



Bi-Monthly Policy Board Meeting

Tuesday, July 27, 2021

City of Newton Fire Station Headquarters

6 pm dinner/6:45 pm meeting

| Agenda Item | Presenter | Action Requested |
|---|-----------------------------------|------------------|
| Call to Order/Welcome | Chair Bob Floyd City of Newton | |
| Introductions | | |
| Minutes of Previous Meetings | Chair Floyd | Yes |
| EDA Cares Act Grant Update—NC Foothills Experience | Alison Adams | No |
| WIOA Plan Summary, Program Year 2021—2022 | Wendy Johnson | Yes |
| Workforce Development Board Appointments | Wendy Johnson | No |
| Urgent Repair Program Policy Adoption | Sherry Long | Yes |
| 1st Amendment of the FY 22 Budget | Andrea Roper | Yes |
| WPCOG Assessment & Strategic Plan Update | Anthony Starr | No |
| Other Business | | |
| Executive Director's and Staff Reports | | |
| Next Meeting - Tuesday, September 28 - City of Claremont | | |
| Adjournment | | |

Notes: Dinner will begin at 6:00 pm at the Newton Fire Station Headquarters (119 S. Brady Ave, Newton, NC, 28658) compliments of the City of Newton. Persons needing special assistance are asked to notify WPCOG at 828/485-4221 before the scheduled meeting date.

Minutes
Western Piedmont Council of Governments
Bimonthly Policy Board Meeting
Tuesday, May 25, 2021
Conover Station Community Room, Conover, NC

Members Present:

Bob Floyd, Jr., Chair
Jill Patton, Vice-Chair
Johnny Berry, Secretary
George Holleman, Treasurer
Barbara Pennell, Past Chair
Chip Black, At-Large
Wayne Abele, At-Large
Joseph L. Gibbons, At-Large
Kitty Barnes, At-Large
Larry Yoder
Johnnie Carswell, Alternate
Ronnie Setzer
Dale Sherrill
Joie Fulbright
Kyle Hayman, Alternate
Dennis Anthony
Dr. Caryl Burns
Mike Smith, Alternate
Larry Chapman
Marla Thompson
Trina Michael, Alternate
Ronnie Thompson, Alternate
Jerry Hodge
Kendra Edwards, Alternate
Gary McClure
Amparo Alfaro
Helen Chestnut
Jeanna Price

Local Government/Agency:

Cedar Rock
Hickory
Connelly Springs
Taylorsville
Gamewell
Valdese
Burke County
Lenoir
Catawba County
Alexander County
Burke County
Cajah's Mountain
Claremont
Conover
Conover
Drexel
Granite Falls
Hildebran
Hudson
Long View
Maiden
Morganton
Newton
Rhodhiss
Rutherford College
Appointed
Appointed
Appointed

Members Absent:

James Weaver
Mike Labrose
Donald Robinson
Sheila Perkins
Keith Warren
Erisha Lipford

Brookford
Caldwell County
Catawba
Glen Alpine
Sawmills
Appointed

| | |
|----------------|-----------|
| Randy Burns | Appointed |
| Tommy Luckadoo | Appointed |
| Malla Vue | Appointed |

Guests/Others Present:

Donald Duncan, Conover
Mary Carter, Gamewell
Sherri Bradshaw, Drexel
Randy Feierabend, Cahah's Mountain

WPCOG Staff Present:

Anthony Starr, Executive Director
Sherry Long, Assistant Executive Director/Director of Community & Economic Development
Ashley Bolick, Director of Administrative Services and Human Resources
Andrea Roper, Finance Director
Tina Miller, Director of Area Agency on Aging
Stephanie Hanvey, Regional Housing Authority Director
Jennifer Cannon, Community & Economic Development Administrator
Mary Mitchell, Family Caregiver Support Specialist
Wendy Johnson, Director of Workforce Development
Alison Adams, Director of Community & Regional Planning
Todd Stroup, GIS Analyst
Anita Roberts, Regional Ombudsman/Aging Specialist
Laurie Powell, Community & Economic Development Administrator
Rick Oxford, Housing Program Manager
Teresa Kinney, Senior Planner

Call to Order/Welcome

A regular meeting of the WPCOG Policy Board was called to order at 6:45 pm by Chair Bob Floyd. Chair Floyd thanked the City of Conover for hosting the first in-person meeting since January of 2020. Conover Mayor Pro-Tem, Kyla Hayman welcomed the board to Conover.

Minutes of Previous Meeting

Minutes of the previous meeting were considered. Mr. Joie Fulbright made a motion to approve minutes from the March 23, 2021 meeting and Mr. Wayne Abele offered a second. The motion passed unanimously.

Unfinished Business/Reports

There was no unfinished business.

New Business

Employee Service Awards Recognition

Chair Floyd and Executive Director Anthony Starr recognized staff who had celebrated milestone service awards during both 2020 and 2021. The cancelation of the 2020 WPCOG Annual Meeting and virtual format of the 2021 WPCOG Annual Meeting did not allow for proper recognition of staff service awards. The following WPCOG employees celebrated milestone service years during 2020 and 2021.

| Employee | Years of Service |
|--------------------|-------------------------|
| Rick Oxford | 35 Years |
| Laurie Powell | 30 Years |
| Jennifer Cannon | 20 Years |
| Anthony Starr | 10 Years |
| May Mitchell | 10 Years |
| Wendy Johnson | 10 Years |
| Kim Duncan | 10 Years |
| Jason Toney | 5 Years |
| Sarah Stamey | 5 Years |
| Erin Schotte | 5 Years |
| Andrea Roper | 5 Years |
| Anita Roberts | 5 Years |
| Teresa Kinney | 5 Years |
| Kala Guido | 5 Years |
| Christina Franklin | 5 Years |
| Ashley Bolick | 5 Years |

WIOA Plan Summary, Program Year 2021-2022

Workforce Development Board Director, Wendy Johnson presented the Workforce Innovation and Opportunity Act (WIOA) Plan Summary for the program year 2021-2022. The WIOA requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. The Four-Year Plan was last submitted in June 2020. Annually, each WDB is to provide updates to the Comprehensive Four-Year Plan (PY 2020-24). The WIOA Program Year (PY) 2021 Plan is to provide current information and be effective July 1, 2021 - June 30, 2022 and will include all current local policies. The PY2021 Plan Summary must be made available for 30 days for public comment. The plan is located on the workforce website www.westernpiedmontworks.org.

Staff requested that the board review and provide feedback of the WIOA Program Year 2021 plan as needed.

Section 8 Application Intake/Waiting List

Stephanie Hanvey, Regional Housing Authority Director provided an informational updated to the board concerning the Section 8 waiting list. The Regional Housing Authority's Section 8 Housing Program has exhausted its waiting list as of April 26, 2021. Staff would like to begin accepting new applications for

the rental housing assistance program so that a new list can be started. Notice will be published in the local newspapers the week of May 26th. Notice will also be published on the WPCOG's website and on social media beginning Wednesday, May 26, 2021. The Regional Housing Authority plans to accept new applications beginning Friday, June 4 through Friday, June 18, 2021. The goal is to be able to open the waiting list every year. This year we are accepting online application. Accommodations will be made for those who need it.

Essential Single Family Rehabilitation Policy Adoption

Sherry Long, Assistant Executive Director and Community & Economic Development Director presented the proposed 2021 Essential Single Family Rehabilitation Loan Pool (ESFRLP) Assistance Policy, Procurement & Disbursement Policy and the Four Factor Analysis Plan to the board for consideration. This Assistance Policy explains what the program requirements are and how the program will operate during the cycle of funding. The Procurement & Disbursement Policy is for procurement and disbursement guidelines. The Four Factor Analysis Plan is for reasonable steps to ensure meaningful access by persons with limited English proficiency. The funding agency for this program is the NC Housing Finance Agency.

Staff requests that the board review and approve the 2021 Essential Single Family Rehabilitation Loan Pool Assistance Policy, Procurement & Disbursement Policy and the Four Factor Analysis Plan for Burke and Iredell County.

Ms. Kitty Barnes made a motion that the Board approve the ESFRLP'21 Assistance Policy, the Procurement & Disbursement Policy and the Four Factor Analysis Plan for Burke and Iredell County as proposed. Ms. Jill Patton offered a second. The motion passed unanimously.

7th Amendment of the 2020-2021 Budget

Ms. Andrea Roper, Finance Director, presented the 7th Amendment of the 2020-2021 Budget reflecting a total budget of \$22,343,295 and an operating budget of \$7,774,609 which represents an increase of \$808,315 from the March 23, 2021 budget amendment.

The 7th amendment of the 2020-2021 Budget includes:

- A decrease of \$16,567 in Transportation due to a change in project work duties.
- Environmental Protection decreased \$18,001 to better reflect actual expenses.
- Community and Regional Planning decreased \$33,154 due to personnel changes and project work duties.
- Economic Development increased \$42,283 due to an increase in EDA CARES anticipated expenses.
- Prior Year Indirect Funds increased \$13,968 to account for a new finance position and various year-end expenses.
- Prior Year Fringe Funds increased \$131,861 to adjust for increased compensated absence costs and an increased contribution to the OPEB Trust.
- Salaries decreased \$61,018 due to personnel changes and an increase in compensated absences.

- Supplies increased due to anticipated purchases for the Aging CARES Act funding.
- Capital Outlay-Equipment increased \$15,742 due to the anticipated purchase of two new IT servers.
- Contingency increased \$55,769 due to the decrease in chargeable salaries, fringe & indirect.
- OPEB Trust Allocation increased \$47,960 due to the allocation of prior year fringe funds.
- Special Revenue Fund – Section 8 increased to reflect anticipated increases in voucher payment expenses and account for additional administration expenses funded by the CARES Act.
- All other changes to the expenditure lines reflect normal program needs.

Staff requested that the Policy Board review and approve the seventh amendment of the 2020-2021 budget.

Mr. Chip Black made a motion that the Policy Board approve the seventh amendment of the 2020-2021 budget as presented. Mr. Larry Chapman offered a second. The motion was passed unanimously.

FY 21-22 Budget Hearing & Adoption

Chair Floyd asked if there was a motion that the Policy Board open a public hearing to receive public comment on the proposed 2021-2022 budget.

Ms. Jill Patton made a motion that the Board open the public hearing. Mr. Johnny Berry offered a second. The motion passed unanimously.

Executive Director, Anthony Starr presented the 2nd Reading of the 2021-2022 Budget. The 2nd Reading of the 2021-2022 budget reflects a total budget of \$19,388,080 and an operating budget of \$6,896,879 which represents an increase of the total budget from the March 23rd, 2021 budget amendment of approximately .64% or \$124,285.

The 2nd Reading of the 2021-2022 Budget includes:

- 63 full and part-time staff positions.
- WPCOG dues rate increased by \$.01 per capita plus dues increases for the MPO as approved by the Board in January.
- Financial administration services for one local government and one local non-profit.
- Planning administration services for 7 local governments.
- Planning project services for 7 local governments.
- Code enforcement services for 8 local governments.
- The Planning Department expects to execute several new contracts for FY22 that will warrant the creation of at least one, possibly two, new positions.
- Administration of several new community & economic development projects (building reuse, infrastructure, economic development, etc.).
- Regional Public Housing received Emergency Housing Voucher funding as authorized by the American Rescue Plan Act of 2021. One new full-time position will be added to cover the additional duties generated by the added vouchers.

- The Aging budget increased \$64,474 due to additional supplemental administration funding. One part-time position has been created to help with departmental duties.
- WIOA funding was reduced, resulting in an \$80,335 decrease.
- A group insurance increase (\$131,335) reflecting a projected health insurance increase of 49%. We usually do not receive quotes until May or early June for FY22 and this number will be adjusted at that time. We anticipate this increase will be less than the initial rate quoted at 49%. With this increase, our health benefit costs will remain at or below the average of local governments in North Carolina.
- Contingency decreased \$24,061 due to those funds being utilized in the FY 21-22 budget.
- OPEB (Other Post-Employment Benefits) Trust allocation decreased \$39,731 due to the expected increase in retirement and group insurance. This allocation may increase with the availability of funds.
- Aging Special Revenue Fund increased \$70,944 due to additional funding and remaining CARES funding that will not be spent in FY21.
- WIOA Special Revenue Fund decreased \$305,891 due to the reduction in administration funding and programmatic funding.
- Regional Public Housing Special Revenue Fund increased \$146,796 due to the additional funding authorized by the American Rescue Plan Act of 2021.
- The proposed budget includes approximately \$46,414 in anticipated contracts for FY22. This amount is \$91,010 lower than the FY21 anticipated contracts amount at this time last year. The unfunded areas at this point are within the Community & Economic Development Department.
- Fund Balance Appropriated increased \$54,940, due to projects started in FY21, not completed, and carried over to FY22. The entire appropriation of \$194,516 reflects funds carried forward from FY21 for unfinished projects and services.
- Capital Reserve Fund increased \$130,328 due to a transfer from the General Fund and Allocated Fund Balance. These funds are for anticipated capital improvements as identified.

The Chair asked for comments. There were no comments made from the public.

Mr. Larry Yoder made a motion that the Board close the public hearing. Mr. Larry Chapman offered a second. The motion passed unanimously.

Ms. Kitty Barnes made a motion that the Board approve the budget ordinance and FY2021-2022 Budget as presented. Mr. Larry Chapman offered a second. The motion passed unanimously.

Staff Updates

Mr. Anthony Starr reviewed the Executive Director's Report outlining both current and upcoming projects by department.

- Mark your calendars for Wednesday, June 9th (1-5pm) for the Virtual training, *13 Ways to Kill Your Community*. Registration is now open and the cost is \$50 per person. Please consider your participation and encourage your colleagues and staff with your local government to register. Registration is available on the WPCOG website.

- WPCOG completed assistance for the **Town of Catawba** in their search for a new Town Manager. Elizabeth Krige began work earlier this month.
- Staff facilitated the **City of Hickory** Council Retreat.
- As previously mentioned, the WPCOG will begin strategic assessment and planning process soon. The process will use surveys, focus group meetings, stakeholder interviews and guidance from the Policy Board to assess any weaknesses of the WPCOG and identify opportunities to enhance our role and service within the region. The process will begin in June or July and the Policy Board will participate in a discussion with the consultant in September. The SouthEast Regional Directors Institute (SERDI) is conducting the process.
- Staff are also in the process of assisting **Western Piedmont Regional Transit Authority/Greenway** and **Caldwell County** with their Executive Director and County Manager searches.
- We are receiving \$170,077 in July for Federal Supplemental Nutrition funding that will be pass through to nutrition providers in each county. \$18,898 will be allocated to AAA for administrative support of these funds. No match required.
- Community and Economic Development staff are currently administering seventy-five (75) grants for local governments.
- The **City of Lenoir** received notification from the Department of Housing and Urban Development that the Unifour HOME Consortium has been awarded \$4,182,773 in HOME American Rescue Plan (ARP) funding. Projects funded with ARP should be designed to meet the needs of people experiencing or at risk of experiencing homelessness, including through development of affordable housing, tenant-based rental assistance, supportive services, and acquisition and development of non-congregate shelter units. All funds must be spent by 2030.
- The RHA has received notice that we have been selected to receive 30 guaranteed Emergency Housing Vouchers (EHVs) to house individuals and families who are 1) homeless, 2) at risk of homelessness, 3) fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking or 4) recently homeless. The RHA has also been given the opportunity to request additional EHVS and plans to ask for a total of 200. These vouchers are due to be effective in July 2021.
- Staff facilitated **Rutherford College's** Planning Board Retreat.
- Board staff are still doing a great job helping create Virtual Job Fairs for employers. Virtual workshops are planned monthly and job fairs as needed/requested. We are partnering with the City of Hickory to post our workshops and job fair information on their website and in their newsletters. Other local governments are invited to post this info on their websites and in newsletters.

