b)(6)(C)]

Since www.ncworks.gov is a shared job search and data management tool of both required Wagner-Peyser staff and Ad/DW/Youth staff, all the NCWorks Career Center staff utilize it for intake and case management for all customers: jobseekers and businesses. Over the years, career center partners have received ncworks.gov training and can help assist job seeking customers with resumes and job search opportunities simply from the customer view.

We also use virtual integrated technology such as Zoom, GoTo meetings and Microsoft Teams. These tools are used to: Engage with WIOA scholarship participants; Hold center management teams meetings; and using ncworks.gov Live Chat feature, engage with customers using the virtual one-stop MIS system. Virtual Workshops are provided weekly using virtual technology. NCWorks Career Center Staff assist customers to register to attend the virtual workshops. The virtual workshops are presented by NCWorks Career Center Staff

and workforce partners.

VI. Employer Services

1. 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)]
 - d. Coordinating with DWS TAA and Business Services staff to provide Rapid Response assistance and appropriate career and training services to workers for whom a petition has been filed. (20 CFR 618.816)
 - e. Including Historically Underutilized Businesses (OG 20-2021)
- a. The WPWDB Business Services Team analyzes and reviews regional and local data to formulate resources and services that meet current business needs. Labor Market Information including labor participation rate, available labor pool, unemployment rate, and employment trends are used to develop strategies that assist businesses in meeting their recruiting and training needs. By providing them monthly labor market information from the NC LEAD, the Business Brief and the Quarterly Economic Indicator Newsletter (EIN) they can determine recruitment and retention strategies that might work for their business. The WPWDB Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The WPWDB Business Service Representative provides industry wage rate analysis information about the local workforce to local employers as requested.
- b. The WPWDB Director, the WPWDB Business Services Representative, NCWorks Career Center Managers and Employer Services Staff, and the Veteran Employment Representatives all engage with businesses and make appropriate employer referrals to Agriculture Services, Foreign Labor staff, and Veteran Services depending on business needs.
- c. In partnership with DWS Business Services Team, the Rapid Response teams seeks to evaluate the climate of suppliers and associated businesses that may be affected by a company closing. The Rapid Response team has a concern for the employees who may be losing their jobs as well as other businesses which may be affected. Then the Business Services Rep can reach out to those businesses and work with other state resources to maintain stability for the businesses in these situations.
- d. Typically WPWDB would coordinate with DWS TAA and Business Services staff to provide Rapid Response assistance and appropriate career and training services to workers for whom a petition has been filed. (20 CFR 618.816) In the Western Piedmont Workforce Area, we are unsure of how TAA services

will look in the future. We work together to provide wrap around services for participants when they are eligible for programs. Staff work together to provide services and clearly define which program will provide which services to prevent duplication. When these individuals complete their training, they may then refer the employment services team members or Business Services Representative for assistance in obtaining a position related to their training which will lead to self-sufficiency.

- e. WPWDB Business Services Team provides services to all businesses in the local area with an emphasis on small businesses and economically distressed industries. The WPWDB Business Services Team also works to assist entrepreneurs and minority-owned businesses by referral services to the Small Business Center at the Community College, the Small Business & Technology Development Center, and to State resources. The WPWDB Director is involved the in Catawba County NAACP workforce taskforce and is helping to ensure workforce service are more readily known and available.

2. 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)].

- a. Currently, WPWDB does not offer On-the-Job Training. WPWDB does offer the Upskill WP Training Grant (Incumbent Worker Training) and NextGen Work Experience for eligible youth 16-24 years old. There is a spirit of collaboration among the partners to share information and leverage each individual organization's resources and strengths. One example of a good partnership promoting work-based learning through the Upskill WP Training Grant. The Community College Customized Training Coordinator and the Business Service Representative of the Workforce Development Board conduct joint business visits and offer training solutions. The WPWDB does collaborate with economic developers and chambers of commerce to provide recruiting and training services for existing and new businesses in the region. The WPWDB Business Services Representative attends the Catawba Chamber of Commerce's Morning Brew to promote business services to the Chamber's business members. Business facing in our NCWorks Career Center are in constant contact with businesses in the local area, discussing the business needs and the skill sets needed by their prospective employees. NCWorks Career Center Staff work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area for local businesses. The WPWDB partners with the community colleges apprenticeship representatives to assist businesses in exploring their talent pipeline strategy. The WPWDB Business Service Representative shares information on the characteristics of the local workforce to businesses. The WPWDB Business

Services Representative is an active member of the Apprenticeship Collaborative Team that meet quarterly to discuss continual partnership and best practices.

- b. The WPWDB Business Services Representative partners with the Small Business & Technology Development Center and the Small Business Centers at the local community colleges to provide referral services to small business owners or entrepreneurs who want to start a business. The WPWDB Business Services Representative also shares available state resources from groups such as the EDPNC Small Business Support Team, NC Department of Commerce, Federal SBA, and higher education institutions.
- c. The WPWDB partners with and is an active stakeholder with our local chambers of commerce, economic developers, community colleges, universities, and K-12 public school systems. We work to regularly update and inform partners on the availability of Upskill WP Training Grant (Incumbent Worker Training) and NextGen Work Experiences for youth 16-24 years old, and labor market information. There is a spirit of collaboration among the partners to share information and leverage individual organization's resources and strengths. One example of a good partnership in promoting work-based learning is through the Incumbent Worker Training Grant. The Community College Customized Training Coordinator and the Business Service Representative of the Workforce Development Board conduct joint business visits and offer training solutions. The WPWDB does collaborate with economic developers and chambers of commerce to provide recruiting and training services for existing and new businesses in the region. The WPWDB Business Services Representative attends the Catawba Chamber of Commerce's Morning Brew to promote business services to the Chamber's business members. The WPWDB business facing staff the NCWorks Career Center are in constant contact with businesses in the local area discussing the business needs and the skill sets needed by their prospective employees. NCWorks Career Center staff then work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area for local businesses. There is a partnership between the WPWDB and the local Economic Developers and with the Regional Economic Developer (EDPNC) to collaborate in serving new and expanding businesses. The partnership enables a greater understanding that our workforce demographics in the region is changing, and increased skill sets are needed. Our industries are more diverse and require new skills for workers.

