



Mountain Area Workforce Development Consortium

Local Area Plan Update for Program Year 2021/2022

(July 1, 2021 – June 30, 2022)

*Mountain Area Workforce Development
Consortium
An Agency of Land of Sky Regional
Council
339 New Leicester Hwy., Suite 140
Asheville, North Carolina 28806-2088*

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.

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

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

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

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

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

If the local 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: Nathan Ramsey	Title & Salutation: Director
Organization: Land of Sky Regional Council	Address: 339 New Leicester Highway, Suite 140, Asheville, North Carolina 28806
Phone number: 828-251-7473	Email address: nathan@landofsky.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: Jason Chappell	Elected Title & Salutation: Commission Chairman
Government: Transylvania County Board of Commissioners	Address: 101 South Broad Street, Brevard, North Carolina 28712
Phone number: 828-884-3271	Email address: jason.chappell@transylvaniacounty.org

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

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 disbursal of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

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

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

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

8. Attach a copy of the Administrative Entity/Fiscal Agent's organizational chart with an effective as of date'. Name document: Administrative Entity Name Organizational Chart.

A copy of the Administrative Entity/Fiscal Agent's Organizational Chart is attached in WISE.

9. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website www.sam.gov to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

The Data Universal Numbering System (DUNS) number is 113347025. The 'System for Award Management' (SAM) registration is current.

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.

Ms. Melissa Wright, Equal Opportunity Officer and Workforce Operations Specialist,

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

11. 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: Local Area Name WDB List. See [Appendix D](#) for Local Area WDBs' membership requirements.

The Mountain Area Workforce Development Board's Membership List is attached in WISE. The block on the form provided, certifying compliance with required WIOA local area WDB business nomination process has been checked and the Board is in compliance with this requirement.

Note: 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.

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

The Workforce Development Board has a process for ensuring that viable local business representatives are appointed to the Board. When a private sector Board vacancy occurs, the Workforce Director works with the relevant business association in the county, whose contingency has the vacancy, to develop a recommendation for a

knowledgeable private sector representative. The recommendation from the business association includes someone with executive level experience with a local business and optimally, who resides within the county. Once a recommendation has been made to the Workforce Director, the recommended business representative is contacted and encouraged to submit an application to the County Commission for membership on the Local Workforce Development Board. It is the responsibility of the County Commission to approve the applicant for Board membership and to determine the length of term of service (three years), if the vacancy is for an expired term or to fulfill an unexpired term.

The Chief 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](#).

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

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

14. To demonstrate that the attached WDB by-laws comply, complete Bylaws Required Elements Crosswalk Chart.

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

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)]

15. 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 Mountain Area's Draft Local Area PY21/22 Plan Update would be posted to the website of the Mountain Area Workforce Development Board at www.mountainareaworks.org and to the website of Land of Sky Regional Council at www.landofsky.org. The Local Area Plan would be distributed via electronic mail to the Mountain Area Workforce Development Board Distribution Lists, to the Land of Sky Regional Council Board Distribution List, local elected officials and to the local

media outlets for public comments once the Draft Plan has been submitted in WISE. Public comment is for a period of 30-days, after which time, based on feedback from the Division of Workforce Solutions and public comments (if any), the final Program Year 2021/22 Plan Update would be uploaded to WISE including any comments that represent disagreement with the Plan.

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)]

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

A copy of the Mountain Area Workforce Development Board's Organizational Chart with an effect as of date of July 1, 2021 is attached in WISE.

17. 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](#).

Date	Time	Location (include address and room #)
August 24, 2021	3:00 PM	339 New Leicester Highway, Leicester, North Carolina 28806 Virtual Component Included
October 26, 2021	3:00 PM	Same as Above
December TBD	Not a Regular Meeting	Recognition Event- Location TBD and/or Virtual
January 25, 2022	3:00 PM	339 New Leicester Highway, Leicester, North Carolina 28806 Virtual Component Included
March 23, 2022	3:00PM	Same as Above
May 24, 2022	3:00PM	Same as Above
June 28, 2022	3:00 PM	Same as Above

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

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

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.

19. 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: Local Area Name Signatory Page.

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

Note: If using original signatures, mail the [Signatory 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 Mountain Area Workforce Development Board's focus is on growth sectors of our local and regional economy, including the Certified Career Pathways of Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on the career pathways for Skilled Trades/Construction, and Information Technology.

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

The Mountain Local Area recorded the lowest unemployment rate of any of North Carolina's 23 Workforce Development Regions until April 2020. By one-month into the Pandemic, we had one of the highest unemployment rates in the State. In the ensuing

year, unemployment has dropped to just over 5% and there are many jobs available in the local area.