Adjournment

Chair Floyd reminded the board of the next meeting scheduled for July 27, 2021 and adjourned the meeting at 7:26 pm.

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: EDA Cares Act Grant – NC Foothills Experience (3rd report)

PRESENTER: Alison Adams, Community and Regional Planning Director

ATTACHMENTS: None

SUMMARY OF REQUEST:

Our initial name for this project was “The Storybook Map”, but we have re-named it to “The NC Foothills Experience.” This name was created because of the notable presence of foothills found throughout the region. We feel that the word “experience” can be applied region-wide. For example, it is our hope that stakeholders will use the word “experience” when marketing themselves (Experience insert - town/city/county/organization).

The purpose of the project is to highlight the opportunities and places within the region that enhance our quality of life. The project will help engage and attract workforce talent, industries and business to the region. The purpose also aligns with the COG’s goals in the Comprehensive Economic Development Strategy.

Successful industries locate in areas where employees want to live, work and play. By locating in these areas, companies save money by avoiding the cyclical pattern of hiring, rehiring and training. The NC Foothills Experience tool will allow businesses/corporations (future and current) to have quick access to information that can be used to attract and retain employees. All of the locations shown in the tool will be further marketed by linking directly to each stakeholder’s website. Stakeholders will also display the NC Foothills Logo on their sites along with a link to the tool. This tool quickly and easily provides access to the four main areas of focus discussed below. Drone footage, photos, and written descriptions of each location will enable users to learn more with just a few clicks.

The four main areas of focus across the region are – Outdoor Adventures (parks, trails, boat access and biking), Fun Places (cultural amenities – museums, libraries, festivals, and downtowns), Farm Fresh (local sources of food – farmers markets, u-pick farms/roadside stands and butchers) and Cool Spaces (wineries, breweries, distilleries, bike shops and outfitters). Since the beginning of the grant cycle we have concentrated on the project’s Outdoor Adventures and Fun Places focus areas. Staff met with almost every stakeholder within the region to obtain feedback and ideas. Stakeholders are providing photos with credits and have suggested additional locations to include.

The project's branding/logo is being developed and is slated to be complete by late fall. The color scheme and logo will coordinate with a majority of the logos found within the region. We would like to complement the current and future initiatives each stakeholder is involved in and not duplicate efforts. The feedback received from stakeholders has been nothing but positive and the project has been praised for its regional approach. Through continued partnership and collaboration, we feel strongly this project will be successful.

The next steps are as follows:
Farm Fresh (September 2021)
Cool Spaces (January 2022)
Release Date/Event (TBD)

BOARD ACTION REQUESTED:

Staff requests the Policy Board to provide feedback and guidance. No formal action by the Board is needed at this time.

Suggested Motion: *None*

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: WIOA Plan Summary, Program Year 2021 - 2022

PRESENTER: Wendy Johnson

ATTACHMENTS: WIOA Plan Summary, Program Year 2021 - 2022

SUMMARY OF REQUEST:

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

Annually, each WDB is to provide updates to the Comprehensive Four-Year Plan (PY 2020-24). The WIOA Program Year (PY) 2021 Plan is to provide current information and be effective July 1, 2021 - June 30, 2022 and will include all current local policies. The PY2021 Plan Summary was made available for 30 days for public comment. No comments were submitted by the public, therefore, board staff submitted the final version to the Division of Workforce Solutions (DWS). On June 30, 2021 the board received the formal approval letter for the plan. The plan is located on the workforce website <https://www.wpcog.org/mission-strategic-plan>.

BOARD ACTION REQUESTED: Staff request the Policy Board to approve the WIOA Summary Plan for Program Year 2021 – 2022.

Suggested Motion:

I move that the board approve the WIOA Summary Plan for Program Year 2021 – 2022.

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

July 1, 2021 – June 30, 2022

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

Local Title I WIOA Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. Four-Year Plans were submitted in May 2020. In North Carolina, annually, each WDB is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2021 Plan is to provide current information and be effective July 1, 2021 - June 30, 2022 and will include all current local policies. The local plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper's mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper's workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

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

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

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

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

Plan Submission and Due Date

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. The due date is **May 7, 2021**. Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® and may be uploaded in WISE. If original signatures are obtained, forms must be mailed to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316.

I. WDB Overview

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

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

1. Provide the Local Area's official (legal) name as it appears on the local Consortium Agreement established to administer the Workforce Innovation and Opportunity Act (WIOA) or, if not a Consortium, in the formal request for Local Area designation. **Western Piedmont Jobs Training Consortium**

If the Local Area is a Consortium, attach a copy of the current Consortium Agreement. Name document: **Uploaded - Western Piedmont Jobs Training Consortium Agreement.**

2. Provide the Local Area's Workforce Development Board's official name. **Western Piedmont Workforce Development Board**

If the local Board officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document.

3. Provide the name, title, organization name, address, telephone number, and e-mail address of the Workforce Development Director.

| | |
|--|--|
| Name: Wendy Johnson | Title & Salutation: Workforce Development Board Director |
| Organization: Western Piedmont Council of Governments | Address: PO Box 9026 (1880 2 nd Ave NW, 28601) Hickory, NC 28601 |
| Phone number: 828-485-4273 | Email address: wendy.johnson@wpcog.org |

4. Provide the name, elected title, local government affiliation, address, telephone number, and e-mail address of the Local Area's Chief Elected Official.

| | |
|--|--|
| Name: Robert Floyd | Elected Title & Salutation: Village Mayor |
| Government: Village of Cedar Rock | Address: PO Box 1166, Lenoir NC 28645 (2012 Cedar Rock Estate Drive, Lenoir). |
| Phone number: (828) 759-1959 | Email address: bobfloydjr@floydgroup.com |

5. Provide the name, title, business name, address, telephone number, and e-mail address of the individual authorized to receive official mail for the Chief Elected Official, if different than question 3.

| | |
|-----------------------|--------------------------------|
| Name: N/A | Title & Salutation: |
| Business Name: | Address: |
| Phone number: | Email address: |

6. Provide the name, address, telephone 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: Western Piedmont Council of Governments | Address: PO Box 9026 (1880 2 nd Ave NW, 28601) Hickory, NC 28601 |
| Phone number: 828-485-4272 | Email address: anthony.starr@wpcog.org |

7. Provide the name, title, organization name, address, telephone number and e-mail address of the Administrative/Fiscal Agent’s signatory official.

| | |
|--|--|
| Name: Anthony Starr | Title & Salutation: Executive Director |
| Organization: Western Piedmont Council of Governments | Address: PO Box 9026 (1880 2 nd Ave NW, 28601) Hickory, NC 28601 |
| 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 Data Universal Numbering System (DUNS) number and assurance that the ‘System for Award Management’ (SAM) status is current. Administrative Entities must register at least annually on the SAM website www.sam.gov to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7]. **DUNS # 602653529 / SAM 3/11/2021 – 3/11/2022**
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. [\(PS 07-2018\)](#) – **Elizabeth Hilliard, WDB Staff, Program Coordinator**

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

1. Provide each Local Area WDB members’ name, business title, business name and address, telephone number and e-mail address on the provided form. The first block is reserved to identify the Board

chairperson ([form provided](#)). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: **Uploaded - Western Piedmont Workforce Board list**
See [Appendix D](#) for Local Area WDBs' membership requirements.

Note: Check the block on the form provided certifying compliance with required WIOA local Area WDB business nomination process.

If a Board list is not in compliance, please provide that list and state the expected date that a compliant list will be provided.

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice.

2. 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.
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 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 Board 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](#).

3. Attach the 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.**
4. To demonstrate that the attached WDB by-laws comply, complete **Uploaded - By-Laws Required Elements – Crosswalk chart.**

Sunshine Provision - The Local Board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the Local Board, including information regarding the Local Plan prior to submission of the 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 Board. [WIOA Section 107(e)]

5. Describe how the WDB will make copies of the proposed Local Area Plan available to the public. If stating the Plan will be on the Board website, provide link. [WIOA Section 108(d)]
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. WP Jobs Training Consortium/CEO and WD Board members will be made aware via meeting and email that the plan is available on the www.westernpiedmontworks.org 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, the updated plan will be reposted in WISE.

Public Comment - The 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 plan is made available; and, include with submission of the Local Area Plan any comments that represent disagreement with the Plan. [WIOA Section 108(d)]

6. Attach a copy of the Local Area WDB’s organizational chart with an ‘effective as of date.’ Include position titles. Name document: **Uploaded - Western Piedmont WDB Organization Chart.**

7. Complete the following chart for the PY2021 Local Area WDB’s planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

Note: All Local Area WDB meetings shall be held in accessible facilities. All materials and discussions should be available in an accessible format upon request as indicated under North Carolina specific requirements detailed in [Appendix A](#). **As long as we are still under the Governors State of Emergency Order due to COVID-19 pandemic, all WPWDB meetings will be held via Zoom Virtual Meetings and streamed live to Facebook at the date and times listed below.**

| Date | Time | Location (include address and room #) |
|--------------------------|---------|---|
| 8/26/2021 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| 10/28/2021 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| 12/09/2021 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| 02/24/2022 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| 04/28/2022 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| *Tentative 05/26/2022 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |
| 06/23/2022 | 8:30 am | WPCOG, 1880 2 nd Ave NW, Hickory NC – Conference Room A1 |

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

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

9. Submit the original WDB and Chief Elected Official (CEO) Signatory Page (*form provided*), bearing the original signatures of the Chief Elected Official(s) and the WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar). Name document: **Uploaded-Western Piedmont Signatory Page.**

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

II. Local Area Strategic Planning

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

Locally, WDBs are creatively working to address the new challenges of job growth and expansions. Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards 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, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

1. Provide a description of the WDB's strategic vision and goals for preparing an 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 in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

The WDB continues to work diligently to create and increase use of social media resources, such as Facebook, Twitter and Instagram, as a means to highlight available recruitment events, hot jobs, current labor market information, educational training, and many other workforce opportunities in our four counties (www.westernpiedmontworks.org). This is especially important to the strategy of reaching our youth and young adults, as well as people outside our region. The Western Piedmont area suffered during the recession seeing a steep decline in population. We continue to rebound, but it is imperative that we continue to seek new ways to reach people to entice them to come to the WPWDB to live & work. We continue to look at new ways of reaching people through social media by learning more about new platforms. We recently added SnapChat, TikTok and YouTube to our outreach toolbox. WPWDB staff have also become well versed in the use of Virtual platforms such as Zoom, GoTo, Microsoft Teams, and Cisco Webex to reach more people for training on writing resumes, interviewing skills and an Expungement workshop just to name a few. The Workforce Development Board Director currently sits on various boards and taskforce 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 K-12 parenting outreach.

Goals relating to performance accountability measures are an ongoing integrated service delivery (ISD) leadership team topic. Now that we have two separate sets of goals to monitor and strive to meet, this requires another level of involvement and monitoring. One set of goals focuses on WIOA-USDOL measures, and another performance tracking mechanism 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 contractor staff in serving our participants and the multilevel and continual monitoring that has become part of our process at the contractor 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 workforce board staff and contractors. It will take all workforce team members contributing to the goals in order to meet 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 ISD, as we empower all center staff and involve everyone, we know this will only improve our customer services levels to each other, and to the community. The Workforce Board Director and Regional Ops Director coordinate and facilitate the WPWDB NCWorks all staff meetings, which are held quarterly, and include training, personal and professional development and team building. The COVID-19 pandemic put a hold on this for a time, but we are working hard to get this back on track virtually and then in-person when allowed. In the WPWDB area our NCWorks Career Centers close to the public as 12:00pm every Friday so we can set aside those afternoons 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, EDC's, 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 regional 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. The COVID-19 pandemic has limited some of the activity discussed here, but we expect to pick these practices back up as we are able to do so. Title I Youth (NEXTGEN) staff work closely with the six local school systems, and are 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 who 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 fosters 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, skills and knowledge required for jobs is 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 it will take 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, or interviewing skills, or it may be seeking additional education such as a third party credential, diploma or an associate's 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 will result in 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 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 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. [WIOA Section 108(b)(3)]
industry-recognized certificate or certification, portable, and stackable. [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, advertising and the ability to get more jobseekers to their events. We have also implemented quarterly After Hours recruitment events which has yielded increased employer and jobseeker turnout. The COVID-19 pandemic has and continues to limit our ability to continue some of these activities, however, we will provide what we can virtually and look forward to continuing these activities in the future.

Through our outreach efforts we are expanding public awareness of employment, training, education, and support services that are an available service of our career center programs. We continue to try and cross-train all NCWorks Career Center staff and involve other workforce partners when relative. We also seek the prospects from these partner to be trained and have knowledge on their programs and training opportunities. We partner with Voc Rehab every two years for Disability Awareness training (Windmills), and when available encourage NCWorks Career Center staff to participate in area Poverty 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 our area. The training certification process for these occupations have been addressed and the classes remain full with waiting list growing. 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. In regards to short term trainings and certifications, our Upskill Grant (incumbent worker) has been very beneficial for businesses looking to grow their current employees (Supervisor training) to make room for future workforce, new hires.

The WPWDA has developed several Career Pathways and had them certified. We are currently working on a Career Pathway for Human Services with hopes of getting it certified as well. The pathways which have been certified include Healthcare (local effort), Energy (efforts of 5 WDBs) and Advanced Manufacturing (local effort). The WPWDA works closely with partner programs to start individuals on these Career Pathways and to help them continue moving forward on them. In order to provide the best wrap-around services for customers, we co-enroll with other 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. Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business 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, an initiative of the Western Piedmont Workforce Development Board (WPWDB), 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. Customized Training Programs is led mainly by our community college partners. 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 by 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 is current working on the Human Services Career Pathway. The Business/Employer Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The members of the Business/Employer Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, WIOA Service Provider, and Voc Rehab. 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. The 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. The WPWDB and its workforce partners (Community Colleges, Voc Rehab, K-12 Public Schools Systems) including WIOA Adult/DW Service Provider, NCWorks Career Centers and Regional Veteran Employment Consultant,) have 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 WPWDB do partner with the community colleges apprenticeship representatives to assist business explore talent pipeline strategy. Depending on business needs, the Business Services Representative may refer and connect the business with the community college and the Apprenticeship Program. Business/employer Services Representatives for the 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. Staff then work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area developing a pipeline of talent for local businesses. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative shares information on the characteristics of the local workforce to businesses. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The Business Service Representative provides industry wage rate information about the local workforce to local employers.