VII. 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 2022-2023 and prior Program Years. (Reports available via FutureWorks BI.) What are some factors that have impacted performance levels both positively and negatively in the current program year?

a. Provide at least two examples of positive factors and two examples of negative factors with an explanation of each. Some examples to consider include:

- unemployment rate
- factory closures/openings
- economic development recruitment
- retention and expansion efforts
- regional industry growth priorities
- weather events and natural disasters that may have impacted the area
- internal operational factors

b. Are there any factors that you anticipate will impact your performance during the upcoming program year(s) either positively or negatively?

a. Turnover has been an issue for many businesses, and we have had our share of staff turnover during the past year. Training new staff can increase the possibility of errors, missed documentation, and incorrect data entry which can affect correct reporting of performance and data validation. In addition, due to the low unemployment rate that we continue to have in the local area, hiring can take some time. Current staff have a heavier load as they try to maintain caseloads of staff who have left. This can result with things slipping through the cracks even with the multifaceted monitoring that is done.

Changes in the economy has resulted in slow downs and closures in some industries causing an increase in participants who are eligible for our Dislocated Worker program. We have gone several years with very few dislocated workers seeking our services. We have also found that with the low unemployment rate companies are open to providing work experience for NextGen participants which often have turned into fulltime job opportunities. These situations are positively affecting our performance.

While some company closings are happening on one hand, we have also had a number of companies that have expanded or that are new to the area providing opportunities for those finishing training programs to find employment. Increasing the ability of our participants to find employment with sustaining wages and resulting in better performance.

b. Staffing will continue to be an issue due to low unemployment rates. We may see this subside some as rates increase slightly, but good workers continue to be able to make changes to improve their personal situations. This is especially true of Title I employees as contracted service providers are limited in the level of pay and benefits that they can offer their employees within a given budget.

2. What strategies and methods are in place to meet or exceed performance goals? 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 reporting resources are used?
- Is FutureWorks BI employed? If so, how, and how often?
- How often is training provided to staff?

The Program Manager for the WPWDB tracks performance and regularly discusses where we are in relation to our DOL Performance goals with Title I management and staff. We work to identify areas of improvement, ensure that data has been entered correctly and attempt to make corrections where necessary and/or possible.

We use NCWorks.gov and FutureWorks Bi for obtaining information related to DOL Performance measures.

Yes, it is regularly used to obtain updates on performance and to share with staff and stakeholders. It can also be used to drill down and obtain information on training/performance by age group, industry, race, locality, etc. This allows more specific information to be shared and for program design to be considered as related to these certain groups.

The WDB holds the license for FutureWorks Bi. We had initial training for staff but with staff turnover and reduced staff, it is basically the Program Manager that accesses and pulls reports from it. It has been mentioned to FutureWorks staff that on-going opportunities for training both virtually and in person would be great.

3. Discuss what corrective action steps are in place if, at any point during the program year, the Local Area WDB is not on track to meet or exceed yearly performance indicator goals.

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,
- makes changes to Local Area WDB performance and training strategies based on reporting data,
- and utilizes follow-up accountability measures.

- During the year, performance is pulled regularly to try to stay on top of how we stand on performance levels. Should we find that our performance is not where it needs to be, we can pull reports from NCWorks.gov and determine the files that we need to review to ensure that credentials and measurable skill gains have been documented correctly. We can also contact

individuals concerning their employment status and help them to find employment if needed. Follow-up is required for all Adult, Dislocated Workers and Youth in the Western Piedmont area. Career Advisors attempt to contact and collect information during this time. If the participant is not employed, it is at this point that staff can assist them in finding suitable employment for them. We also monitor files on a regular basis in the Western Piedmont area. Files are monitored prior to exit for credentials, measureable skill gains, and employment. If something is missing or we are unsure of something, staff is contacted and corrections are made. Files are also randomly reviewed on a quarterly basis as well.

- Title I staff meet weekly via Teams and quarterly in person following file monitoring to address any questions or discuss any performance, documentation, data validation, etc. This is especially important as we hire and train new staff. It allows all staff to ask questions and it allows the Program Manager to address any issues found in a timely fashion. All NCWorks Career Center staff are provided with local monitoring results, state monitoring results and data validation results to assist in improving performance. This information is discussed and how to improve moving forward is presented based on any issues found during monitoring.
- When issues are identified, training is offered as necessary to assist Career Advisors in their job and the Local Area with our performance.
- Follow up as mentioned above is required for all WIOA participants in the Western Piedmont area. This has allowed us to maintain our performance level in the past and should assist us in the future as well. Reports concerning Follow-Up may also be pulled from NCWorks and reviewed to assist with performance management.

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.

Consider including the following information:

- a. How is performance tracked in your organization?
- b. How is performance information communicated with staff?
- c. How are staff/contractors held accountable?
- d. How is training provided in your organization?

- a. Performance is tracked through FutureWorks regularly as it updates. It is also tracked through reports that can be pulled from NCWorks.gov.
- b. The WDB Program Manager communicates regularly with the Service Provider Manager concerning performance and how we can ensure that it is met in our local area. The performance is communicated monthly with monthly reporting and local area performance for the NCWorks Career Centers and discussed in staff meetings in the centers.
- c. All staff realize the importance of our performance measures and striving to meet those on a regular basis. It is important for all staff to understand that they all play a role in our success where performance measures are concerned.
- d. Staff development as a whole is important in the Western Piedmont area. We value our staff and

helping them to be the best they can as they support the NCWorks mission. We want them to have the tools they need to be successful and assist our customers to be successful. We provide opportunities to attend trainings from subject matter experts both in person and virtually, we have access to many and various types of training through the NCWorks Training Center as well as training provided locally by management and/or staff who are well versed in the subject matter.

5. Discuss the factors that contribute to the Local Area WDB's credential attainment indicator.
 - a. What are the challenges that the Local Area WDB faces in achieving its credential attainment goal?
 - b. What are some of the strategies that contribute to the Local Area WDB's success in achieving its credential attainment goal?
 - c. How do case managers make use of NCCareers.org and the NC Workforce Credentials list?

- a. A challenge at times is being able to obtain information from the community colleges. For example, if we have a participant that stops communicating and refuses services from us, we may not be able to obtain the credential without assistance from the community college and although we do what we can to obtain consent forms, often we are still unable to obtain verification and documentation needed.
- b. Obtaining copies of the college's consent forms in case we need to obtain information or documentation, maintaining regular contact with participants and building relationships with them while they are enrolled, staying on top of performance results throughout the program year and working to improve where needed.
- c. Career Advisors use NCCareers.org when assisting with career exploration for customers, and also in determining possible training opportunities to start or advance on their career path. The NCWorks credential list is used as a part of the career exploration process as well when determining training needed to reach their career goals.