The restrictions put in place at the State and Local levels has led to the closure of many businesses in the Mountain Area region. During PY 2021/22, our focus will be to assist businesses to get opened, if viable, through the provision of referral to resources in the community and assistance from the Business Services staff.. The Youth are a huge part of this community and we are working with them, including students with barriers and disabilities, in co-enrollment, employment, soft skills, job search, resume building, career search, etc. The co-enrollment with the Youth and Adult Groups has helped more Youth in training for careers. Due to Covid19, we do not know where we will stand at the end of this crisis. We have the virtual aspect implemented into our program and will continue to use this virtual aspect in reaching out to digital literacy customers who prefer this technology and are more responsive. We will continue to reach out to the Limited English Proficient, the Adults, the Youth, the Dislocated Workers, Disabled, Veterans and anyone else that we can offer our services to help our community. The Youth and Disabled have been very responsive to the virtual platforms and will continue to offer these in addition to in person services. The virtual platform has been very useful to persons with disabilities, especially if their disability has been due to mobility. The Board, with our Contractors, are working on an outreach program for the students who are homeless and/or have a home, but cannot afford internet. At this time, some internet companies are able to provide free internet, but there are still students that cannot afford computers. Along with the Contractors, we are also researching non profit on the collection of computers and repairs to donated computers for the students to obtain. Our Healthcare growth has continued unabated as healthcare needs expand due to an aging and growing population base in the region and now Covid19. Through our 50+ program, we can reach out to many experienced workers to assist in their needs. Also, post Covid19 health issues will continue to affect the growing number of Covid19 recipients. Mission Health is the largest private employer in Western North Carolina. Hospitality and Tourism was exploding as the region sees over 2000 hotel rooms being developed, but due to Covid19, this sector has seen a down turn in this economy, as well as the rest of the Hospitality and Tourism sector and Restaurants. The Board is working with our Contractors, Employers and Participants to provide support to bring back the economy in our community as much and as soon as we can.

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)]

The core providers for Mountain Area Workforce Development Board include: Asheville Buncombe Technical College and Blue Ridge Community College, (Human Resource Development, Adult Basic Education, English Language Learners and Literacy),

Goodwill Industries (training and employment readiness). The Mountain Area Workforce Development Board works to expand access to eligible individuals, especially those with barriers by: Educating Career Center staff on each program (purpose, eligibility requirements, content, end goal, credentials), and educating staff on barriers and referral sources for various barriers to employment (assistance available for food, housing, clothing, transportation, child care, mental health, physical health, domestic violence, criminal history, basic skills, disabilities, barriers), and cross-agency marketing of offerings and services, and cross-agency marketing of Career Pathways and enrollment in core programs, along with co-enrollment and offering on the job training and work experience opportunities for eligible individuals completing core programs. The Mountain Area Workforce Development Board has convened career sector meetings for aggregating the partners who can develop post-secondary credentials aligned with Career Pathways. The sectors identified for Career Pathways include: Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction, and Information Technology. Based on sector strategies in the high demand sectors of the local economy, the Mountain Area Workforce Development Board will work with local education agencies, community colleges, NCWorks Career Centers, Vocational Rehabilitation, Adult Basic Skills programs and Literacy Councils, veterans' services programs and apprenticeship programs to develop Career Pathways for in demand occupations. Mountain Area Workforce Development Board will expand access to employment and training programs by using the NCWorks Career Centers to provide recruitment, screening, referral and pre-hire training services for employers who are hiring in the growth sectors of the economy. This process of recruitment, screening, and referral for high demand occupations provides opportunities for NCWorks Career Center staff to identify clients who have an interest in an occupation, but may not have the necessary skill set to acquire employment at that time. This process can also be used to identify clients who have specific skill deficits or lack the necessary credentials to secure employment in the field. We must remember that it is not just freedom to work, but freedom to learn, and we want to make this possible for as many in our community as we can. This helps the employee obtain higher wages and the employer to have a better skilled employee. Most of the higher paying employment opportunities in the region require, at a minimum, a post-secondary credential. In many cases, these clients can be encouraged to take advantage of opportunities to learn the occupational skills necessary to achieve employment in the field. In addition to the Workforce Innovation and Opportunity Act funds other sources of support, such as Pell grants, State Employee Credit Union, Geer, Cares Act and private scholarships, including employer assistance, for short-term training, and other sources of financial aid can be used to help interested jobseekers pay for the occupational skills courses and credentials that are necessary for employment. Each of the NCWorks Career Centers has lists of local support service providers. The Memorandum of Understanding between each of the NC Works Career Centers and partners helps provide a unified working relationship between the NC Works Career Centers and supportive services. Access to child care services are still a major challenge because of scheduling, costs, waiting list for services and the lack of employees. The Early Childhood Grant has helped support this issue in our community, but Covid19 has worked against it. Satisfactory alternatives are only available to those clients who have trusted family