4. Provide a description of how the WDB coordinates workforce investment activities 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 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. We will continue to strengthen this partnership and develop a consistent referral process to each other's programs/services.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the 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 services 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)]

At this time WPWDB does not have a specific cooperative agreement with local workforce entities such as VR, but in our One-Stop Required Partner MOU we have input and shared accountability from partner agencies, especially Voc Rehab. Voc Rehab provides all NCWorks Career Center staff with Disability Awareness training on a consistent basis. The Voc Rehab business service representatives are team members of the Local Business/Employer Services Team and attend our monthly local business services meetings so we ensure we have plans in place for good communication and strategies when contacting and engaging with employers. The members of this team work together to provide for employer needs and answer employer questions. This may be in the form of job fairs, smaller hiring events, or specialized services for employers based on their needs. The Title I Career Advisors work closely with other agency counselors when clients are shared between the two agencies or programs to provide the best wrap-around services for the client and to help them achieve success. We work with our partners to share information that enhances the experience of the customer. The NCWorks Career Centers are staffed by DWS staff and the Title One Contractor staff. All staff have the same comprehensive orientation and training concerning all NCWorks center services when hired. We are in the process of beginning a cross-training of the basic elements of all programs housed in the NCWorks Career Center to ensure the customer is the focus and that they can get basic questions answered from any staff member.

6. Provide a brief description of the actions the WDB will take toward becoming or remaining a high-performing Board, 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 ISD 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.

7. Provide details on how the region is prepared to respond to serve victims of national emergencies or weather disasters and utilize special grants efficiently.

While being at the western end of NC typically does not have us seeing widespread hurricane disasters, the recent COVID-19 pandemic is requiring us to take action in ways we have never had to respond. We have not had time to reflect on the many lesson's learned from this situation because it is still ongoing. Since our NCWorks Career Center staff have returned to their respective offices, the ISD Leadership team has begun discuss the lesson's learned and determine how to best proceed by identifying what we found challenging, where we saw opportunities and what was handled well in the midst of the pandemic.

At best, it has highlighted the lack of our virtual capabilities and capacity to provide services by virtual tactics. Learning from this pandemic, we know there is a need to 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 possibly a mobile/vehicle unit to better address a local/state/national emergency. With no forewarning prior to the COVID-19 pandemic and shutdown, we did the best we could with what we had available.

III. NCWorks Commission

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

The Commission is designated as the state's WDB under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 33-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.

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

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

1. Briefly describe how the Local Area WDB engages with local employers and informs them of the wide array of business services offered.

Outreach includes, but is not limited to face-to-face contacts, handouts, or electronic media. 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, via multiple platforms such as but not limited to email blasts, surveys, direct mailings, postcards, newspaper advertisements, billboards, flyers and posters, press releases, and social media, public service announcements, presentation at local organizations, and other suitable venues to identify business needs and offer business services. Our promotional materials are business-focused and business-driven with 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 Business/Employer Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, WIOA Service Provider, and Voc Rehab. The WPWDB do partner with the community colleges apprenticeship representatives to assist business explore talent pipeline strategy. The Business Service Representative shares information on the characteristics of the local workforce to businesses. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The Business Service Representative provides industry wage rate information about the local workforce to local employers.

2. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness (consult NCWorks Commission new 2021 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 our Workforce Development Board.

3. Describe how the Local Area WDBs and partners identify and address local challenges for job growth and business expansions?

We work with our local EDCs, Chambers of Commerce and community colleges to ensure we identify challenges and collaborate where each partners strength addresses the challenges. Our region, as is many others, is experience a shrinking labor force due to the aging population retiring. This started well before the pandemic, and has become more of challenge because of the pandemic. Our WPWD/NCWorks management team attends meetings to ensure we have a finger 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, communiting patterns, educational attainment....etc. Currently the WPWDB is working on a comprehensive State of the Workforce Report that will provide insight and strategies for the addressing local labor market challenges.

Communities across North Carolina are developing great local models of workforce development. North Carolina should build on those successes and replicate them in more places to continue building and expanding innovative solutions.

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

The WPWDA was thinking about technology tools for virtual services prior to the COVID 19 pandemic. The pandemic pushed this to the forefront and we began seeking ways to serve our customers in a virtual world. We are fortunate to have a number of staff who were able to jump in and also to assist others with technology to provide needed services. This is an area that the WPWDA plans to continue to develop as we have found many customers have responded positively to some services being offered virtually. We have confidence that this will allow the reach of NCWorks to expand and we will be able to serve more customers effectively. One area where we have observed a great acceptance of the virtual platform is with our workshops. We have consistently had larger numbers of customers participate in virtual workshops than when doing them in person in the NCWorks Career Center.

5. Briefly describe how the Local Area WDB plans to enhance work-based learning projects to a broader range of local employers.

Upskill Western Piedmont, an initiative of the Western Piedmont Workforce Development Board (WPWDB), 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 this grant will focus on businesses that are aligned to the growing industries and in-demand occupations of our region, which may include: Transportation, Manufacturing, Health Care and Allied Health, Biotechnology, Pharmaceutical, IT, Hospitality and/or Professional/Business Services). Small businesses are also a specific focus of this grant. The trainings in which this grant may fund should have an impact on the business's stability, and competitiveness as well as the employees' opportunity for career growth. The WDB Business Services Representative works with the NEXTGEN Business Services Representative to promote NEXTGEN Work Experiences to businesses for offering youth/young adults ages 16-24 with a paid internship. The NEXTGEN Work Experiences provide opportunities for interns to gain valuable and applicable work experiences while providing the business with an opportunity to highlight their industry and engage a young person in their career path.

IV. NCWorks Career Centers

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

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

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

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2. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

The WPWDB NCWorks Career Centers provide a host of workforce programs that prepare our local area citizens for employment, and builds retention for our employers. Work within the NCWorks Career Center is focused on the following functional areas: Welcome, Skill Development, Employment Services, and Employer Services. The Western Piedmont Local Area NCWorks Career Center system is made up of three comprehensive centers (Burke, Caldwell, & Catawba Counties) of which all three are Certified NCWorks Career Centers. There is one small branch office in Alexander County housed in one office space in the Alexander DSS Office. Two WIOA Title 1 contractor staff rotate time at the CVCC Alexander Center for Education (ACE) to help assist customers. Each of the NCWorks Career Centers offers service to our customers through an integrated service delivery model. NCWorks Career Center staff offer comprehensive career services to customers who visit the centers. They receive a NCWorks Orientation which covers the services available within the Center. The orientation further discusses training and scholarship opportunities available through the Center, as well as information about workshops, labor market info, and recruitment events. Once the customers understand the services of the career center they are then able to better discuss their options and career desires. NCWorks Career Center staff can use both online, written and verbal career assessments to get a thorough determination of the customer's situation and their immediate needs. When the assessment shows that the customer has skills, abilities and aptitudes for work, they proceed to resume preparation and job search activities. If the assessment shows a lack of work experience, skills and/or abilities to find self-sustaining employment, then the customer can be referred to training opportunities. Once eligibility and suitability for training is determined, the customer may enter more intensive evaluations and assessment to find the training that best suits their situation. Training opportunities are available for occupations that are in high demand in the local area. They may also be available in other areas if the customers are willing to relocate to an area where the occupation is in demand.

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

| | |
|--|---------------------------------|
| Public Notice – Letter of Intent to Bid | January 4, 2021 |
| Letter of Intent Due | February 4, 2021 |
| RFP Release Date (if necessary) | February 22, 2021 |
| Proposal Deadline (if necessary) | March 19, 2021 by 4:00pm |
| Formal Review of Proposals (if necessary) | Begins March 22, 2021 |
| WPWDB Notice of Selection | April 22, 2021 |
| Contract Negotiations | April 26, 2021 |
| Contract Start Date | July 1, 2021 |

The request for Letters of Intent was issued on January 4, 2021. Letters of Intent must be submitted no later than 4:00pm on February 4, 2021. Acceptable Letters of Intent must include 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, 2021, through June 30, 2022
- The LOI is signed by the authorized signatory for the agency/consortium
- The completed and signed LOI is received at the Western Piedmont Workforce Development Board offices by the required time/date.

A RFP was provided to the entities that submitted a Letter of Intent prior to 4:00pm on February 4, 2021. The RFP was to be submitted no later than 4:00 pm on March 22, 2021. The selected One-Stop Operator is selected for one year with the option to renew contract for up to four years. One RFP was submitted and the Division of Workforce Solutions was named as the One-Stop Operator.

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 as 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 are trained in the integrated services delivery system model, b) at what point do they have full access to NCWorks.gov, c) the timeline for accomplishing the training for new staff, and d) describe the staff development activities that reinforce and improve the initial training efforts.
 - a. **The 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. Detailed information about the ISD functional teams, and how they operate in the career center is included in the training guide. A checklist for each ISD area identifies critical activities of each team which, can be used by a new NCWorks Career Center staff person until they are comfortable with the activities of a particular team. 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. There is a section for each functional team which is to be signed by the team leader. Items in these sections include; directions on the sign-in process, list of community partners, referral process for partners, basic orientation to the Title I/TAA program, scholarship committee process, enrollment in Wagner-Peyser and Title I, virtual recruiter, and how to complete/review customer profile and background information in ncworks.gov. Once it is signed off by the NCWorks Center Manager and Functional Team Leaders, 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.**
 1. **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 user name and password to the case management capabilities in the ncworks.gov system.**
 2. **The expectation is that new center staff should be complete the training checklists within the first two (2) weeks of being on the job. After completing the training checklist, the new center staff person should spend time working in each functional team to learn the basics, before settling into the team in which they are assigned.**
 3. **The WPWDB holds a high regard for center staff development. Each Friday the Western Piedmont local area NCWorks Career Centers close at Noon to allow for career center staff training and team building activities. The Board Director and/or ROD 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.**

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.
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 the employment services team members or Business Services Representative for assistance in obtaining a position related to their training and which will lead to self-sufficiency.

8. Briefly describe how the NCWorks Career Centers serve military veterans.
The Western Piedmont Local Area is committed to providing prioritized services to military veterans and their families. The local NCWorks Career Center staff works closely with Local Veteran Employment Representatives (LVER) as well as with Disabled Veteran's Outreach Program (DVOP) Specialists to insure that there is a wide variety of services available to military veterans' and their families. It is vital for the NCWorks Career Centers to insure 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 Western Piedmont NCWorks Career Centers also participate in regional Stand Downs in order to provide services for veterans. The WDB and NCWorks Career Center staff assist and help coordinate 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. Briefly describe how the NCWorks Career Center serve 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.

10. Describe Local Area strategies and services that will be used to strengthen linkages between Boards 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. With the recent COVID19 pandemic, calls about unemployment insurance claims continue to be heavy in the NCWorks Career Centers. Unemployment Insurance issues and questions are directed to <https://www.ncescl.com/main/login.asp> or the DES Customer Call Center at [1-888-737-0259](tel: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 flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: **Uploaded – Western Piedmont Service Flow Chart 2021.**

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(b)(A (iii)] Name document: **Uploaded – Western Piedmont NCWorks Career Center MOU.**

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
The formal management team/leadership from the WPWD NCWorks Career Centers meet monthly to determine the success of the career center and ensure that quality customer service and continuous improvement are reviewed in a consistent manner, and necessary changes are put in place. The August 2019 retreat allowed the management team to set a vision for challenges now, and over the next five years. We also engaged in how we can be proactive, and tactical, in meeting those challenges head on. The pandemic brought some of those challenges to the forefront and had to be dealt with immediately in light of the crisis situation of the pandemic.
The NCWorks Career Centers are monitored annually by the WPWDB staff. In the WPWDB area DWS is our contracted One-Stop Operator, and therefore, specifically, the quality of customer service 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 components including activity codes including a 102 – Initial Assessment code which should be accompanied by a case note providing information regarding the immediate needs of the customer and what is needed to assist in them reaching their goals, general case notes, and local and federal performance goals and measures of the NCWorks Career Center. Any monitored technical discoveries are shared with the ROD and the center management team so they can make corrections and provide feedback in a timely manner.

 - b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]
Both WIOA Title 1 Contractor and Wagner-Peyser Career Center partners are co-located, and cross-training is continuous, almost monthly based on workloads and scheduling. All NCWorks Career Center staff rotate to cover the different ISD areas such as Welcome, Skill Development, Employment and Business Services. Partner agencies like Voc Rehab and/or SCSEP (older adult) may have dedicated staff at a career center, working in Welcome and/or assisting customers with resume writing and nworks.gov registration. DWS-Wagner Peyser provides computers, printers, copiers, paper at no cost at the Catawba Career Center. WDB service contractors lease computers for their staff from DWS at Burke. The community college provides service contractors with computers 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 NCWorks Career Centers are using virtual technology to provide integrated, technology-enabled intake and case management information system for programs carried out under WIOA, and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]

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 such as Vocational Rehabilitation, Goodwill Career Connections staff and community college HRD staff have received ncworks.gov training and can help assist jobseeking customers with resumes and job search opportunities simply from the customer view. In 2020, we began using 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.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
- Utilizing regional and local employer data to inform priorities;
The WPWDB Business/Employer Services Team analyzes regional and local data to formulate resources and services that meet current business needs. Labor Market Information such as labor participation rate, available labor pool, unemployment rate, and employment trends are used to develop strategies that assist businesses meet their recruiting and training needs. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative shares information on the characteristics of the local workforce to businesses. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The Business Service Representative provides industry wage rate information about the local workforce to local employers.
 - Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;
WPWDB Director and Business Services Representative held a meeting with the Regional Representatives from NC Commerce Agricultural Services to discuss collaboration and business referrals. The meeting provided an opportunity to learn about each agency's goals and services area. The meeting served to strengthen the relationship between NC Ag Services and the Workforce Development Board and foster future partnership in serving Ag businesses in the Local Area.
 - Reaching out to education partners and economic developers; and
The Western Piedmont Workforce Development Board partners with, and is an active stakeholder with local chambers of commerce, economic developers, community colleges, universities, and K-12 public school systems. The Board does regularly update and inform

partners on the availability of Incumbent Worker Training Grant 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 do collaborate with economic developers and chambers of commerce to provide recruiting and training services for existing and new businesses in the region.

- Including persons with disabilities.

The Business Services Representative of the WPWDB and the Employer Services Representatives at the NCWorks Career Center worked with Business Services Representatives of Voc Rehab to coordinate services to customers who self identified of having a disability.