6. When selecting an eligible training provider from the State Eligible Training Provider List to certify for local use, what is the review process the Local Area WDB uses to make this decision? How does the Local Area WDB ensure informed customer choice in the selection of training providers? In other words, how are customers advised that they have options in choosing their provider? [WIOA Section 108(b)(19)]

Training providers are reviewed for eligibility when they initially apply to provide training services for the Western Piedmont Workforce Development area according to the WPWDB Policy Statement "Eligible Training Provider Guidelines, Penalties, Appeal Process and Performance Reporting Policy" dated July 1, 2022. (<https://www.wpcog.org/policy-statements>) To be approved in the Western Piedmont area and receive WIOA Title 1 funds, the training provider must be listed on the state's Eligible Training Providers List (ETPL) and the Local Training Provider List (LTPL), which is maintained and available on NCWorks Online. If a training provider is not listed, they may apply using the NCWorks Online ETPL module at

www.ncworks.gov . To be approved by the WPWDB, the training provider must first be approved at the state level and added to the State ETPL list in ncworks.gov. This is completed by providing the information requested and following the process outlined in the Eligible Training Provider Guidelines. Once approved and added to the State ETPL, then WPWDB staff will certify and approve for the WPWDA. The WPWDA will provide Individual Training Accounts (ITAs) for training programs that support a career pathway or the customer in growing, in-demand and/or priority industry sectors identified on the WPWDA approved Occupational Training List. In instances where it can be determined that training will result in increased earnings and career pathway opportunities, ITAs can be issued to those training programs. Potential WIOA participants are referred to ncworks.gov, to search for applicable training providers. If they are interested in a training provider or program that is not approved by the local area, they may request that the training provider/program be added and/or approved by the WPWDB according to the WPWDB Policy Statement “Occupational Trainings, Individual Training Accounts and Cost Tracking Process Policy” dated October 20, 2022. <https://www.wpcog.org/policy-statements>

7. Indicate whether the Local Area WDB has additional requirements for training providers above and beyond those requirements stated in the State ETPL policy. Does the Local Area WDB make use of USDOL’s trainingproviderresults.gov website in its evaluation of which training providers to certify for local area use? If so, how?

Eligible training providers must first be on the State ETPL before they can be certified and approved at the local area. The NC Division of Workforce Solutions will approve training providers for the State ETPL. In the WPWDA, we review our WDB approved training list bi-annually to ensure that the list contains jobs that are in demand in our local area or within a commuting distance of our area. We also ensure that there are eligible training providers in our local area or, in some cases, within a commuting distance of our area to provide the training programs that have been approved by the WPWDB. Performance measures of the training provider are reviewed when the provider applies to be added to the State ETP.

- Name Document: **Western Piedmont ETPL Policy. Uploaded**

VIII. 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]

Title 1 Service Providers shall make efforts to provide employment and training opportunities, and services on an equitable basis throughout all WIOA Title 1 funded programs and/or activities. Such efforts shall include but not be limited to: outreach efforts to broaden the composition of the pool of those considered for participation; employment; to include members of both sexes; the various race/ethnicity and age groups, and individuals with disabilities. Title 1 Service Providers must maintain sufficient records to document that programs and participants are selected equitably. All programs, to the maximum extent possible, shall contribute to the elimination of sex stereotyping, architectural barriers, and artificial barriers to employment and training. All Job Training Plans and applications will be evaluated for compliance with these

requirements and for any adverse effects on equal opportunity. Outreach efforts may include, but are not limited to: 1) advertising the programs and/or activities in media, such as social media outlets, newspapers or radio programs that specifically target various populations; 2) sending notices about openings in programs and/or activities to schools or community service groups that serve various populations; and 3) consulting with appropriate community service groups about ways to improve outreach and service to various populations.

2. Attach the Local Area WDB's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR 38.35].

- Name document: **Western Piedmont EO Complaint Grievance Procedure Uploaded.**

3. Describe the methods used to ensure local Equal Opportunity procedures are updated.

WPWD Local Area updates are made as soon as notification is received from USDOL, or state level updates. Those updates are immediately brought to the attention of all NCWorks Career Center staff through email notification, and during quarterly meetings. Updates of the Equal Opportunity (EO) Complaint Grievance Procedure are posted on the WPWD Local Area website and addressed to all center staff and Service Providers during the annual Local Area Equal Opportunity training. Inclusion of the EO is the Law Notice and the Participant's Rights documents are provided to every individual who goes through the application/eligibility determination process; Inclusion in the Local Area Plan and in the Requests for Proposals. As Local Area WPWDB staff monitor the Service Providers, EEO policies and procedures are reviewed to confirm the Service Provider is in compliance with the Local Area's EO policy. <https://www.wpcog.org/policy-statements>.

IX. 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 ability to provide services at various locations and through virtual platforms allows more customers to take advantage of services. Being out in the community enhances the recognition of services better to meet the needs of our customers. It may be at a NCWorks Career Center, a library, a community college, or a high school. In addition, we offer virtual services to assist those who may not have transportation to a physical location and we have the ability to do any service virtually. The same is true of our business customers. For them, time is a precious commodity and to be able to connect via Zoom or Microsoft teams meeting works much better for them as they try to manage all their responsibilities and seek to fill their jobs with capable employees.

- b. There are some staff that are not as comfortable with the virtual services and how to provide them. WDB staff conducted assessments to identify weaknesses in virtual service delivery and determined that shadowing co-workers is a tool we can use to address the insecurities of virtual service delivery.

2. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Section 108(b)(7)]

The Western Piedmont region offers a wide variety of training opportunities as well as employment opportunities. Over the past few years, we have had many current companies expanding in our area and companies new to the area making it their chosen place to do business. In the past, the Western Piedmont region was mainly known for furniture, textiles and hosiery manufacturing with some cable companies coming in as well. Since the recession in the late 1990's and early 2000's, we lost much of our manufacturing base. The Western Piedmont area is certainly still strong in the manufacturing sector; however, we have added and continue to grow in the Mechatronics, Robotics, Healthcare, Pharmaceuticals, Transportation/Supply Chain, and Energy sectors. We have 3 local community colleges in our area, and they are very well prepared to train students in all these sectors and building out career pathways for them. We have great training available at all our community colleges that help us to meet these local needs. We also have some private training providers and university classes available in our area that support some of these areas as individuals move along the career pathway.

3. 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. Include the expected length of the contract(s) (one to three years and the current year status of the contract (e.g., two of three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 04-2022]

Below is the dateline for the RFP process completed in 2022 for services beginning in PY2022:

RFP Public Notice	January 18, 2022
RFP Release Date	January 25, 2022 at www.westernpiedmontworks.org
Proposal Deadline	February 25, 2022 by 4:00pm
Formal Review of Proposals	Begins March 3, 2022
WPWDB Notice of Selection	April 28, 2022
Contract Negotiations	May 2, 2022 or when PY22 budget allocations are received.
Anticipated Contract Start Date	July 1, 2022

Ross Innovative Employment Services was approved as the service provider for the Adult and Dislocated Worker programs of the WPWDB on April 28, 2022 at the WPWDB meeting. The option is to extend services each year for up to three years if the service provider is meeting all obligations and there are no issues with the selected service provider's operation of the program. The next full RFP release if that is the case will be in 2025 for services to begin PY2025 (July 1, 2025).