members or friends in close proximity to their homes or workplaces. Public transportation services are generally available in the cities of Asheville and Hendersonville. There are very limited transportation services for work opportunities available outside of the larger urban areas. Most of the Mountain Area region is rural with small towns and suburban communities, which are not accessible to public transportation services generally. Land of Sky Regional Council is continuing to work on encouraging large employers that have facilities in close proximity to one another to develop carpools for their employees. Mapping the routes the employees use for driving to work and the addresses of other employees permits the opportunities for ride sharing. The project could also be used for helping prospective new hires access transportation to work. Although there are several points of entry into Career Pathways, the NCWorks Career Centers are the primary point of entry for adult job seekers that seek training and/or employment opportunities. NCWorks Online allows for job seekers to register remotely through the online portal. NCWorks Online includes job postings from many private employment websites to offer the job seeker a more seamless job search opportunity. There are many additions to the NCWorks site to help employers and job seekers to obtain services. High school students in career and technical education programs can enter into several pathways that usually include progression through the community college curriculum or continuing education programs. For adult job seekers who are considering a career transition or seeking to advance their skills and/or credentials in their chosen career field, the NCWorks Career Center is an ideal place to start. Career counselors at the NCWorks Career Centers can provide job seekers with in-depth information about the skill requirements and credentials needed for successful entry into the career field. Career counselors will also be able to provide clients with information on the availability of training courses and activities, appropriate work-based learning opportunities, labor market information about job demand and wages, assessments that will be useful in determining job skill weaknesses and strengths, local employers who have job opportunities in the field, and other important labor market, education and training information. We have been engaged since 2018 with the Finish Line Grant that provides supportive services to community college students, training in WIOA-approved programs, that are 50% or more completed with training. These services help provide transportation and childcare, among other items, to the participant to help them stay in training.

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)]

The Mountain Area Workforce Development Board oversees the On-the-Job Training Program for Adults and Dislocated Workers. The program develops training opportunities for individuals in the Board's five targeted areas. The size of the On-the-Job Training Program fluctuates with funding. During low unemployment periods the program has fewer participants than in high unemployment periods. In post Covid19,

there will be an opportunity to train dislocated workers as they seek re-employment in a different field. From 2003–2016, the Board participated in the state incumbent worker training program and in 2018, the Board offered a local incumbent worker training program called the Business Accelerator Grant. There was strong interest in this program which was opened to applications one-two times per program year, depending on funding. In program year 2018, the Board approved 9 grants for a total of approximately \$62,000 and in program year 2019, the Board approved 7 grants for a total of approximately \$62,000. The grants represent businesses in manufacturing, skilled trades, hospitality and tourism, healthcare, information technology and business services. The funding amount can be up to \$10,000 per application and training must be completed within the program year. The Board publishes a Pre-award Questionnaire, Call for Submissions, Application Guidelines, and the Application on www.mountainareaworks.org, landofsky.org and through email communications. The Board has certified NC Works Career Pathways in Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. The Board is currently developing career pathways in Information Technology and Skilled Trades/Construction. Through periodic sector meetings, the Board works to maintain the relationships that were created during the development and implementation of the pathways and to discuss the challenges each sector faces in hiring the talent they need. The Board has implemented virtual platforms, due to Covid19, to assist businesses more in this crisis with social distancing. These platforms will continue to be part of the customized training for staff, as we reach out to our businesses and residents in the community. This especially entices the digital literacy customers and youth customers to communicate and engage more.

4. Provide a description of how the 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)]

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

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

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

6. Provide a brief description of the actions the 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)]

We have Board members, who are transitioning, participate in training. The Board adopted revised bylaws in May 2020 and included in the bylaws are standards set under the Workforce Innovation and Opportunity Act for Board membership. Members who retire or leave their positions of optimum policy or hiring authority with their businesses will be replaced, at the earlier date of the following, within one year or upon the expiration of their term. Private sector members must represent companies or sectors that hire for in jobs that are “high-quality” and jobs that require work relevant training for in demand occupations. (WIOA Section 107(b)(2)(A)) The Board has been engaged in the development of the Workforce Innovation and Opportunity Act regional and local area strategic planning. This has helped them broaden and strengthen their understanding of the dynamic and diverse local economy, and they will become familiar with the accountability and performance expectations of the Workforce Development System in the region. Board members are serving on committees that involve executives and leaders from workforce partners and related organizations that serve both employers and jobseekers in the Local Area. The Board will work at a high level and provide guidance that will focus the workforce system on meeting the skill needs of the sectors they represent. In addition to the standing committees of the Mountain Area Workforce Development Board, most Board members are serving on one of three committee work groups representing Youth, Business Services and Work Based Learning. Board members are bringing their private sector experience in human resources to assist the work groups in developing strategies for each sector to develop the skilled talent needed. Board members also are utilizing their industry contacts to bring additional business leaders to join in this effort as we develop our Local Area and regional workforce plans.