2. Please describe the efforts the WDB has made to deliver business services on a regional basis.

In 2020, business/employer services representatives from the Northwest Prosperity Zone consisting the three WDBs of High Country WDB, Region C WDB, and the Western Piedmont WDB collaborated in a coordinated business engagement activity. A total of 45 businesses in the hospitality industry were contacted. The findings indicate how COVID-19 has impacted their business, the barriers/challenges they are facing, and what they need to reopen or keep their business operating. Resources and services were offered to businesses in the region to assist their business operation. WPWDB collaborates with other WDBs in promoting and marketing hiring events for the entire region that enable the recruiting businesses to reach a wider talent pool.

3. Please describe business services partnership efforts in the areas of education, economic development and with employers.

The Western Piedmont Workforce Development Board partners with, and is an active stakeholder with local chambers of commerce, economic developers, community colleges, universities, and K-12 public school systems. The Board does regularly update and inform partners on the availability of Incumbent Worker Training Grant 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 do 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/employer Services Representatives for the 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. Staff then work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area developing a pipeline of talent for local businesses.

VI. Performance

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 Workforce Board’s current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2020 and prior Program Years. (Reports available via FutureWorks).
 - a. What are some of the factors in the Local Area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment rate, factory closures/openings, weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area’s performance.

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

The WPWDB dealt with low unemployment until there was a spike in unemployment due to the Covid 19 pandemic. We have seen more dislocated workers due to the pandemic and most wanted short term trainings so that they could return to work quickly in areas of high demand despite the shutdown due to the pandemic such as nursing assistants and truck drivers. We also saw an increase in the number of long-term unemployed due to the length of the shutdown to add to our pool of dislocated workers. The spike in unemployment steadily decreased over the time of the shutdown and while unemployment is still higher than prior to the pandemic, jobs are still readily available. We continued to see that our most prominent customers were Adult program customers, with greater barriers. With more customers with barriers to employment, the NCWorks Career Center staff have had to shift their scope of work from just assisting with job searches and prep, to assisting with helping customers learn how to break through their barriers. This has been positive for our center staff and has pushed them to embrace building relationships with partners and customers.

For youth (NEXTGEN), the unemployment rate for them continues to be relatively high. This has worked in our favor since employers are looking for employees and are more open to taking time to give young people a chance at work experience. This has allowed many opportunities for our NEXTGEN participants to obtain paid internships in industry sectors in which they are interested in pursuing, such as healthcare, manufacturing, automotive and warehouse/logistics. Although work experience slowed during the shutdown, it slow started to gain ground again providing very beneficial for our participants in that many are either hired by the company where they intern, or due to the experience they received through the internship, they were hired by another company in the same industry. As with the adult participants, the NEXTGEN participants have some type of barrier(s) that has to be broken through, or dealt with by the

participant. This has always been the case with the WIOA Youth program, and those Career Advisors are very good at advising and encouraging our NEXTGEN participants to success.

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

The observation in the Western Piedmont was an increase in the number of dislocated workers due to COVID-19. These individuals were seeking either employment or short-term training in areas that remained in high demand and then return to work as quickly as possible. We also continued to see adults who had barriers that needed to be addressed as we had experienced in previous years. When working with dislocated workers, there are generally not a number of barriers to deal with prior to dislocated works enrolling in training or seeking employment. With adult individuals with barriers, there is a need to determine the barriers, address the barriers and then move into training or job search. The Career Advisor working with these individuals must help these individuals break through these barriers and encourage them in their endeavors. We did see a larger number of youth who could also be classified as dislocated workers. This is not generally the case of youth that are enrolled. These individuals had fewer or no barriers to overcome and were ready to either enter work or enter training. They had work experience and some developed skills.

- c. Discuss how your Local Area's industries and business sector have been impacted by COVID-19. **All industries in the Local Area have been impacted by the novel COVID-19 virus to some degree. Manufacturing, Healthcare and Social Assistance, and Retail Trade are the largest industry in that order. Essentials businesses continue to operate with safety protocols in place to provide a safe work environment for its employees. Non-essential businesses in Manufacturing and Retail may have implemented one or a combination of measures such as temporary layoffs/furlough, reduced work hours, adjustment to work schedules, offered work-from-home opportunities, and other measures to maintain safety for their employees, control the spread of the virus, and follow State health guidelines. The retail/hospitality industry was the hardest hit out of all industries and may be the slowest to recover. With the positive outlook on the economy, businesses are struggling to recruit. To assist businesses recruiting in a safe manner, the WPWDB is leveraging technology to host virtual recruitment events and promote job flyers through our social media platforms.**

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

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

The Western Piedmont area looks at many aspect of performance. We track performance of Title I Contractors through a profit calculator identifying number entering training, credentials achieved, job placements and measureable skill gains each quarter. For youth program, job placements is replaced with work experience expenditures. There are targets for each quarter and an overall target at year-end. This maintains focus for WDB staff and Title I staff throughout the program year and influences our DOL performance. In addition, the program administrator reviews FutureWorks each time the system is updated with new data to see where we are and if

additional measures need to be taken to ensure meeting our Department of Labor goals by the end of the program year. If measures need to be taken, there are reports in FutureWorks and networks.gov that can assist with identifying if there are missing credentials or measureable skill gains that need to be added. In FuturesWorks, the predictive reports are helpful for credential attainment and measureable skill gains. In networks.gov, there are numerous reports to pull but specifically the credential report. Follow-up is required for all cohorts. We attempt to stay on top of the employment goals for 2nd and 4th quarter through those contacts and if someone is not working, we seek to assist them in finding employment as quickly as possible.

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

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

If not on track to meet yearly performance indicators goals, we want to know that as soon as possible by checking reports in FutureWorks often. At that point we look at what is happening in our local area to see what may be affecting our performance indicators to see if there are things we can do to improve throughout the remainder of the year. We check data entry into networks.gov to ensure that data is being keyed timely and accurately and look in depth at predictive reports. If there are a number of new staff members, then training may be the main issue and training reviews should be done as soon as possible to make improvements prior to the year end. We discuss the role of all NCWorks Career Center staff in the Adult performance measures, and the importance of building relationships with customers so that they will return to the center when they lose a job, or want to move along their career pathway, or improve their financial position by searching for career advancement providing staff the opportunity to assist with employment options.

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

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

In the Western Piedmont Workforce Development Area, we share performance information with staff at all levels on a regular basis. It is important that front line staff know where they are related to performance and what the goals are for their program area. Performance is shared with management staff each time data in FutureWorks is updated. We talk about performance at least monthly, and quarterly. When necessary, specific Title I Program meetings are held with the Program Manager and the Program Coordinator to discuss ways to improve performance. We believe that working for the best of each customer will result in good performance outcomes for our local area. Case managers can watch the performance indicators to know when it may be necessary to review for accurate data entry for credentials and measureable skill gains. Affecting change on

the employment indicators is a little more difficult. One way staff can address these indicators is through required follow-up for their programs. During follow-up calls, ensuring that the participant is working is important and if they are not employed then it becomes important to assist them with finding new employment. It is important for us to stay focused on many levels of performance both for program and operations, so that all NCWorks Career Center staff are mindful of those impacts when working with customers in the career center and participants in the programs.

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

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

Collecting data from participants for the Measureable Skill Gains allows Career Advisors to better manage participant grades and progress, so that steps can be taken to advise a participant if their grades start to fall. Career Advisors may recommend tutoring, or if a personal situation is interfering, perhaps ask if they need to drop a class and pick it up the following semester instead of failing a course and having an adverse effect on their GPA. The predictive reports in FutureWorks can be used to see where contacts need to be made, but generally the Career Advisors stay on top of this during their monthly meetings with their clients since this is a real-time measure and occurring while the participant is active.

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

6. Please describe the process for monitoring service providers in the Local Area. Include details such as how it is conducted, who is involved, and how often.

The WPWDB Program Administrator 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 Administrator 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 contractor receives notice and a written report of issues and/or where technical assistance is needed. During both the quarterly and the annual monitoring, phone calls are made to 20% of the participants selected for the respective monitoring to ensure that they received acceptable customer services and the services to which

they are entitled. *(On the monitoring, that is the quarterly monitoring, it is 2 files per case manager so it is approximately 16 files per quarter or about 60 per year. Then add annual monitoring of 20% of the total caseload. That takes us to 80 - 100 files monitored every year. 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 Administrator selects 2 per Career Advisor for quarterly monitoring so it is consistent across all Career Advisors. We are monitoring over 60% 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>

7. Describe the Local Area WDB's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery, and expected outcomes.
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. In order 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 there may be for the future.
It is the goal of the WPWDB to reach out of 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 where 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. 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.

VII. Equal Opportunity

1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin. [WIOA Section 188]
Title 1 Contractors 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 Contractors 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's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: **Uploaded - Western Piedmont EO Complaint Grievance Procedure**
3. Describe methods 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 contractors 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 contractors, EEO policies and procedures are reviewed to confirm the contractor is in compliance with the Local Area's EO policy. <https://www.wpcog.org/policy-statements>

VIII. Adult and Dislocated Worker Services

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services. 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. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]
The Western Piedmont Workforce Development Area has a history of providing quality WIOA Title 1 programs for Adults and Dislocated Workers. The NCWorks Career Center staff do not just manage their case, or only advise their participants, they also help develop and grow a relationship with them. The relationship component is critical to keeping the participants engaged,

and in helping to maintain contact and collect information that is required. Another strength found in the WIOA Title 1 programs is being able to place our participants who have received training into a training related job. Our Career Advisors are diligent in trying to help and advocate for those who have received training services. Everyone's goal is for participant to be placed in full-time employment.

One area in which we can improve includes promoting training for the most in-demand jobs in the area. There is a huge need for advanced manufacturing skills, furniture making, healthcare certification, truck driver training and construction trades. Our Career Advisors do a good job career coaching those who are receiving training, but as a whole, the NCWorks Career Centers continue to struggle with having difficult conversations and selling the services available through our NCWorks system. All NCWorks Career Center staff should be promoting in-demand industries, and jobs for training and employment by understanding the environment in which they work, the required skills and/or education, wage potential, and career path opportunities. This would benefit our local employers, our participants and our economy. The training needs for this area have been addressed with the development of short term training classes at the local community colleges. We have the ability to build capacity in these programs by promoting these training programs to our participants and the community. Our goal is to provide continued training and support for all NCWorks Career Center staff so they can be better career advising with customers, and they know when and how to provide more intensive career services. In a strong economic environment where there are many jobs available, it has become challenging to engage customers with the training opportunities available to them. This is where developing the "sales skills" for NCWorks Career Center staff will help us to engage the customer with what is available to them at the skill/education level where they are currently, versus the opportunities available to them with additional training in their areas of interest. We need to instill the value of life-long learning in all of our center staff, and in our customers. If this can be accomplished, we will be able to connect employers with the candidates that they are desperately seeking and improve the economic situation in families and communities.

2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the WDB and service delivery. Identify any service provider contract extensions.

Below is the dateline for the RFP process completed in 2019 for services beginning in PY2020:

| | |
|--|-----------------------------------|
| RFP Public Notice | March 1, 2019 |
| RFP Release Date | March 8, 2019 |
| Proposal Deadline | April 5, 2019 by 4:00 p.m. |
| Formal Review of Proposals | Begins April 8, 2019 |
| WPWDB Notice of Selection | April 25, 2019 |
| Contract Negotiations | April 29, 2019 |
| Anticipated Contract Start Date | July 1, 2019 |

Ross Innovative Employment Solutions was awarded the contract to provide Adult and Dislocated Worker services. The option is to extend services each year for up to three years if the contractor is meeting all obligations and there are no issues with their operation of the program. The next full RFP release if that is the case will be in 2022 for services to begin July 1 2022.

Note: While Final Regulations Section 679.410 (b) and (c) provide exceptions to the competitive procurement process, WDBs *must* have an arm’s-length relationship to the delivery of services.

3. Attach the Local Area WDB’s Adult and Dislocated Worker (DW) service providers chart effective July 1, 2021 using the [Adult/Dislocated Worker Service Provider List](#) provided. Name document: **Uploaded - Western Piedmont Adult and DW Providers 2021**

4. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what “significant number of competent providers” means in the Local Area. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. **Western Piedmont ETPL Policy.**

Training providers are reviewed for eligibility when they initially apply to provide training services for the Western Piedmont Workforce Development area. To be approved in the WPWDB 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 . In order to be approved by the WPWDB, the training provider must be approved by providing the information requested and following the process outlined in the Eligible Training Provider Guidelines. Once approved for the State ETPL and the local ETPL, the WPWDA will provide Individual Training Accounts (ITAs) for training programs that support a career pathway for 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 there is a demand for workers in the field of employment being sought by the customer, and 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 September 3, 2020.

5. Describe follow-up services provided to Adults and Dislocated Workers. **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 so 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.

IX. Youth Services

USDOL provides funds to states who in turn provide local workforce areas resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities. USDOL and North Carolina's priorities are:

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

1. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area, 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)]

Ross Innovative Employment Solutions Corp is the Title 1 contractor for youth services in addition to adult and dislocated worker services. They provide both in-school and out-of-school services for youth in Alexander, Burke, Caldwell and Catawba counties. Each county has innovative partnerships in place with social service agencies in all the counties that will provide referrals for the in-school program. Relationships have been built with Career & Technical Education staff, guidance counselors and other workforce/education partners involved in other unique programs provided in the school system such as Communities in the Schools, Young Men of Integrity, Vocational Rehabilitation, etc. These relationships have resulted in connecting with students who may need intensive services to be successful. In addition, to providing services for in-school participants, it paves a way for future assistance for students in the event that they drop-out or graduate, and need intensive services to complete their high school diploma or equivalent or to find employment that leads to self-sufficiency through paid internships or post-secondary training. In the NEXTGEN Youth program, Career Advisors complete a thorough objective assessment to determine the eligibility of the student for WIOA Title 1 services, and if there are any additional needs to be addressed. Basic skills are assessed through school records and/or reading and math assessments. Other assessments may be completed as necessary. All NCWorks Career Advisors are required to receive EEO/ADA training annually, and do so with the help from the DWS Equal Opportunity Officer.

| Youth Workforce Activity | For Persons with Disabilities? | Brief Assessment/Model Used | Success Rating |
|------------------------------|--------------------------------|--|----------------|
| Occupational Skills Training | Yes | Local community college who are also held to strict compliance ensuring that physical and programmatic accessibility of facilities, programs and services, | Very Good |

| | | | |
|-------------------------------------|-----|---|-----------|
| | | technology and materials for individuals with disabilities are provided as required by the ADA. | |
| 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 disabilities are provided as required by the Americans with Disabilities Act (ADA). | Very Good |

2. Describe how the Local Area’s broad Young Adult (NextGen) Program design is unique to include:
 - a. Providing objective assessments;

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 nworks.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. Supportive services needs; and

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. Developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]

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 referred to the community college for a basic skills test such as TABE or 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.

3. How does the Local Area 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 the young adult 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.