This contract has been extended for 3 years. July 1, 2024 will begin year 3 of a possible 3 year contract extension.

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.

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2024 using the PY 2024 Adult/Dislocated Worker Service Provider List provided.

- Name document: Western Piedmont PY 2024 Adult/Dislocated Worker Service Provider List.
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5. Describe the Local Area WDB's vision for serving the WIOA eligible Adults and Dislocated Workers to include (a) high level goals, (b) outreach strategies, (c) services delivery, and (d) expected outcomes.

a) It is the WPWDB's vision to serve Adults and Dislocated Workers who are eligible, and in need of the WIOA Title 1 programs. Utilizing these funds for training and support services will help improve participant's economic mobility and self-sufficiency opportunities. The WPWDB has changed the language of how a person obtains the funding, which raises expectations and improves the outcomes of our future participants. A scholarship review is completed by multiple staff members. This removes the subjectivity of one person's opinion and replaces it with a team decision, making it more objective as it broadens the scope of view based on the experience of each team member. Our goal is for everyone to succeed in their training and employment goals. To do that, our Career Advisors must be diligent in their evaluation and assessment of the needs of an individual. They also must consider their past experiences, career goals and the career path that may become part of their (participant) future. While there are sometimes obstacles or difficulties that derail the best laid plans, the Career Advisor becomes the voice of reason to help the participant through difficult times. The Career Advisor should be a cheerleader and celebrate the successes with the participant, both small and large. Each participant is unique and will require a unique employment plan with varying goals and objectives. Our services should be customer centric. The outcomes will include the completion of a training program resulting in a certificate, diploma, or degree, finding employment in the training area, and making a wage that will provide self-sufficiency for themselves and their families. In addition, they should be aware of the career path for the job and what the opportunities may be for the future.

b) It is the goal of the WPWDB to reach out to those who are in the most need of assistance to improve their education and/or skill sets. This is done for Adults by developing relationships and partnerships with agencies that these individuals may frequent. This may include, but not be limited to, the Department of Social Services, Vocational Rehabilitation, Adult Basic Education, and Probation and Parole, etc. For Dislocated Workers, we work with the Rapid Response unit to get information to those that are being affected by lay-offs or closures. However, the Rapid Response unit only gets notifications if a larger number of employees are affected. NCWorks Career Advisors develop relationships with employers in the local area, as well as with other public agencies, so that

they are aware of our dislocated worker services should they ever need them. Often, when a company becomes aware of a need to downsize or layoff, they will contact the WPWDB and/ or one of our NCWorks Career Centers to seek those services for their employees who are being affected. It is WPWDB's desire for the community to be aware of all that we can offer to employers and individuals.

c) We continue to offer all NCWorks Career Center staff, training on areas where it can increase their skills in working with customers and in turn continue to improve on customer service in the centers. Continued center staff development will always be key to service delivery and positive outcomes.

d) Positive outcomes result from providing services well to those we serve and that is our goal. To meet the customer where they are and help them to successfully reach their goals. We also provide advice and encouragement along the way to keep them moving in the right direction and eventually succeed, gain employment and be able to sustain themselves and their families.

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)]

As mentioned above, it is the goal of the WPWDB to reach out to those who are in the most need of assistance to improve their education and/or skill sets. This is accomplished through the relationships we have built with partners who also assist these individuals. This may include, but is not limited to, the Department of Social Services, Adult Basic Education, Vocational Rehabilitation, Probation and Parole and other non-profit agencies who service this population. For the WPWDB since 2019, between 75% - 85% of our Adult participants have fallen into this priority of service level. We are slightly below target at this point but continue to assist those with the most need and will move back into the target area.

7. Describe follow-up services provided to Adults and Dislocated Workers. [WIOA Section 134(c)(2)(xiii)]

In the WPWDB, follow-up services for Adults and Dislocated Workers are required. Follow-up services begin when the participant begins unsubsidized employment and continues for 12 months following the first day of employment. These services are available through the NCWorks Career Centers and may include counseling regarding the workplace, career guidance and/or assistance with job search and/or LMI information. Adults and Dislocated Workers do have the option to opt out of these services if they choose.

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.

8. Please describe the process for monitoring the service provider(s) in the Local Area WDB. Include details such as how it is conducted, who is involved, and how often.

The WPWDB Program Manager monitors files that are soon to exit on a weekly basis to ensure that the file is ready to exit and that final details are in the file such as credentials, measurable skill gains and employment information. The Soon to Exit report is pulled for files exiting in 15 days or less. Pulling this report allows issues to be caught quickly and ensures that performance is on track. The Program Manager conducts monitoring quarterly on a wider scale. Two files are randomly selected from each caseload and is monitored for activities, communications, and policy compliance. This ensures that we can offer technical assistance and make corrections on an ongoing basis, and not just once a year. Lastly, the program administrator monitors files annually. This is an in-depth monitoring of a larger pool of files. The annual monitoring is the formal monitoring for which the service provider receives notice and a written report of issues and/or where technical assistance is needed. (On the monitoring, that is the quarterly monitoring, it is 2 files per case manager, so it is approximately 14 files per quarter or about 30 per year. Then add annual monitoring of 20% of the total caseload. We are monitoring a lot of participant files every year and that isn't including reviewing basically all files before they exit. The WPWDB Program Manager selects 2 per Career Advisor for quarterly monitoring so it is consistent across all Career Advisors. We are monitoring a large number of our participants per year currently.)

The North Carolina Department of Commerce, Division of Workforce Solutions requires that local area staff monitor the Workforce Innovation and Opportunity Act (WIOA) programs annually. The WPWDA Financial Monitor completes the required annual monitoring monthly and annually according to the Financial Monitoring Policy. The Financial Monitor reviews financial operations for compliance inclusive of technical assistance and corrective actions.

Please refer to the uploaded Program Monitoring Policy and Financial Monitoring Policy.

<https://www.wpcog.org/policy-statements>

X. 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 general overview of the local current total population (within five years) of the Title I WIOA eligible youth by Local Workforce Development Board area. Include the following general information:

In-School Youth Analysis

- a. Approximately, what number of the Youth are ages 14-21?
- b. Approximately, what percentage of these youth are low-income (eligible for WIOA In-school program)?
- c. Approximately, what number of these Youth are in the current school dropout statistics?