4. Where does the Local Area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service 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. NEXGTGEN 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 NEXGTGEN Career Advisor have set hours at the community college locations.**
5. Attach the Local Area WDB Youth service provider's chart, effective July 1, 2021, using the [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: **Uploaded - Western Piedmont Youth Providers 2021.**
6. Provide the WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

The WPWDB has traditionally spent a majority of the total youth budget on Out-of-School youth. Considering the expansion of the eligibility criteria, and age of out-of-school youth that may be served, spending 75% on Out-Of-School youth has not been an issue. The increase to 24 years old in itself allows us to offer services to more individuals and the dropping of the low income requirement for some of the eligibility barrier groups has allowed us to serve more individuals as well. While we thought that marketing and recruiting would be challenging, the NCWorks Career Center staff have done a great job referring customers in the 21-24 age bracket to the NEXGTGEN program. We continue to seek referrals from partner agencies for certain barrier groups like offenders, high school dropouts and parenting youth. Having NEXGTGEN Career Advisors in the centers to talk to customers who may fall into the youth age range and meet the eligibility criteria has been very valuable. They can discuss the services which are available to help the young person(s), and prepare them to become job ready, which has proven to be the most crucial step for recruiting those in the 21-24 age range.

An unexpected benefit to being in the local area school systems is that NEXGTGEN Career Advisors can make presentations to high school classes and be active in the schools for in-school youth so that now many of them are aware of the NCWorks Career Centers and the services they offer. This knowledge, we hope, will help them find their way to the centers either after they graduate, or if they unfortunately end up dropping out of high school. They generally have the name of a NCWorks Career Advisor to seek out when arriving at the center, which makes them more comfortable in coming in for services.

7. 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;
The WPWDB has a strong relationship with our local area Title II partners. The WPWDB staff and the Title II partners meet at least twice a year, often 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.
 - b. Title IV Vocational Rehabilitation program resources and policies;
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 nworks.gov with their clients and are a constant attendees at our HIRE meetings.
 - c. Integrates adult education with occupational education and training and workforce preparation, as Boards and the creation of career pathways for youth. [USDOL TEGL 8-15]
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.

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

9. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth.
The WPWDB does offer incentives for NEXTGEN participants. See the Youth Incentive Policy attached.

If yes, attach the Youth Incentive Policy to include:

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

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

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

10. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why. N/A
11. Describe the Local Area 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 adults 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.**
12. 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 ultimate 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, such as "Working Smart" or secure a community partner to assist. Several of the NEXTGEN Career Advisors are trained to facilitate the "Working Smart" curriculum which teaches work related proficiencies that employers have identified as essential workplace skills. Paid internships (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 internship 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.

13. Please complete the [Youth Program Elements chart](#) provided to demonstrate how the Local Area WDB ensures each of the 14 youth program elements is made available to youth participants. Be certain to complete both columns to demonstrate partnerships and potential use of shared funding. [WIOA Section 129(c)(2)(A)] Name document: **Uploaded - Western Piedmont Youth Program Elements**
14. How does the Local Area ensure that the minimum of 20% of funds is spent on work experience and is the Local Area 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)]

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 contractor for NEXTGEN services in WPWDB has budgeted \$107,098 for work experience. The stipend/wages generally range from \$8.00 - \$15.00 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.

15. 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.
- We do not. The WPWDB continues to have a formal Youth Council to promote youth development as a broad public responsibility and to seek ways to serve youth in Alexander, Burke, Caldwell and Catawba counties. The WPWDB will provide oversight and approval of all activities of the Youth Council. The WPWDB will provide oversight to planning, operational, and any issues relating to the provision of services to youth. Youth Council**

updates and activities will be part of WPWDB discussions and agenda items throughout the year.

- b. If yes, please provide a response to the following:
 - a) Provide the committee’s purpose/vision.
 - b) Provide the committee’s top three goals or objectives for PY 2021.
 - 1.
 - 2.
 - 3.
 - c) List of members to include members’ agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee’s Chair information in the first block (who must be a WDB member.) Name document: Local Area Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,
- c. Complete the following chart for the PY 2021 Youth Committee’s planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

| Date | Time | Location (include address and room #) |
|------|------|--|
| | | |
| | | |
| | | |
| | | |

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

Below is the dateline for the RFP process completed in 2019 for services beginning in PY2019:

| | |
|--|-----------------------------------|
| RFP Public Notice | March 1, 2019 |
| RFP Release Date | March 8, 2019 |
| Proposal Deadline | April 5, 2019 by 4:00 p.m. |
| Formal Review of Proposals | Begins April 8, 2019 |
| WPWDB Notice of Selection | April 25, 2019 |
| Contract Negotiations | April 29, 2019 |
| Anticipated Contract Start Date | July 1, 2019 |

Ross Innovative Employment Solutions was award the contract to provide NEXTGEN (Youth) services. The option is to extend services each year for up to three years if the contractor is meeting all obligations and there are no issues with their operation of the program. The next full RFP release if that is the case will be in 2022 for services to begin PY2022.

X. Local Area Innovations

1. List additional funding received by the Local Area WDB to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, Foundations, NCWorks Commission, other outside funding and others to include a brief description of the source and the amount.

| Grant Name/Kind | Description | Beginning and End date | Source and Amount |
|-------------------|--|-----------------------------------|---------------------------------|
| Finish Line Grant | Used to provide assistance to community college students who were over 50% complete with their training and had an emergency expense that could possibly derail them and result in the student being unable to complete successfully | Oct 2018 – June 2021 | 4050 Statewide Initiative Funds |
| N/A | Local innovation for us has been to increase our social media outlets and follower, by adding this year a TikTok page (great for youth outreach) and a Youtube Channel. We have done this with no grant assistance. Our staff have stepped up to provide and increase virtual services in the areas of virtual workshops, jobs fairs, and employer profiles. Where we were lucky to get 5 people show up in person to to a workshop, we are now getting 20+ on average participating virtual and interactively. Our virtual events are provided Live and not pre-recorded. | March 2020 – current and on going | N/A |

2. Describe one of the Local Area WDB’s best adult/dislocated worker program practice.
The WPWDA Adult Career Advisors are very effective in establishing professional relationships with our participants. Through this practice, they have been able to assist their participants with improving their communication skills and interactions with potential employers. The development of relationships increases the communication with participants even after exit allowing for us to

better gather information from participants, which is evidenced by our ability to meet performance goals and we often see participants return to the career center when they have a future need of services.

3. Describe one of the Local Area WDB's best youth program practice.
NEXTGEN Career Advisors simply meet the young adults where they are and work with the young adult to provide wrap-around services to lead to success. By doing so, they allow the participant to determine their needs and the level of service that is to be provided. Ultimately, this increases the opportunity and career exploration that every young adult needs! As with the adult/dislocated worker program, Career Advisors develop those relationships which encourage success of the young adult and is evidenced in meeting our performance goals and in seeing former youth participants return to the career center for additional services when they need them. Please see the Success Story in regards to participant, Sumetha. It has been uploaded to WISE.
4. Describe one of the Local Area WDB's regional strategy that has yielded positive results.
The Future Workforce Alliance has been working collaboratively with Brian Lane, Northwest Prosperity Zone Regional analyst, where he provides training to all career center/board staff on key areas w/i networks.gov and programmatic areas such as US DOL measures, Understanding UI,...etc. We have also partnered with Vanessa James, Dept of Commerce Reentry Specialist to offer regional virtual expungement classes to needed individuals. The fact that training is offered to all center staff increases skill levels of staff members across the career center and results in offering better customer service to those served in the centers due to understanding the workforce system as a whole, as well as more about each of the individual WIOA programs.
5. Describe one of the Local Area WDB's Incumbent Worker or other business services best strategy.
A good partnership in promoting and offering work-based learning is through Upskill Western Piedmont Training Grant (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. Businesses in the Local Area have benefited from the coordinated effort to provide much needed skill development training by leveraging the resources through both the Customized Training Program and the WPWDB Upskill Training Grant. The result from the partnerships between the local community colleges and WDB ensures that local area businesses received best-in-class training through the community colleges and funding to defray the training cost through Customized Training fund and/or the IW grant.

XI. Program Year 2021 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 PY2021 Plan. The Plan is not complete without these documents. Name each document: **Uploaded - Western Piedmont Policies as listed below. All policies can be accessed at <https://www.wpcog.org/policy-statements>**

- In the first column, state if it is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been changed/revised since PY2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
- Do not add an empty document in WISE as a “placeholder”.

| Required Local Area Policies and DWS Reference Policy | Attached (Yes/No). If no, why? | Revised for PY2021 (Yes/No) and needs review |
|--|--------------------------------|--|
| 1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017) | No | n/a |
| 2. Competitive Procurement Policy (PS 19-2017, Change 2) Competitive Procurement Policy | Yes | No |
| 3. Conflict of Interest Policy (PS 18-2017) Conflict of Interest Policy | Yes | No |
| 4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018) Nondiscrimination/Equal Opportunity Standards and Complaint Procedures | Yes | No |
| 5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1) Financial Management Policy for Workforce Innovation and Opportunity Act Title I | Yes | No |
| 6. Individualized Training Account Policy Individualized Training Account Policy | Yes | No |
| 7. On-the-Job Training Policy (PS 04-2015, Change 1) | No | n/a |
| 8. Oversight Monitoring Policy, Tool and Schedule | Yes | No |

Appendix D
Local WDB Membership Requirements
Source: USDOL TEGL 27-14

| | | |
|---|-----|----|
| <u>Oversight Monitoring Policy, Tool and Schedule</u> | | |
| 9. Priority of Service Policy (PS 03-2017) <u>Priority of Service Policy (Veterans & Spouse. Adult)</u> | Yes | No |
| 10. Youth Work Experience Policy (PS 10-2017) <u>Youth Work Experience Policy</u> | Yes | No |
| 11. Supportive Services Policy (PS 10-2020) <u>Local Supportive Services Policy</u> (Adult & Dislocated Worker, NextGen) | Yes | No |
| 12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule <u>Local Sampling Policy/Self-Attestation Procedures & Monitoring Schedule</u> | Yes | No |

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

- In the second column mark “Yes” **only** if the policy has been changed/revised since PY 2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
- Do not add an empty document in WISE as a “placeholder”.

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

| Optional Local Area Policies | Yes- the Board has a policy or N/A (Not Applicable) | Revised for PY 2021 (Add Yes or N/A for this column) |
|--|---|--|
| 1. Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1) Local Area Incumbent Worker Training Policy | Yes | N/A |
| 2. Local Area Needs-Related Policy | N/A | N/A |
| 3. Local Area Transitional Jobs Policy | N/A | N/A |
| 4. Local Area Youth Incentive Policy | Yes | N/A |

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:

See Occupational Trainings, Individual Training Accounts and Cost Tracking Policy – Uploaded <https://www.wpcog.org/policy-statements>

| Individual Training Accounts (ITA) Summary | |
|---|--|
| Dollar Amounts | 5,000 annually and \$7,600 lifetime |
| Time Limits | 2 years or less (or by special permission) |
| Degree or Certificates allowed (Associate’s, Bachelor’s, other) | Associate’s Degrees, Diplomas, Continuing Education Certificate’s or Third Party recognized Credentials/Certificates |

| | |
|---|--|
| Procedures for determining case-by-case exceptions for training that may be allowed | Costly Occupational Training Policy - Approval of Western Piedmont Program Administrator Required |
| Period for which ITAs are issued (semester, school year, short term, etc.) | Semester, 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, automechanic tools, electrician tools, etc. |
| Other | |

4. Please specify the supportive services provided by the Local Area WDB Supportive Services Policy. List specific items under Supplies, Emergency, and Other, as identified in the local 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. | Youth only – 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 expenses. | |

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

services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.

Attachment Checklist from Plan Instructions

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

- Local Area Signed copy of Consortium Agreement (*if applicable*)
- Local Area Administrative Entity Organizational Chart
- Local Area WDB List (*form provided*)
- Local Area WDB By-laws
- Local Area WDB By-laws Required Elements Crosswalk (*form provided*)
- Local Area WDB Organizational Chart
- Local Area Administrative Entity Certification Regarding Debarment * (*form provided*)
- Local Area Workforce Development Area Signatory Form* (*form provided*)
- Local Area WDB NCWorks Career Center System (*form provided*)
- Local Area Adult and Dislocated Worker Services Providers (*form provided*)
- Local Area Eligible Training Provider Policy
- Local Area 14 Youth Program Elements Chart (*form provided*)
- Local Area WDB Youth Committee Meeting Schedule (*optional*) N/A
- Local Area WDB Youth Committee Members (*optional*) N/A
- Local Area WDB Youth Services Providers (*form provided*)
- Local Area WDB Youth Incentive Policy (*optional*)**NEXTGEN Incentive Policy**
- Local Area Adult/Dislocated Worker Work Experience Policy (PS 10-2017) N/A
- Competitive Procurement Policy (PS 19-2017, Change 2)
- Conflict of Interest Policy (PS 18-2017)
- Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07- 2018)
- Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)
- Local Area Individualized Training Account Policy
- On-the-Job Training Policy (PS 04-2015, Change 1) N/A

- Local Area Oversight Monitoring Policy, Tool, and Schedule
- Priority of Service Policy (PS 03-2017) **(1)Veterans & Spouses, (2) WIOA Adult Funds**
- Youth Work Experience Policy (PS 10-2017)
- Local Area Supportive Services Policy **(1)NEXTGEN Support Svc (2)Ad&DW Support**
- Local Area Self-Attestation Procedures
- Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1) (optional)
- Local Area Needs-Related Policy (*optional*)
- Local Area Transitional Jobs Policy (*optional*)
- Local Area Youth Incentive Policy (*optional*)

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

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: Workforce Development Board Appointments

PRESENTER: Wendy Johnson, Workforce Development Director

ATTACHMENTS: List of current Workforce Board Members

SUMMARY OF REQUEST:

Workforce Development Board members are appointed and approved by the full WPCOG Policy Board. Currently the Workforce Development board has three vacant private sector seats that need to be filled. One seat is for a Catawba County private sector employer, one is for a Burke County private sector employer, and the third is for Caldwell County private sector. Workforce Development Board members are appointed to serve two-year staggered terms that can begin July 1, or upon new appointment date. This board meets every other month on the fourth Thursday at 8:30 am at the office of WPCOG (or currently meeting virtually). The first Workforce Development Board meeting for any newly appointed members would be August 26, 2021.

BOARD ACTION REQUESTED:

Staff requests that the Policy Board provide feedback to staff on three private sector Workforce Development Board appointees, one representing Catawba, one representing Burke, and one representing Caldwell County.