Out-of-School Analysis

- a. Approximately what number of Youth ages 16-24 of the current total population (within five years) make up the population?
- b. Youth ages 16-24 represent what % of the population?
- c. What are the general educational levels of this age group?
- d. What is the general employment status of this age group?

ISY

- a. 54
- b. 48%
- c. 3

OSY

- a. 64
- b. 100% of enrolled fall between 16-24
- c. 54% are not in school and high school graduates, 5% are not in school and are dropouts, 8% are in school, post secondary, and 34% are in school, secondary or less.
- d. Majority were unemployed.

*NC Division of Labor and Economic Analysis Division (LEAD) is a data resource.

2. Based on the analysis in question 1, does the local Workforce Development Board plan to serve In-School Youth?

Yes, the WPWDB will continue to serve in-school youth in addition to out-of-school youth. If we can connect with individuals who are most likely to fall into the “opportunity youth” category after either dropping out of school or even graduating and then having no plan beyond high school, then we can work on the “opportunity youth” from two sides. Youth who are disconnected from school and work is a major issue and connecting with them once they are out of school makes it very difficult. Making some type of connection while they are in-school provides them with information and a familiar place and people that they can seek out later when they need/want assistance.

3. 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)]

Youth Workforce Activity	Activities For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
Occupational Skills Training and Alternative Secondary School Services and drop-out recovery services	Yes	Local community college who are also held to strict compliance ensuring that physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities are provided as required by the ADA.	Very Good
Enrolled in Traditional High School	Yes	Public Schools are held to strict compliance ensuring that physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with	Very Good

		disabilities are provided as required by the Americans with Disabilities Act (ADA).	
Work Experience/Job Shadowing.	Yes	Local employers and other agencies are required by the ADA to ensure that their locations are accessible and that reasonable accommodations be made for employment purposes. Local employers have been good to work with when placing individuals in work-based learning opportunities.	Very Good

4. Describe how the Local Area WDB’s 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. When an individual is interested in the services of the NextGen program, they are first evaluated for eligibility, and then complete an objective assessment. WPWDB utilizes the objective assessment located in ncworks.gov. This allows us to collect varied information about the individual and determine their immediate needs. Referrals can then be made to partner agencies for immediate needs that NCWorks cannot meet. The objective assessment also allows us to identify barriers and determine the services that may be needed and required for the participant to be successful in the program. This may include career exploration, work skills, or basic skills services which are needed to increase basic/educational skills, workplace skills, and/or additional training for specific career pathways.
 - b. The objective assessment identifies what support services may be needed for the participant. If parenting, perhaps it is childcare, or for many of our young adults the need is transportation. In the WPWDB, we offer a variety of support services for NextGen participants including transportation, childcare, clothing, uniforms, shoes, etc. that are required for employment. Other services may be met by referrals to partner agencies including food, housing, etc.
 - c. A thorough review of the education records, test scores, placement tests, etc., is completed to determine basic skill levels and identify where additional assistance is required for the young adult to be successful in completing their educational and employment goals. When an educational

record is not available, or does not clearly identify if there are basic skill needs, the young adult is tested utilizing a basic skills test, CASAS. Additionally, the participant's career interests and abilities are assessed in nworks.gov and these results are used to drive conversation about career opportunities for each participant. The Career Advisor and the participant look at and discuss labor market information, educational requirements, location of jobs, etc. to determine the best career fit for the participant.

5. 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?

The Career Advisor discusses local area career pathways and the jobs which are in line with the career pathway, as well as the education that it might take to get to various attainment levels. Career Advisors also use LMI information to inform young adults of job availability in the area, and what expected wage ranges might be for those careers. This information is used to assist young adults in determining his/her goals for their future. In addition to educational needs, employment skills are also addressed and if applicable, a paid internship may be set up. The paid internship provides an opportunity for the young adult to gain some experience to the workplace and the work environment of the career pathway they have selected. The ISS is unique for each individual although when individuals are trying to reach similar goals their needs may be very similar.

6. 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)]

When a young adult is enrolled in a training activity, it becomes the goal of NextGen Career Advisors to ensure the young adults' success in all ways possible. In order to do this, Career Advisors have to remain engaged in the young adult's life and be the encourager and cheerleader for them. Incentives are available for those who succeed in completing their high school diploma or equivalency, as well as those who successfully complete post-secondary training programs. However, our experience is that incentives alone don't necessarily result in success, but being engaged with a Career Advisor in a mentor-type relationship does. The incentive is the carrot to get them started, but the relationship provides the desire to succeed.

7. Describe how follow-up services will be provided for (NextGen) youth. [WIOA Section 134(c)(2)(xiii)]

After exit from all programs, all NextGen participants are required to receive 12 months of follow-up services. The type of follow-up and the frequency of follow-up is based on the needs of the participant during the one

year following their exit from the program. Follow-up services continue to support the participant as they move forward and take on the roles and responsibilities of an adult. The follow-up services are provided as needed to support a successful transition for the participant, and the completion of program goals for positive performance outcomes.

Some youth and young adults will need more frequent and intensive follow-up services than others. Follow-up should occur quarterly at a minimum. All follow-up services are recorded in ncworks.gov by adding “F” activities and case notes as appropriate. These activities include: referral to community resources, tracking progress on the job, assistance securing better paying job, and assistance with job/work related problems, etc.

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

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

In the WPWDB in-school young adults are generally served in their respective school system and out-of-school young adults are served mainly through our Tier 1 NCWorks Career Centers. NextGen Career Advisors are flexible and will meet the young adult at other places if need be such as the community college, library or other workforce partner locations. Some NextGen Career Advisor have set hours at the community college locations. [Click here to enter text.](#)

9. Attach the Local Area WDB Youth Service Provider’s chart, effective July 1, 2024, using the PY 2024 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided.

- Name the document: *PY 2024 Local Area WDB Name Youth Service Provider List*. **Uploaded**

10. Provide the date and process for the competitive procurement of the Youth Programs that ensures an arm’s-length relationship between the Local Area WDB and service delivery. Include the expected length of the contract(s) (one to three years and the current year status of the contract (e.g., two of three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 04-2022]

Below is the dateline for the RFP process completed in 2022 for services beginning in PY2022:

RFP Public Notice	January 18, 2022
RFP Release Date	January 25, 2022 at www.westernpiedmontworks.org
Proposal Deadline	February 25, 2022 by 4:00pm
Formal Review of Proposals	Begins March 3, 2022
WPWDB Notice of Selection	April 28, 2022
Contract Negotiations	May 2, 2022 or when PY22 budget allocations are received.

Anticipated Contract Start Date July 1, 2022

Ross Innovative Employment Solutions was approved as the service provider for Youth services for the WPWDA on April 28, 2022 at the WPWDB meeting. The option is to extend services each year for up to three years if the Service Provider is meeting all obligations and there are no issues with the selected service provider's operation of the program. The next full RFP release if that is the case will be in 2025 for services to begin PY2025. We have renewed the contract each year and beginning July 1, 2024 will start the 3rd year extension of a three year contract.

USDOL granted North Carolina a waiver for Program Years 2022 and 2023, which reduced the minimum Title I Youth expenditure rate requirement for OSY from 75% to 50% and allowed the maximum expenditure rate for in-school youth (ISY) to be increased from 25% to up to 50%. NC is requesting the same waiver for Program Year 2024.

11. 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.

- a) State how the WDB will achieve the 75% OSY expenditure rate and describe the steps that will be taken to comply with the WDB's programmatic goals and outcomes.
- b) Describe why there is a need to serve additional ISY in the local area region and state how the WDB will achieve the 25% ISY expenditure rate.
- c) Describe how the local area region will be able to meet the demand for youth services by using the waiver.

[WIOA Section 129(a)(4)(A)] (CPS 09-2021, Change 1) (OG 07-2022, Change 1)

a) Despite the use of the waiver in PY23 to serve more in-school youth, WPWDB has traditionally served mostly out-of-school students. We will still maintain our relationships with school staff and make presentations in the school system but talk of helping students following graduation if they are unsure of their career plan. Additionally, we work with many partners who encounter opportunity youth. They have been good at making referrals to Title I staff and also seek out our assistance with wrap around services as needed. We will continue to market and provide outreach to the 21-24 age group through the Adult Basic Ed programs at the community college, community event outreach, as well as through the NCWorks Career Centers when customers in this age range visit the center looking for a career plan or pathway. NextGen Career Advisors are housed in the NCWorks Career Centers and are often available to speak to customers.

b) We believe that there are some students in school who need assistance beyond what the schools can provide for them to reach graduation. Our Career Advisors can provide them with encouragement, resources, and

availability that they may not have otherwise. We also believe that it is beneficial to the youth if we can maintain them in the ISY program and co-enroll them with the adult program, if necessary, to continue to serve them and help them meet their educational goals following high school. Per OG 07-2022, Change 1, we were allowed to spend up to 50% on ISY which we were able to accomplish. As we shift back to serving in-school students at the 25% pre-waiver level, we will certainly be able to maintain that level of participants as we did previously.

c) The Western Piedmont local area has great relationships with our local k-12, Title II and other partners who serve youth/young adults ages 16 – 24. We feel that these relationships and the flexibility allowed under the waiver has and would continue to allow us to best serve all ages of youth and young adults in our NextGen program.

12. 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, Change 1)

Work experiences may be subsidized or unsubsidized and may include the following:

- Summer employment opportunities and other employment opportunities throughout the school year;
- Pre-apprenticeship programs;
- And Internships and job shadowing;

Ross Innovative Employment Solutions, Title 1 service provider for NextGen services in WPWDB, has budgeted \$96,575.40 for work experience. The stipend/wages generally range from \$10.00 - \$18.00 per hour. Wages are determined based on the entry level pay at the company for the same type of work. The WPWDB focuses on using the budgeted amount on wages as much as is possible.

WPWDA has consistently met the 20% minimum of funds spent on work experience. We are on target to meet the PY22 requirement as well.

13. 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. If so, state at which level, how many representatives, and how this impacts the Youth Program Design?

The WPWDA has a dedicated full-time NextGen Business Services Representative (BSR) at the Service Provider level. Our NextGen BSR provides services to employers and provides case management to participants whose main goal is work experience. The NextGen BSR and Career Advisors work very closely to ensure that communication and expectations are clear for all participants interested in work experience

opportunities.

The WDB level BSR shares information concerning the NextGen work experience program with employers and also works closely with the NextGen BSR on making those connections. This is beneficial by providing additional exposure for the work experience program.

14. Does the Local Area WDB have special programs for young adults that are Justice-Involved or have a substance use disorder? If yes, please briefly describe them.

The WPWDA does not have a specific re-entry program for young adults. However, as with all other barriers, the Career Advisors work diligently to help justice involved young adults to overcome barriers and reach their educational and career goals. We have resources available in the community to assist us.

15. 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 WPWDB has a strong relationship with our local area Title II partners. The WPWDB staff and the Title II partners will meet to discuss the boards WIOA Plan and the Title II plan to ensure we are in alignment to support each other and our services. This has enhanced our alignment and allowed us to leverage subject matter experts where applicable with appropriately identified clients. Our referral process across the partnership has also benefited both parties and clients. Title II staff also attend the HIRE meetings regularly to share information. Many also attend WPWDB meetings.

b. The WPWD has built a strong collaborative partnership with our local VR offices over the years. The VR business services representatives actively participate in our local business services meetings; assist with recruitment events; utilize ncworks.gov with their clients and are consistent attendees at our HIRE meetings. The local Unit Manager is also a member of the workforce development board.

c. Integrating adult education with occupational education, training, and workforce preparation, as well as the creation of career pathways for youth is an on-going goal for WPWDB. These areas are built into the WIOA 14 elements, which will streamline the service delivery to youth. As we have certified our areas industry specific career pathways, leveraging occupational education, training and workforce preparation is becoming easier to implement and demonstrate success.

16. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth. If yes, attach the Youth Incentive Policy, which should include:

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

- Name document: **Western Piedmont Youth (NextGen) Incentive Policy. Uploaded**

Note: Federal funds may not be spent on entertainment costs. Youth Incentive Policies should include: compliance with the Cost Principles in 2 CFR part 200; identify types of items that may be awarded (gift cards, plaques, certificates, checks); identify types of achievements/completion of activities (an inclusive list is required); practices for internal controls for safeguarding incentives, and provide a sample list of required documentation for reimbursement (diploma, evaluations).

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

N/A

18. 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 goal of the WPWDB as it applies to WIOA Title 1 is long term employment. Therefore, our entire program is designed to get young adults into employment, beginning with obtaining a high school diploma or equivalent then working with them to determine their career path. This may include job shadowing in areas of interest, post-secondary training, and/or learning soft skills through both classroom training in employability skills or secure a community partner to assist.