Suggested Motion: *None.*

WESTERN PIEDMONT WORKFORCE DEVELOPMENT BOARD – JULY 2021

| COUNTY | MEMBER NAME | ORGANIZATION | POSITION | SECTOR | INDUSTRY |
|---------------------|-------------------|--|--|---------|--|
| All | Josh McKinney, | Peoples Bank | Vice President | Private | Banking |
| Burke | Wayne Abele | Abele's Restaurant | Owner | Private | Food Svc/Retail |
| Burke | Jennifer Nicholes | Siegwerk EIC, LLC | Human Resource Mgr | Private | Mfg |
| Burke | Glenn Privette | Leviton Manufacturing, Inc., | Director Human Resources | Private | Mfg |
| Burke | Vacancy | | | Private | |
| Caldwell | Jason Lingle | Blue Ridge Energy | Director of Innovative Energy Solutions | Private | Energy |
| Caldwell | Vacancy | | | Private | |
| Caldwell | Marty Waters, | Metal X USA | President/CEO | Private | Mfg |
| Catawba | Bill Burton, | Jack Sipe Construction, | President/Owner | Private | Construction |
| Catawba | Phyllis Johnston | Catawba Valley Health Systems | VP Human Resources | Private | Healthcare |
| Catawba | Vacancy | | | Private | |
| All | Dr. Jamie Conrad | Lenoir Rhyne University | Professor of Business | Public | Higher Ed |
| All | Felicia Setzer | Division of Workforce Solutions | Northwest Prosperity Zone, Regional Ops., Director | Public | Wagner-Peyser |
| All | Malla Vue | Goodwill Industries NWNC | District Manager | Public | Community Based Org |
| Burke | Alan Wood | Burke Development | President & CEO | Public | Economic Development |
| Burke | Casey Kinard | Burke-Fraternal Order of Police | Lodge President | Public | Representative of Employee Org |
| Caldwell | Randy Ledford | Caldwell Community College & Technical Institute | VP of Instruction | Public | Adult Basic Ed, WIOA Title II |
| Catawba | Crystal Glenn | CVCC | Director Workforce Innovation | Public | Apprenticeship/ Addressing needs of Eligible Youth |
| Catawba | Beth Mills | Vocational Rehabilitation | Unit Manager | Public | Vocation Rehabilitation |
| Catawba/ Hickory | Dr. Tim Sims | Hickory City Schools | Director Federal Programs | Public | Local Education Agency |

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: Alexander, Burke and Caldwell County Urgent Repair Program (URP)
2021 Assistance Policy & Procurement and Disbursement Policy

PRESENTER: Sherry Long, Assistant Executive Director/Community & Economic
Development Director

ATTACHMENTS: Alexander, Burke and Caldwell County URP 2021 Assistance
Policy and Procurement & Disbursement Policy

SUMMARY OF REQUEST:

The Urgent Repair Program is funded through the NC Housing Finance Agency (NCHFA) to provide emergency home repairs for qualified low-income homeowners. The assistance is in the form of a forgivable loan up to \$10,000 per home. The NCHFA requires certain procedures and policies for the grant and these policies require adoption by the Policy Board.

The Assistance Policy explains what the program requirements are and how the program will operate during the cycle of funding. The Procurement & Disbursement Policy provides procurement and disbursement guidelines.

BOARD ACTION REQUESTED:

Staff requests that the board review and approve the 2021 Alexander, Burke and Caldwell County URP 2021 Assistance Policy and the Procurement & Disbursement Policy.

Suggested Motion: *I move that the board approve the Alexander, Burke and Caldwell County URP'21 Assistance Policy, and the Procurement & Disbursement Policy as proposed.*

WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
Alexander, Burke and Caldwell County
Assistance Policy
For the 2021 Cycle of the Urgent Repair Program

What is the Urgent Repair Program? WPCOG has been awarded \$200,000 by the North Carolina Housing Finance Agency (“NCHFA”) under the 2021 cycle of the Urgent Repair Program (“URP21”). This program will be used to provide urgent repair funds to twenty (20) homes scattered throughout all towns, cities and municipalities in Alexander, Burke and Caldwell County in the 2021/2022 fiscal year. This program provides funds to assist very-low and low- income households with special needs in addressing housing conditions which pose imminent threats to their life and/or safety or to provide accessibility modifications and other repairs necessary to prevent displacement of very-low and low- income homeowners with special needs such as frail elderly and persons with disabilities and veterans.

This Assistance Policy describes who is eligible to apply for assistance under URP21, how applications for assistance will be rated and ranked, what the form of assistance is and how the repair/modification process will be managed. WPCOG has tried to design this URP21 project to be fair, open, and consistent with its approved application for funding and with NCHFA’s URP Program Guidelines.

The funds provided by NCHFA come from the North Carolina Housing Trust Fund.

Eligibility To be eligible for assistance under URP21 applicants

- 1) must reside within the limits of WPCOG and own and occupy the home in need of repair
- 2) must have a household income which does not exceed 50% of each County’s median income for the household size (see income limits below)
- 3) must have a household member who has a special need (i.e., elderly - at least 62 years old, military veteran, handicapped or disabled, a single parent with at least one dependent child living at home, a large family with ≥ 5 household members or a household with a child below the age of six living with lead hazards in the home)
- 4) must have urgent repair needs, which cannot be met through other state or federally- funded housing assistance programs

URP21 Income Limits for WPCOG

| Number in Household | 30% of Median (very-low income) | 50% of Median (low income) |
|---------------------|---------------------------------|----------------------------|
| 1 | \$14,900 | \$24,800 |
| 2 | \$17,000 | \$28,350 |
| 3 | \$19,150 | \$31,900 |
| 4 | \$21,250 | \$35,450 |
| 5 | \$22,950 | \$38,300 |
| 6 | \$24,650 | \$41,100 |
| 7 | \$26,350 | \$43,950 |
| 8 | \$28,100 | \$46,800 |

*Income limits are subject to change based on annually published HUD and NCHFA Limits and will be updated as needed

Advertisement of Urgent Repair Program WPCOG will either advertise or will publish an article in the local newspapers serving WPCOG (Lenoir News Topic, The Hickory Daily Record and The News Herald). WPCOG has retained names of individuals who have in the past requested housing assistance through the Western Piedmont Council of Governments (WPCOG). WPCOG staff will send each of these individuals the Assistance Policy and an application for assistance when the program is advertised in the newspapers.

Selection of applicants

Income and property ownership will be verified, and eligibility requirements be determined.

The applicants from each county selected to receive assistance through the WPCOG Urgent Repair Program will be selected on a first-come, first-served basis within appropriate income categories. *DUE TO COVID19 AND THE SHORTAGE OF CONTRACTORS AND MATERIALS, PRIORITY WILL BE GIVEN TO THOSE UNITS NEEDING HVAC REPLACEMENT/REPAIRS AND ROOFING REPLACEMENT/REPAIR. Under NCHFA Program Guidelines, a minimum of 50% of households assisted must have incomes which are less than 30% of the area median income for the household size (very low-income), and no household with an income exceeding 50% of the area median income (low-income) will be eligible. In the event of a life-threatening situation, a household could be served immediately.

Recipients of assistance under the URP21 will be chosen by the above criteria without regard to race, religion, sex, color, national origin, handicapping condition or family status of the owners or occupants.

The definitions of special needs' populations under URP21 are:

- *Elderly:* An individual aged 62 or older.
- *Disabled:* A person who has a physical, mental or developmental disability that greatly limits one or more major life activities, has a record of such impairment, or is regarded as having such an impairment. A person whose sole impairment is alcoholism or drug addiction shall not be considered handicapped or disabled under the URP21.
- *Large Family:* A large family household is composed of five or more individuals; at least four are immediate family members.
- *Head of Household:* The person or persons who own(s) the house.
- *Household Member:* Any individual who is an occupant (defined below) of the unit to be rehabilitated shall be considered a "household member" (the number of household members will be used to determine household size and all household members except full-time students are subject to income verification).
- *Occupant:* An occupant is defined as any immediate family member (mother, father, spouse, son/daughter of the head of the household, regardless of the time of occupancy); or non-immediate family member who has resided in the dwelling at least 3 months prior to the submission of the family's application.

- *Single-Parent Household:* A household in which one and only one adult resides with one or more dependent children.
- *Child with lead hazards in the home:* a child below the age of six living in the applicant house which contains lead hazards.
- *Military veteran:* A person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable. The term 'military' for the purposes of URP eligibility shall be defined as: Army, Navy, Air Force, Marine Corps, and Coast Guard; as a commissioned officer of the Public Health Service; or as a commissioned officer of the National Oceanic and Atmospheric Administration (NOAA) or its predecessors.

Client Referrals for Support Services Many of the homeowners assisted may also need other services. When the Administrator and the Housing Specialist meet at the home to develop the work write-up, the Administrator will educate the homeowner about available resources and programs that are available to the applicant. If available, pamphlets or other printed materials will be given to the applicant. With the applicant's permission, the Administrator will then contact the agency on behalf of the client to ensure that needed services and assistance are available. A case management system will be in place that will provide for follow-up of these services. The Administrator will contact the agency to be certain that these special needs were provided. Agencies in the referral network include the Department of Social Services (food stamps, fuel assistance, other assistance), Health Department (health care), Home Health Care Agencies (health care, housekeeping and transportation), Greenway Public Transportation, Senior Center (socialization and other services), County Tax Office (Homestead Act), local crisis centers (food, clothing and emergency services), Nutrition Sites (meals), Veteran's Administration (benefits), Duke Power (reduced rates for SSI head-of-households), Independent Living.

What is the form of assistance under URP21? WPCOG will provide assistance to homeowners, whose homes are selected for repair/modification, in the form of a **loan**. Homeowners will receive an **unsecured deferred, interest-free loan**, forgiven at a rate of \$2,000 per year, until the principal balance is reduced to zero.

What is the amount of the loan? The amount of the loan will depend on the scope of work necessary to address the identified imminent threats to life and/or safety, and that will be determined by the WPCOG's Rehabilitation Specialist. There is no minimum to the amount of the loan; however the maximum life-time limit according to the guidelines of URP21 is \$10,000.

What kinds of work will be done? Only repairs that address imminent threats to the life and/or safety of occupants of the dwelling unit or accessibility modifications will be performed under the WPCOG's URP. It should be noted that all deficiencies in a home may not be rectified with the available funds. The URP21 program does not obligate WPCOG or the North Carolina Housing Finance Agency to make the home conform to any local, state, or federal housing quality standards.

**Roofs for double wide mobile homes will be considered on a case by case bases after inspected by Community Development Staff.

All work that is completed under URP21 must meet or exceed NC Residential Building Code.

Who will do the work on the homes? WPCOG is obligated under URP20 to ensure that quality work is done at reasonable prices and that all work is contracted through a fair, open and competitive process. To meet those very difficult requirements, the WPCOG will invite bids only from contractors who are part of an “approved contractors’ registry”.

To be on the registry, contractors must (1) fill out an application form, listing several references and recent jobs completed, (2) have North Carolina Renovation, Repair and Painting Firm Certification, (3) receive the “conditional approval” of WPCOG. Once a contractor who has been conditionally approved has successfully completed one job for the WPCOG, his or her status is upgraded to “regular approval”, meaning that they will be allowed to bid on a regular rotation as long as they remain in good standing. (Homeowners who know of quality rehabilitation contractors that are not on WPCOG’s Approved Contractors Registry are welcome to invite them to apply.)

A minimum of three approved contractors will be invited to bid on each job, and the lowest responsive and responsible bidder will be selected for the contract. “Responsive and responsible” means the contractor (1) is deemed able to complete the work in a timely fashion, and (2) that the bid is within 15% (in either direction) of the WPCOG’s cost estimate.

In the case of a life threatening emergency, bids may be solicited by telephone or facsimile.

What are the steps in the process, from application to completion?

- 1. Completing an Application form:** Apply for funds for the Urgent Repair Program by contacting Jennifer Cannon, Community Development Administrative at 828-485-4250. Proof of ownership and income will be required. Those who have applied for housing assistance from WPCOG in the past will not automatically be reconsidered.
- 2. Screening of applicants:** Household income will be verified for program purposes only (information will be kept confidential). Ownership of property will be verified.
- 3. Preliminary inspection:** The WPCOG’s Rehabilitation Specialist, Joel Herman, and a Program Administrator will visit the homes of potential loan recipients to determine the need and feasibility of repairs/modifications. The Eligibility Certificate will be completed at this time. All parts of the home must be made accessible for inspection, including the attic and crawlspace, if any. The owner should report any known problems such as electrical short circuits, blinking lights, roof leaks and the like. The owner will be provided detailed information on assistance, program repair/modification standards and the contracting procedures associated with the project.

4. **Applicant interviews:** Approved applicants will be provided detailed information on assistance, program repair/modification standards and the contracting procedures associated with their project at this informational interview. If staff determines the need for support services, those services will be explained at this time.
5. **Work write-up:** The Rehabilitation Specialist will prepare complete and detailed work specification (known as the "work write-up"). A final cost estimate will also be prepared by the Rehabilitation Specialist and held in confidence until bidding is completed.
6. **Bidding:** The work write-up and bid documents will be mailed to a minimum of three contractors on the Approved Contractors' Registry who will be given one week in which to inspect the property and prepare bid proposals. The names of the invited contractors will be supplied to the homeowner. Each will need access to those areas of the house, in which work is to be performed, in order to prepare a bid. A bid opening will be conducted at the WPCOG's Community Development Office at a specified date and time, with all bidders and the homeowner invited to attend.
7. **Contractor selection:** Within 24 hours of the bid opening, after review of bid breakdowns and timing factors, the winning bidder will be selected. All bidders and the homeowner will be notified of (1) the selection, (2) the amount, (3) the amount of the WPCOG's cost estimate, and (4) if other than the lowest bidder is selected, of the specific reasons for the selection.
8. **Execution of loan and contract:** A promissory note will be executed as well as the repair/modification contract. This contract will be between the contractor and the homeowner, with the WPCOG signing as an interested third party.
9. **Pre-construction conference:** A pre-construction conference will be held at the home. At this time, the homeowner, contractor and program representatives will discuss the details of the work to be done. Starting and ending dates will be agreed upon, along with any special arrangements such as weekend or evening work hours and disposition of items to be removed from the home (such as old plumbing, etc.). Within 24 hours of the pre-construction conference, the WPCOG will issue a "proceed order" formally instructing the contractor to commence by the agreed-upon date.
10. **Construction:** The contractor will be responsible for obtaining any required building permits for the project before beginning work. The permit must be posted at the house during the entire period of construction. Program staff will closely monitor the contractor during the construction period to make sure that the work is being done according to the work write-up (which is made a part of the rehabilitation contract by reference) and in a timely fashion. Code Enforcement Officers will inspect new work for compliance with the State Building Code as required by the guidelines of URP17. The homeowner will be responsible for working with the contractor toward protecting personal property by clearing work areas as much as practicable.
11. **Change Orders:** All changes to the scope of work must be reduced to writing as a contract amendment ("change order") and approved by all parties to the contract:

the owner, the contractor and two representatives the WPCOG. If the changes require an adjustment in the loan amount, a loan modification stating these changes in the contract amount must be completed by WPCOG, and executed by the owner.

12. Payments to contractor: The contractor will be paid following inspection of and satisfactory completion of all items on the work write-up, as well as, the receipt, by WPCOG, of the contractor's invoice and a release of liens, signed by all any sub-contractors employed on the job and by all material suppliers from whom materials for the job were purchased.

13. Post-construction conference: Following construction the contractor and the Rehabilitation Specialist will sit down with the homeowner one last time. At this conference the contractor will hand over all owner's manuals and warranties on equipment. The contractor and Rehabilitation Specialist will go over operating and maintenance requirements for any new equipment installed and discuss general maintenance of the home with the homeowner. The homeowner will have the opportunity to ask any final questions about the work.

14. Closeout: Once each item outlined in section 13 has been satisfied and the homeowner has signed a Certificate of Satisfaction, the job will be closed out.

What are the key dates? If, after reading this document, you feel that you qualify for this program and wish to apply, please keep the following dates in mind:

- Applications available to the public starting Fall of 2021.
- All work will be under contract by November 30, 2022.
- All rehabilitation work must be completed by December 31, 2022.

How do I request an application? Just contact:

Jennifer Cannon
Western Piedmont Council of Governments
P.O. Box 9026
Hickory, NC 28603

Or pick up an application at the WPCOG's offices, 1880 2nd Avenue NW, Hickory or at the Administrative Offices of WPCOG.

Is there a procedure for dealing with complaints, disputes and appeals? Although the application process and repair/modification guidelines are meant to be as fair as possible, WPCOG realizes that there is still a chance that some applicants or participants may feel that they are not treated fairly. The following procedures are designed to provide an avenue for resolution of complaints and appeals.

During the application process:

1. If an applicant feels that his/her application was not fairly reviewed or rated and would like to appeal the decision made about it, he/she should contact Laurie Powell or Lisa Helton within five days of the initial decision and voice his/her concern. If the

applicant remains dissatisfied with the decision, the detailed complaint should be put into writing.

2. Any complaint and/or appeal must be submitted in writing to WPCOG Program Administrator at the following address:

Program Administrator-Laurie Powell or Lisa Helton
WPCOG Urgent Repair Program
Western Piedmont Council of Governments
PO Box 9026
Hickory, NC 28603
Phone: (828) 322-9191, Ext#249 or Ext#281
TDD Relay # 1-800-735-2962

3. A written appeal must be made within 10 business days of the initial decision on an application.
4. WPCOG will respond in writing to any complaints or appeals within 10 business days of receiving written comments.

During the repair/modification process:

1. If the homeowner feels that repairs or modifications are not being completed according to the contract, he/she must inform the contractor and the Rehabilitation Specialist.
2. The Rehabilitation Specialist will inspect the work in question. If he finds that the work is not being completed according to contract, the Rehabilitation Specialist will review the contract with the contractor and ask the contractor to remedy the problem.
3. If problems persist, a mediation conference between the homeowner and the contractor may be convened by the Rehabilitation Specialist and facilitated by the WPCOG.
4. Should the mediation conference fail to resolve the dispute, the Rehabilitation Specialist will render a written final decision.
5. If the Rehabilitation Specialist finds that the work is being completed according to contract, the complaint will be noted and the Rehabilitation Specialist and the homeowner will discuss the concern and the reason for the Rehabilitation Specialist's decision.

Will the personal information provided remain confidential? Yes. All information in applicant files will remain confidential. Access to the information will be provided only to the WPCOG employees and WPCOG employees who are directly involved in the program, the North Carolina Housing Finance Agency and auditors.

What about conflicts of interest? No officer, employee or other public official of the WPCOG, or member of the Commissioners Board, or entity contracting with the WPCOG who exercises any functions or responsibilities with respect to URP20 shall have any interest, direct or indirect, in any contract or subcontract for work to be performed with program funding, either for themselves or those with whom they have family or business ties, during their tenure or for one year thereafter. Relatives of WPCOG employees, Commissioners Board Members and others closely identified with

WPCOG or the WPCOG may be approved for rehabilitation assistance only upon public disclosure before the WPCOG Policy Board and written permission from NCHFA.

What about favoritism? All activities under URP21, including rating and ranking applications, inviting bids, selecting contractors and resolving complaints, will be conducted in a fair, open and non-discriminatory manner, entirely without regard to race, creed, sex, color or national origin.

Who can I contact about URP21? Any questions regarding any part of this application or program should be addressed to:

Laurie Powell (828-322-9191, Ext#4249) for Alexander County
Lisa Helton (828-322-9191, Ext#4281) for Burke and Caldwell County
Western Piedmont Council of Governments
PO Box 9026
Hickory, NC 28603

Copies of all referenced materials contained in this Assistance Policy may be obtained from WPCOG, 1880 2nd Avenue NW, Hickory, NC 28601.

These contacts will do their utmost to answer questions and inquiries in the most efficient and correct manner possible.

This Assistance Policy is adopted this 27th day of July, 2021.

Attest

Board Chair, Policy Board, WPCOG

**WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
ALEXANDER, BURKE AND CALDWELL COUNTIES
URGENT REPAIR PROGRAM (URP 2021)
PROCUREMENT AND DISBURSEMENT POLICY**

PROCUREMENT POLICY

1. To the maximum extent practical, Western Piedmont Council of Governments (WPCOG) promotes a fair, open and competitive procurement process as required under the North Carolina Housing Finance Agency's Urgent Repair Program (URP). Bids are invited from Contractors who are part of WPCOG's approved contractor registry. (To be on the registry, a contractor must complete an application, have their recent work inspected, reviewed and approved by the Rehabilitation Specialist and submit proof of insurance.) Any contractor listed with and approved by WPCOG and in good standing will receive automatic approval status on the contractor registry.
2. At least three eligible contractors on WPCOG's approved contractor registry shall be invited to bid on each job and the lowest responsive and responsible bidder shall be selected for the contract. "Responsive and responsible" means (a) the contractor is deemed able to complete the work in a timely fashion, (b) the bid is within 15%, in either direction, of the WPCOG's cost estimate, and (c) there is no conflict of interest (real or apparent).
3. Although bid packages may be bundled for multiple job sites, the bids for multiple job sites shall be considered separate and apart when awarded and shall be awarded to the lowest responsive and responsible bidder(s) for each job site.
4. Bid packages shall consist of an invitation to bid, work write up(s) and bid sheet(s) for each job.
5. Bids must include a cost-per-item breakdown with line item totals equaling the submitted bid price. Discrepancies must be reconciled prior to a contract being awarded.
6. Any change to the original scope of work must be reduced to writing in the form of a change order to be agreed upon and signed by all parties to the original contract and two representatives of WPCOG. The change order must also detail any changes to the original contract price.
7. No work may begin prior to a contract being awarded and a written order to proceed provided to the contractor. In addition, a pre-construction conference and "walk thru" shall be held at the work site prior to commencement of repair work.
8. WPCOG reserves the right to reject any or all bids at any time during the procurement process if there is a sound documented reason.
9. In the event of a true emergency situation, WPCOG reserves the right to waive normal procurement procedures in favor of more expedient methods, which may include seeking telephone quotes, faxed bids and the like. Should such methods ever become necessary the transaction will be fully documented.

10. All sealed bids will be opened publicly at a time and place to be announced in the bid invitation. All bidders are welcome to attend.

DISBURSEMENT POLICY

1. All repair work must be inspected by (a) the WPCOG’s Housing Inspector, and (b) the homeowner prior to any payments to contractors. If all work is deemed satisfactory and all other factors and written agreements are in order, payment shall be issued upon presentation of an original invoice from the contractor. Contractor should allow 21 business days for processing of the invoice for payment.
2. If any of the work is deemed unsatisfactory, it must be corrected prior to authorization of payment. If the contractor fails to correct the work to the satisfaction of the WPCOG’s Housing Inspector, payment may be withheld until such time the work is satisfactory. (Contractors may follow WPCOG’s Urgent Repair Program Assistance Policy if a dispute occurs; however, contractors shall abide by the final decision as stated in the policy).
3. WPCOG assures, through this policy, that adequate funds shall be available to pay the contractor for satisfactory work.
4. All contractors, sub-contractors and suppliers must sign a lien waiver prior to disbursement of funds.

The Procurement and Disbursement Policies are adopted this the 27th day of July, 2021.

WESTERN PIEDMONT COUNCIL OF GOVERNMENTS

BY: _____
Board Chair, Policy Board, WPCOG

ATTEST: _____
Clerk, WPCOG

CONTRACTORS STATEMENT:

I have read and understand the attached Procurement and Disbursement Policy.

BY: _____

COMPANY NAME: _____

WITNESS: _____

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: 1st Amendment of the FY2021-22 Budget

PRESENTER: Andrea B. Roper, Finance Director

ATTACHMENTS: Budget Summary Sheets

SUMMARY OF REQUEST: The attached 1st Amendment of the 2021-2022 Budget reflects a total budget of \$19,628,080 and an operating budget of \$7,016,879 which represents an increase of the total budget from the May 25th, 2021 budget amendment of 240,000.

The 1st Amendment of the 2021-2022 Budget includes:

- An increase in Aging due to the receipt of a new grant to help with COVID-19 vaccine outreach in our region. A new position has been added, along with an increase in the travel budget to administer the outreach services.
- Aging Special Revenue funds increased \$120,000 to reflect the vaccine outreach grant received.
- Salaries, compensated absences & retirement increased due to the addition of an aging specialist position and other personnel changes.
- Group insurance decreased \$47,705 due to modifications to the health insurance plan and an insurance provider change.
- Rent-Equipment reduced \$20,692 to reflect a \$6,004 savings on a new lease agreement for copier machines. The remaining \$14,688 reduction was allocated to maintenance-equipment for the new copiers.
- Contingency increased \$27,673 due to the new aging grant and other departmental personnel changes.
- OPEB (Other Post-Employment Benefits) Trust Allocation increased \$56,519 due to the reduction in group insurance costs and additional fringe funds generated by the additional salary amount. This amount will vary depending on the availability of funds throughout the fiscal year
- An increase of \$23,820 to the transfer to capital reserve fund expense line is due to the reduction in the copier lease agreement and additional indirect funds generated by the additional salary amount. This amount will vary depending on the availability of funds throughout the fiscal year.
- There are several new projects expected to finalize in the near future for the planning department. It is possible that one, possibly two, positions will be added to provide services for these anticipated projects.

BOARD ACTION REQUESTED: Staff requests the Policy Board to review and approve the First Amendment of the 2021-2022 Budget.

Suggested Motion: *I move that the Board approve the 1st Amendment of the 2021-2022 Budget as proposed.*



Western Piedmont
Council of Governments

WESTERN PIEDMONT
COUNCIL OF GOVERNMENTS
2021-2022 BUDGET
1st Amendment of the Budget
July 27, 2021



Western Piedmont
Council of Governments

| WPCOG REVENUE BUDGET FY 2021-2022 7/27/2021 | 07/27/21 PROPOSED BUDGET | 05/25/21 CURRENT BUDGET * | VARIANCE |
|--|--------------------------------|---------------------------------|----------------|
| WPCOG ASSESSMENTS | 302,502 | 302,502 | 0 |
| INTEREST | 400 | 400 | 0 |
| MISCELLANEOUS INCOME | 335 | 335 | 0 |
| ANNUAL MEETING CONTRIBUTION | 9,000 | 9,000 | 0 |
| GENERAL GOVERNMENT | | | |
| FIN. ADMIN, COMM.SRV | 35,536 | 35,536 | 0 |
| TRANSPORTATION | | | |
| MPO (FHWA & FTA) & PASS. SAMPLING | 1,060,988 | 1,060,988 | 0 |
| ENVIRONMENTAL PROTECTION | | | |
| WATER RESOURCES, EPA 205(j) PROJECTS, AND ARC WATERSHED | 357,461 | 357,461 | 0 |
| COMMUNITY DEVELOPMENT | | | |
| CDBG, HOUSING COUNSELING, & MPP | 1,063,882 | 1,063,882 | 0 |
| COMMUNITY & REGIONAL PLANNING | | | |
| PLANNING, DATA SERVICES, GIS | 402,368 | 402,368 | 0 |
| ECONOMIC DEVELOPMENT | | | |
| ECON DEV GRANTS & BUILDING REUSE | 535,869 | 535,869 | 0 |
| REGIONAL PUBLIC HOUSING | | | |
| SECTION 8 HOUSING VOUCHERS | 1,255,623 | 1,255,623 | 0 |
| AREA AGENCY ON AGING SERVICES | | | |
| AGING ADMINISTRATION & SERVICES | 935,822 | 815,822 | 120,000 |
| WORKFORCE DEVELOPMENT | | | |
| WORKFORCE INNOVATION AND OPPORTUNITY ACT | 862,577 | 862,577 | 0 |
| FUND BALANCE APPROPRIATED | | | |
| FUND BALANCE APPROPRIATED | 194,516 | 194,516 | 0 |
| SPECIAL REVENUE FUNDS (PASS THROUGH) | | | |
| AGING | 3,352,174 | 3,232,174 | 120,000 |
| SECTION 8 HOUSING | 6,632,001 | 6,632,001 | 0 |
| WORKFORCE DEVELOPMENT | 2,627,026 | 2,627,026 | 0 |
| TOTAL | 19,628,080 | 19,388,080 | 240,000 |

| CAPITAL RESERVE FUND | | | |
|-----------------------------|----------------|----------------|----------|
| TRANSFER FROM GENERAL FUND | 60,000 | 60,000 | 0 |
| ALLOCATED FUND BALANCE | 70,328 | 70,328 | 0 |
| TOTAL | 130,328 | 130,328 | 0 |

| WPCOG EXPENSE BUDGET FY 2021-2022 7/27/2021 | 07/27/21 PROPOSED BUDGET | 05/25/21 CURRENT BUDGET * | VARIANCE |
|--|--------------------------------|---------------------------------|----------------|
| GENERAL GOVERNMENT | | | |
| ARC-LDD, FFEA, & EDA | 70,248 | 70,248 | 0 |
| TRANSPORTATION | | | |
| MPO (FHWA & FTA) & PASS. SAMPLING | 1,118,668 | 1,118,668 | 0 |
| ENVIRONMENTAL PROTECTION | | | |
| WATER RESOURCES, EPA 205(j) PROJECTS, AND ARC WATERSHED | 393,570 | 393,570 | 0 |
| COMMUNITY DEVELOPMENT | | | |
| CDBG, BLDG REUSE, COUNSELING, MPP | 1,063,882 | 1,063,882 | 0 |
| COMMUNITY & REGIONAL PLANNING | | | |
| PLANNING, DATA SERVICES, GIS | 526,549 | 526,549 | 0 |
| ECONOMIC DEVELOPMENT | | | |
| ECON DEV GRANTS | 710,536 | 710,536 | 0 |
| REGIONAL PUBLIC HOUSING | | | |
| SECTION 8 HOUSING VOUCHERS | 1,255,623 | 1,255,623 | 0 |
| AGING AGENCY SERVICES | | | |
| AGING | 1,015,226 | 895,226 | 120,000 |
| WORKFORCE DEVELOPMENT | | | |
| WORKFORCE INNOVATION AND OPPORTUNITY ACT | 862,577 | 862,577 | 0 |
| SPECIAL REVENUE FUNDS (PASS THROUGH) | | | |
| AGING | 3,352,174 | 3,232,174 | 120,000 |
| SECTION 8 HOUSING | 6,632,001 | 6,632,001 | 0 |
| WORKFORCE DEVELOPMENT | 2,627,026 | 2,627,026 | 0 |
| TOTAL | 19,628,080 | 19,388,080 | 240,000 |

| CAPITAL RESERVE FUND | | | |
|------------------------------|----------------|----------------|----------|
| TRANSFER TO CAPITAL PROJECTS | 130,328 | 130,328 | 0 |
| TOTAL | 130,328 | 130,328 | 0 |