Paid work experience help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the young adult with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from activities performed by the youth. NextGen Career Advisors use LMI data to talk to young adults about opportunities that can be found in our local area. They discuss in-demand opportunities and the training required for such jobs. The NextGen Business Services Representative works with local businesses, especially small businesses, and non-profits to set up paid internships. Youth funds may be used to pay wages and related support costs for work experiences in the public, private, for-profit or non-profit sectors when an employee/employer relationship has been established (as determined under the Fair Labor Standards Act), and where the objective assessment and Individual Service Strategy indicate that a paid internship (work experience element) is appropriate. The NextGen Business Services Representative is responsible for working with the Career Advisors and young adults in securing the positions for paid work experience opportunities.

The Career Advisors plan activities to allow exposure to various industry sectors of in-demand jobs in the area. Internships at non-profits are set up when a young adult has no work experience and then they proceed to a paid internship at a local business in an industry that interests them. If the young adult has previous work experience, they will generally be placed with a business in which they have interest. Businesses have been very open to having young adults participate in work experiences, and some have hired the young adults at the end of the internship. Overall, we have had success in the WPWDB in placing our NextGen participants into unsubsidized employment.

19. 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 of the chart to demonstrate partnerships and potential use of shared funding. Please specify partners. [WIOA Section 129(c)(2)(A)]

- Name document: **Western Piedmont Youth Program Elements Chart. Uploaded**

20. 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)]

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

No

b. If yes, please provide a response to the following

- a) Provide the committee’s purpose/vision.

Click here to enter text.

- b) Provide the youth committee’s top three goals or objectives for PY 2024.

Click here to enter text.

Click here to enter text.

Click here to enter text.

- c) Provide a list of youth committee 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)]

c. Complete the following chart for the PY 2024 Youth Committee’s planned meeting schedule to include dates, time, and location. (Expand form as needed or mark Not Applicable.)

Date	Time	Location (include address and room #)
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.

XI. Local Area WDB Innovations

1. List all additional funding received by the Local Area WDB (for example, to include but not limited to, special grants, NC Job Ready Workforce Investment Grants, Business Services funds, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, American Rescue Plan Act (ARPA), Partners for Reentry Opportunities in Workforce Development (PROWD), NCWorks Commission Local Innovation Fund Grant, and/or outside funding to include a brief description of the source and the amount received).

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
J.E.T and OptIn: Opportunities for Opportunity Youth – Local Innovation Grant	Provide pre-vocational training and work experiences to connect opportunity youth to work and/or post-secondary education	July 1, 2022 – June 30, 2024	Local Innovation Grant - \$225,000	Work in Burke

2. Provide a clear and detailed example of the Local Area WDB’s best or promising **Adult/Dislocated Worker** program practice that has yielded positive results with evidence, which affirms this practice is effective

The Adult/DW program partners with the community college and other training providers to assist participants with training costs. One of the best ways to yield positive results is to work with Adult Basic Education (Title 2), public library systems, Adult Corrections, probation/parole, and local nonprofit agencies to increase skill development/attainment for under-employed and underserved groups. Another promising practice is working with employers to determine the skill level needed, which can also become reverse referrals for enrollment, Adult WEX, and OJT if offered.

3. Provide a clear and detailed example of the Local Area WDB’s best or promising **Youth** program practice that has yielded positive results with evidence, which affirms this practice is effective.

The NextGen staff have developed great relationships with our partners and these partnerships have allowed great collaborations where youth have been successful in ways that they may not have been otherwise. This program year twins, Hiromy and Dalila, were enrolled in the in-school program at Hickory High School to assist them obtaining their high school diploma and work to assist with some personal challenges faced by them and their family. Through partnership and collaboration with Career and Technical Education and Career and College promise with Hickory High, NextGen was able to provide support services to assist with training at CVCC so these young people could obtain their Childcare I credentials for their desired career pathway and to provide a work experience opportunity at a nearby elementary school due to transportation being an issue. This allowed them to gain experience to accompany their high school diploma and childcare credential. NextGen staff have found that developing relationships with various partners and individuals in the school system can lead to success for our NextGen participants.

4. Provide a clear and detailed example of the Local Area WDB's best or promising **regional strategy** that has yielded positive results with evidence, which affirms this practice is effective.

Foothills WDB, High Country WDB and Western Piedmont WDB partnered to provide Virtual Workshops provided weekly using virtual technology. NCWorks Career Center Staff assist customers to register to attend the virtual workshops. The virtual workshops are presented by NCWorks Career Center Staff and workforce partners.

5. Provide a clear and detailed example of the Local Area WDB's best or promising **virtual services strategy** that has yielded positive results with evidence, which affirms this practice is effective.

Foothills WDB, High Country WDB and Western Piedmont WDB use virtual integrated technology such as Zoom, WebEX and Microsoft Teams. These tools are used to: Engage with WIOA scholarship participants; Hold center management teams meetings; and using ncworks.gov Live Chat feature, engage with customers using the virtual one-stop MIS system. Virtual Workshops are provided weekly using virtual technology. NCWorks Career Center Staff assist customers to register to attend the virtual workshops. The virtual workshops are presented by NCWorks Career Center Staff and workforce partners.

6. Provide a clear and detailed example of the Local Area WDB’s innovative **business services strategies** and engagement practices that demonstrated employers taking charge and driving the agenda that has yielded positive results with evidence, which affirms this practice is effective.

The WPWDB provides a monthly Business Brief and Quarterly Economic Indicator Newsletter (EIN) for businesses to determine recruitment and retention strategies that might work for their business. The WPWDB Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertains to local workforce demographics. The WPWDB Business Service Representative provides industry wage rate analysis information about the local workforce to local employers as requested.

XII. Program Year 2024 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 2024 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 for the PY 2024 Plan and has not been previously submitted to the DWS.
- Revised policies should be submitted with a highlight or summary of the changes made to the local policy.
- 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 2024 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	Yes, one policy addresses Work Experience for Adult and Youth	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

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2024 (Yes/No) and needs review
7. On-the-Job Training Policy	N/A	N/A
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes, one policy addresses Work Experience for Adult and Youth	No
11. Supportive Services Policy	Yes	No
12. Local Area WDB WIOA and TAA Co-enrollment Policy	Yes	No
13. Eligible Training Provider Policy	Yes	No
14. Non-Criminal Complaint Procedures	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 for PY 2024 and has not been previously submitted to the DWS.

- Do not add a blank document in WISE as a “placeholder”.
- These policies are required to operate/offer these services
- If “Yes”, load the policy as a separate document.
- Name document: *Local Area WDB Name, Policy Name*. (Example: IWT Policy – Yes. Attached as *Board Name IWT Policy*.)

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2024 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	Yes	No
2. Local Area WDB Needs-Related Policy	N/A	N/A
3. Local Area WDB Transitional Jobs Policy	N/A	N/A

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2024 (Add Yes or N/A for this column)
4. Local Area WDB Youth Incentive Policy	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:

Individual Training Accounts (ITA) Summary	
Dollar Amounts	\$5000 annually/\$8600 lifetime
Time Limits	2 years or less unless by special permission
Degree or Certificates allowed (Associate, Bachelor's, other)	Associate's Degrees, Diplomas, Continuing Education Certificates or Third Party recognized Credentials/Certificates
Procedures for determining case-by-case exceptions for training that may be allowed	Approval by Western Piedmont Program Manager required. Occupational Training, Individual Training Accounts and Cost Tracking Process Policy at www.wpcog.org/policy-statements
Period for which ITAs are issued (semester, school year, short-term, etc.)	Semester and short term
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Uniforms, shoes, physicals, exams, required tools of the trade such as stethoscopes, auto mechanic tools, electrician tools, etc.
Other	N/A

4. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. [WIOA Section 108(b)(19)]

In the Western Piedmont area, training services are provided through a contracted service provider who is selected according to our Procurement and Contracting policy (4/12/22) The selected contractor provides

training to eligible individuals through Individual Training Accounts as outlined in our Occupational Trainings, Individual Training Accounts and Cost Tracking Process policy (6/1/23) Both policies can be found at wpcog.org/workforce-development. Customer choice of training programs are encouraged. The WPWDB has approved a variety of training providers, both public and private, which can be found on nworks.gov. If a customer would like to attend or participate in a training program that is not approved, the training provider can apply through nworks.gov to be approved at the state level and then at the local level as outlined in the Eligible Training Provider Guidelines, Penalties, Appeal Process and Performance Reporting Policy (7/1/22).

5. 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.)

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
Youth Only – Public/Private Bus Tickets, Carpool/Van Fees, Taxi/Uber/Lyft fees (emergency situations only) and gas cards based on miles of travel to training site(s)	Childcare paid to the childcare provider for up to 2 children and up to \$350 for 1 child or \$550 for 2 children per month.	Clothes, shoes or other items required for work experience or unsubsidized work.	Car repairs, tires if needed to pass inspection, rent, utilities or other emergency items that are not recurring.	N/A
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

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 and be clearly stated within the policy.

Attachment Checklist from Local Area Plan Instructions

- 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 WDB WIOA and TAA Co-enrollment Policy (*required*)
- 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 Incumbent Worker Training Policy (*optional*)
- Local Area WDB Needs-Related Policy (*optional*)
- Non-Criminal Complaint Procedures
- Local Area WDB Transitional Jobs Policy (*optional*)
- Memorandum of Understanding
- Customer Flow Chart

*Mail signed and unfolded originals to assigned DWS Planner at:

N.C. Division of Workforce Solutions
313 Chapanoke Road, Suite 120
4316 Mail Service Center
Raleigh, NC 27699-4316

DocuSign® (or similar) signature pages may be uploaded in WISE.

Appendices

NC Local Area WDB By-Laws Required Elements

[Appendix A](#)

By-Laws Guidance

[Appendix B](#)

Guidance Regarding Meetings and Conferencing via Electronic Means

[Appendix C](#)

Local Area WDB Membership Requirements

[Appendix D](#)

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.

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

1. The nomination process used by the Chief Local Elected Officials (CLEOs) 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 Chief Local Elected Officials (CLEOs) 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 Chief Local Elected Officials (CLEOs); (20 CFR 679.310(g)(1-7)).

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

1. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
2. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
3. The Board's policy assuring attendance and participation of its members.
4. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
5. Any standing committees the Board has established shall be included in the by-laws.
6. 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.
7. 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.
8. Board meetings will be held in accessible facilities with accessible materials available upon prior request.
9. The Board will meet no less than four times per program year.

By-Laws Guidance

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.

Article 1

Name and Purpose

Section 1. Name

The name of this organization shall be the **Click Here to Enter WDB Name. 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 **Click Here to Enter WDB Name. WDB.**

The Board services area shall encompass the counties of **Click Here to Enter WDB Name..**

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.

By-Laws Guidance

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 [Click Here to Enter Number.](#) Board members. Members of this organization shall be appointed by the following procedure: The Chief Local Elected Official (of the [Click Here to Enter Name.](#) 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

By-Laws Guidance

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;

By-Laws Guidance

- 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 consecutive terms (6 years) or a total of five 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 re-appointed 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 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 unexcused absences within the preceding twelve calendar months prior to the next meeting.

Section 5. Resignation

Letters of resignation must be submitted to the [Click Here to Enter WDB Name](#). Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered

By-Laws Guidance

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

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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 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.

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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

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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

By-Laws Guidance

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.

Board Director, Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

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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.

Guidance Regarding Meetings and Conferencing via Electronic Means

- 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 WDB Membership Requirements

Representative of Business (WIOA Section 107(b) (2)(A))

Who May Satisfy the Requirements:

The majority of the members of the Local Area WDB must be representatives of private sector business in the local area. At a minimum, two members must represent small business 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:

- be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority;
- provide employment opportunities in **in-demand** 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
- are appointed from among individuals nominated by local business organizations and business trade associations.

In North Carolina, examples of allowable 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 unallowable business organizations include the N.C. Department of Public Safety or other state or municipal agencies.

Representative of Workforce (WIOA Section 107(b)(2)(B))

Who May Satisfy the Requirements:

Not less than 20% of the members of the Local Area WDB **must** be workforce representatives. These representatives:

- **must include two or more representatives of labor organizations**, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives;

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 not allowable as a labor organization.

Local Area WDB Membership Requirements

- **must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship** 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 representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.

In addition to the representatives enumerated above, the Local Area WDB **may** include the following to contribute to the 20% requirement:

- 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

In North Carolina, examples of allowable community-based organizations include organizations such as Goodwill and community action agencies.

- one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

Community College representatives would not be appropriate for this category.

Representatives of Education and Training (WIOA Section 107(b) (2)(C))

Who May Satisfy the Requirements:

The balance of Local Area WDB membership **must include:**

- **At least one** eligible provider administering **adult education and literacy** activities under WIOA Title II;
- **At least one** representative from an **institution of higher education** providing workforce investments activities, including community colleges; and
- **At least one representative** from each of the following governmental and economic and community development entities:
 - **Economic and community development** entities;
 - The **State Employment Service Office** under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and
 - The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title.

Local Area WDB Membership Requirements

In addition to the representatives enumerated above, the Chief Local Elected Official (CLEO) **may** appoint other appropriate entities in the local area, including:

- 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;
- Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- Philanthropic organizations serving the local area;
- and Other appropriate individuals as determined by the Chief Local Elected Official (CLEO).
- The board chair shall be elected among the business representatives.

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.