* The amounts used for the Current Budget are from the adoption of the 2021-2022 Budget presented on May 25, 2021.
The Proposed Operating Budget is: **\$7,016,879**

| WPCOG EXPENSE BUDGET FY 2021-2022 7/27/2021 | 07/27/21 | 05/25/21 | VARIANCE |
|---|--------------------|---------------------|----------|
| | PROPOSED BUDGET | CURRENT BUDGET * | |
| CHARGEABLE SALARIES | 3,524,135 | 3,483,144 | 40,991 |
| COMPENSATED ABSENCES | 209,239 | 205,314 | 3,925 |
| INCENTIVE | 4,500 | 4,500 | 0 |
| LONGEVITY | 55,778 | 55,778 | 0 |
| RETIREMENT | 736,403 | 727,622 | 8,781 |
| GROUP INSURANCE | 627,346 | 675,051 | (47,705) |
| WORKERS' COMPENSATION | 18,000 | 18,000 | 0 |
| UNEMPLOYMENT COSTS | 36,720 | 36,720 | 0 |
| CONTRACTUAL | 626,280 | 626,280 | 0 |
| TRAVEL-SUBSISTENCE/REGIST. | 71,338 | 70,338 | 1,000 |
| TRAVEL-TRANSPORTATION | 95,446 | 94,446 | 1,000 |
| FUEL | 14,728 | 14,728 | 0 |
| TELEPHONE | 29,334 | 29,334 | 0 |
| POSTAGE | 23,482 | 23,482 | 0 |
| PRINTING | 12,253 | 12,253 | 0 |
| UTILITIES | 44,000 | 44,000 | 0 |
| RENT - EQUIPMENT | 10,308 | 31,000 | (20,692) |
| RENT/LEASE - BUILDING | 100,862 | 100,862 | 0 |
| MORTGAGE/OCCUPANCY COST | 133,000 | 133,000 | 0 |
| SUPPLIES | 152,324 | 142,324 | 10,000 |
| AUDIT | 33,850 | 33,850 | 0 |
| DUES | 28,702 | 28,702 | 0 |
| ADVERTISING/SUBSCRIPTIONS | 31,470 | 31,470 | 0 |
| MAINTENANCE-EQUIPMENT | 59,644 | 44,956 | 14,688 |
| MAINTENANCE-VEHICLES | 1,000 | 1,000 | 0 |
| MAINTENANCE-BLDG/GROUNDS | 51,000 | 51,000 | 0 |
| CONTENTS/LIABILITY INSURANCE | 19,609 | 19,609 | 0 |
| ANNUAL MEETING | 18,000 | 18,000 | 0 |
| LEGAL FEES | 9,977 | 9,977 | 0 |
| MISCELLANEOUS EXPENSE | 5,810 | 5,810 | 0 |
| CAPITAL OUTLAY-EQUIPMENT | 0 | 0 | 0 |
| CONTINGENCY | 78,248 | 50,575 | 27,673 |
| RESERVE FOR FUTURE EXP. | 0 | 0 | 0 |
| OWNER IMPROVEMENTS | 0 | 0 | 0 |
| INTERNET SERVICE | 10,140 | 10,140 | 0 |
| WEBSITE DEVELOPMENT | 73 | 73 | 0 |
| SECTION 8 PORTABLE ADMIN | 3,000 | 3,000 | 0 |
| OPEB TRUST ALLOCATION | 57,060 | 541 | 56,519 |
| ALLOCATED FUND BALANCE | 0 | 0 | 0 |
| TRANSFER TO CAPITAL RESERVE FUND | 83,820 | 60,000 | 23,820 |
| SR - AGING FEES & SERVICES | 3,352,174 | 3,232,174 | 120,000 |
| SR - SECTION 8 FEES & SERVICES | 6,632,001 | 6,632,001 | 0 |
| SR - WIA FEES & SERVICES | 2,627,026 | 2,627,026 | 0 |
| TOTAL | 19,628,080 | 19,388,080 | 240,000 |

**REQUEST FOR BOARD ACTION
WESTERN PIEDMONT COUNCIL OF GOVERNMENTS
POLICY BOARD**

MEETING DATE: July 27, 2021

SUBJECT: WPCOG Assessment & Strategic Plan Update

PRESENTER: Anthony W. Starr, Executive Director

ATTACHMENTS: None

SUMMARY OF REQUEST:

As previously communicated, the WPCOG initiated a planning process to assess the performance of the organization and to develop goals for a strategic plan. The WPCOG employed the assistance of the SouthEast Regional Directors' Institute to manage the process and write the report. The process began in June with the distribution of two surveys. One survey was sent to all Policy Board delegates. The second survey was sent to various regional leaders. Both surveys received strong participation and the responses are overwhelmingly positive.

The next phase of the process includes individual stakeholder interviews and focus group meetings. These interviews and meetings are scheduled for the week of August 16th-20th, 2021. A wide variety of participants received invitations for their participation to ensure comprehensive feedback for the process.

The final phase includes a work session with the Policy Board during its regular meeting on September 28th, 2021. We will attempt to minimize the number of other agenda items for that meeting so that the board can devote more time to this important discussion. During that meeting, the SERDI consultants will review the results of the surveys, stakeholder interviews, and focus group meetings, along with any recommendations.

BOARD ACTION REQUESTED:

Staff requests the Policy Board to provide feedback and guidance. No formal action by the Board is needed at this time.

Suggested Motion: *None*

Executive Director's Report

July 27th, 2021

This report is intended to provide details about current operations of the WPCOG and issues that may be of interest to board members. The updates are grouped according to each department.

Administration

- Staff installed new technology in our large conference room to provide for hybrid meetings where participants can attend in person or virtually. We expect this will become a common manner of conducting business and will allow for members of various boards and committees to participate in meetings they might otherwise not attend.
- WPCOG attorney David Hood provided legal guidance that remote participation for WPCOG meetings is permitted once the state of emergency is terminated. It appears that COGs have greater flexibility under the law for remote meetings than municipalities and counties. Developing a policy for all WPCOG committees and boards may be a reasonable action to govern remote participation of public meetings.
- WPCOG is assisting Western Piedmont Regional Transit Authority/DBA **Greenway** with their Executive Director Search. Interviews will be scheduled during the month of August.
- WPCOG is assisting **Caldwell County** with their search for a new County Manager. Applications will be accepted through August 6th.
- Upcoming WPCOG events include: Regional Managers Meeting – August 20th; Mayors, Chairs & Managers Meeting @ **Cedar Rock** – August 26th.
- A regional housing forum is scheduled for August 27th from 8:30 to Noon. Please consider attending this free event. More info will be on the WPCOG website soon.

Area Agency on Aging (AAA)

- AAA has been working with the NC Division of Aging and Adult Services to apply for additional funding for vaccine outreach/coordination to homebound older adults. We plan to combine vaccine funding in order to hire additional Aging Specialist to focus on this effort. We plan to utilize ARPA (American Rescue Plan Act) funds to sustain the position further as well as other grant opportunities.
- Wake Forest Baptist Health is contracting with the WPCOG AAA to work with assigned caregivers of older adults with dementia as part of a research study. AAA could be assigned up to 100 caregivers with the AAA receiving \$1,200 for each caregiver. The study involves a monthly phone contact with the caregiver to provide resources and assistance for 18 months. This will coordinate well with our work with Project Care.
- Anita Roberts, Ombudsman/Aging Specialist, is planning to retire at the end of August. Her replacement has been offered the position and accepted. An additional aging specialist has also been hired utilizing additional funding for services from DAAS.

Community & Economic Development (CED)

- Community and Economic Development staff are currently administering seventy-five (75) grants for local governments.
- Twenty-seven (27) housing rehabilitations projects are underway.
- Thirteen (13) homeowners received foreclosure prevention counseling.
- Staff submitted a grant request to the NC Housing Finance Agency for the Housing Stability Counseling Program to funds housing counseling for persons who were not able to pay rent/mortgage payments during the pandemic. These funds would pay for counseling services but not actual rental or mortgage assistance.
- Staff submitted two N.C. Commerce Building Reuse Grant applications totaling \$875,000. Project Husky II located in **Burke County** requested \$500,000 and will create 60 new, full-time jobs. Project Wavelength, in **Catawba County**, requested \$375,000 and will create 50 new, full-time jobs.
- Staff is working on two ARC applications – The **Town of Hudson** and **Valdese Economic Development Investment Corporation (VEDIC)**. Applications are due July 30, 2021.

Community & Regional Planning

- Met with the **City of Claremont** and three project sites to discuss zoning enforcement and an upcoming rezoning case.
- Met with **Alexander County** to kick off our role providing daily planning services two days per week.
- Staff continue to work with staff on the **Glen Alpine** zoning and subdivision rewrite project.
- For NCGS 160-D – Ordinances adopted and completed for **Catawba, Sawmills, Hildebran, Drexel, Gamewell, Rutherford College, Drexel, Claremont, and Cahaj's Mountain**.
- For NCGS 160-D – Planning Boards have recommended completed draft ordinances for **Connelly Springs, Hudson and Alexander County (Taylorsville)**.
- Comprehensive/Land Use Plans for **Catawba County, Hudson, Longview, Cahaj's Mountain and Gamewell** set to begin this year.
- **Catawba, Claremont and Connelly Springs** full ordinance re-writes are underway. Minor **Cajah's Mountain** amendments are also being done.
- The **Granite Falls** Land Use Plan in progress. The final public meeting is in July.
- **Drexel** Comprehensive Plan is in progress. Future Land Use and Recommendations are being formed.
- Providing technical planning services to ten local governments.

Natural Resources:

- Staff are currently attending Farmer's Markets in **Morganton, Hickory and Lenoir** to meet public education and outreach for Phase II stormwater requirements.
- Staff is touring **Alexander County** cleanup sites for the Emergency Watershed Protection Grant the WPCOG is administering.
- Staff is working with the UNC School of Government to put on the virtual Water/Wastewater Resiliency training.

Data & GIS Center:

- **Burke County Community Foundation** has contracted with the WPCOG to conduct a survey regarding homelessness.

- Staff began work on **Greenway** Passenger Methodology Report (August 2021 to March 2022) based on Greenway returning to normal operating hours and changes to the **Burke County** routes starting in December 2021.
- Wastewater mapping project for **Rutherford College** is now complete.

Code Compliance:

- Staff changes have been made as follows: Todd Justice is now the Code Enforcement Supervisor. His focus will be on oversight of the program and administering minimum housing and non-residential minimum cases, as well as provide support to the stormwater program. The other code enforcement officer will be focused on nuisance and junk vehicles for all towns contracted.
- The **Town of Hudson and Caldwell County** joined the WPCOG Code Enforcement Program. A total of 12 local governments now utilize the WPCOG for code enforcement.

Transportation:

- Developed new job description for **Burke County** Flex Routes marketing and applied for grant from **Community Foundation of Burke County**.
- Staff submitted environmental screening comments for Malcolm Boulevard, Castle Bridge, and Connelly Springs Road corridor.
- Attended the **Greenway** Board of Directors meeting and presented **Burke County** Transit re-sizing recommendation to be implemented in December 2022.

Finance

- Finance continues to administering financial services for **Town of Catawba and Caldwell Chamber**.
- We are still waiting on the auditor to schedule final fieldwork for the **Caldwell Chamber 2020** audit. Fieldwork for the audit was postponed at the request of the auditor.
- Interim audit for WPCOG was a successful week. Open items at the end of the week were minor and expected to be ready by the final fieldwork dates in August.
- Finance staff continue to work with Microix software developers on the WPCOG budget module.
- Finance staff are currently working with Microix software developers on the AP module and budget module for the **Town of Catawba**.
- Interim audit for **Town of Catawba** was the first week in July. The auditor had a schedule conflict and had to reschedule a portion of the week. Interim rescheduled dates and final fieldwork is scheduled for the end of July.
- Financial service administration proposals have been delivered to prospective client and expect to be approved by their governing board in August.
- Reorganization in finance became fully effective at the beginning of July. Each department at WPCOG now has a respective financial manager for their department. This will help tremendously in tracking revenues/expenses, reconciliations and budget.

Regional Housing Authority (RHA)

- The RHA continues to see an increase in tenants beginning to go back to work and housing assistance payments for the RHA are beginning to decrease.
- The RHA opened its waiting list to accept new housing applications June 4-18, 2021. A total of 618 applications were received.

- The RHA began leasing the 75 additional awarded Mainstream Vouchers in March 2021. Currently, the RHA has 246 available Mainstream Vouchers and 167 of those are leased.
- The RHA began leasing the 10 new VASH-Veteran vouchers awarded in February 2021. The RHA has now leased one veteran with housing assistance and seven other veterans have pending vouchers at this time as they continue to search for housing.
- The RHA received notice that we have been selected to receive 30 guaranteed Emergency Housing Vouchers (EHVs) to house individuals and families who are 1) homeless, 2) at risk of homelessness, 3) fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking or 4) recently homeless. The RHA was given the opportunity to ask for more and we requested a total of 200 EHV vouchers. The RHA is working closely with the Continuum of Care and the shelter homes in the region to begin using these vouchers. The effective date for these vouchers is July 2021.
- The RHA is currently leased at maximum capacity (1,076) for the regular housing choice vouchers. The RHA continues ongoing leasing efforts for special purposes vouchers.

Workforce Development

- This month, staff conducted two virtual workshops that focused on how to pre-apply for our scholarship program. The pre-application can be accessed at <https://www.wpcog.org/job-seekers>.
- Workforce has also added a Labor Market dashboard to the website that is specific to the Western Piedmont region. This LMI information is provided and updated by NC Labor & Economic Analysis Division (LEAD) <https://www.wpcog.org/labor-market>
- NC Department of Commerce-LEAD created an Unemployment Insurance Claims Dashboard that can provide information by County, and Workforce Board, May 2021 numbers are now available: <https://bi.nc.gov/t/COM-LEAD/views/RegionalUIDashboard/RegionalUIDashboard?:isGuestRedirectFromVizportal=y&:embed=y>
 - (The Unifour is averaging a 4.3% Unemployment rate as of 4/30/21.)
- From July 1, 2020 to May 31, 2021 Workforce provided 169 workforce development scholarships.
- The Workforce Development Board's Workforce Intelligence Sub-committee is working on a three-phase *State of the Workforce Report* to include a "pull-out" section that can be used by the K-12 and other workforce/career advising partners to help students and job-seekers know what training and career opportunities exist across the four counties. Work is still on-going on this report and the first phase is projected to be completed by late October 2021.