Board members keep the workforce system looking forward and preparing clients for changes in the industry. They provide insight concerning the skills that are required to adapt to the changing demands of the workplace. Board members represent employers who are the largest employers in the region in advanced manufacturing, healthcare, hospitality and tourism, and energy. We are working on skilled trades/construction, and information technology. The Workforce Board contributes significantly to and reviews the effectiveness of sector strategies and Career Pathways developed by the staff and workforce partners.

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

All of the NC Works Career Centers have worked with numerous area companies to provide Rapid Response or Dislocated Worker Services, including the Trade Adjustment Act due to facility closings or downsizings. The Centers work in cooperation with the NC Division of Workforce Solutions. Rapid Response staff meet with management, listen to the needs of the company and together with company representatives, develop a system of services that can be provided to individuals before a layoff occurs. After a plan is developed with management, the partners meet and create an agenda for meeting with the employees and informing them about the services and support available. We tailor each plan to the number of employees, their schedules and their needs. Affected workers can receive Workforce Innovation and Opportunity Act WIOA Dislocated Worker Services while awaiting determination of eligibility for the Trade Adjustment Act TAA services. Clients will be dual enrolled in TAA and WIOA. Rapid Response is advertised as one of the Career Centers Business Services, in part because of the work up front with the company to assist them preparing for the layoff or closing. Due to Covid19, Rapid Response has been very beneficial. Employment and training services and products are provided to WARN affected employees by the Local Area's NCWorks Career Centers, including registration in NCWorks Online, career planning and/or counseling, skill development, referral to jobs and WIOA training assistance. Mountain Area Workforce Development Board works collaboratively with the Local Area economic development organizations, NC Department of Commerce Division of Workforce Solutions, NC Community Colleges, and others in the region to provide the best services possible to dislocated. Also, at this time we have been awarded National Dislocated Worker Grant funding that will allow the enrollment of persons directly affected by Covid19. We have this grant through March 31, 2022.

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.

The Board's Business Services Staff, the NCWorks Career Center Managers and Employer Service Teams make employers aware of the business services offered through print materials, emailed information, websites, media interviews, phone calls and site visits. Also, Board sponsored events and meetings provide an opportunity to share information about business services. Due to Covid19, more events and meetings are provided virtually, such as job fairs, which gives us more access to people who would not normally attend these meetings.

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

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

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

The local Workforce Development Board encounters many obstacles in building and developing their workforces. The Board identifies and address local challenges through our Business Services Department at the Local Area Board and they reach out to the businesses to serve, provide, and assist with our programs, grants, training, etc. Business Services also utilizes the Career Centers to obtain information and reach out to employers, employees for training, community, etc. Local Hospitality and Tourism has been the most promising Career Pathway, experiencing rapid growth while others are declining. Then the Covid19 crisis occurred and now the Medical Career Pathway, even though one of the most needed employers in the area in the past, is now the most

promising to job seekers. More workers with specific skills and credentials to support a particular industry may be needed, but local training providers may not offer relevant programs. The expansion of businesses are limited, at this time, due to Covid19, but post Covid19 should see more a more promising economy. The local Board supports and extends relevant programs and establishes certified Career Pathways. Large numbers of adults may lack basic skills or have other personal challenges to work, such as a lack of affordable child care or adequate transportation. The local Board offers supportive services through the schools and colleges, in conjunction with training, as well as working with businesses to provide in-house childcare, car pools, support for transportation, etc. Young people are getting the college and career guidance and professional experience they need to prepare them for success in the workplace through the highly trained WIOA Case Managers at the schools, colleges and employers. The local Board is committed to the service provided through workforce. Due to Covid19, it has come to the attention of the Board for the need of virtual platforms, which we have implemented. This is a main innovative solution to support growth of the local workforce system now and in the future. Since there are many digital literacy customers, this has opened a better avenue to communication and engagement now and moving forward in the future. It has created more teleworking opportunities, therefore, many individuals with disabilities have this opportunity as well. There has also been a recently developed need for healthcare staff with the change of hands in a major hospital and its facilities in the region. The change from non-profit to profit has created a difference in opinion among many employees who have chosen to leave this facility, but opened up many healthcare position for others. This was a large industry to begin with in this region, but with the loss of many jobs in this field due to numerous reasons, there is an added opportunity for others at this facility.

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 Local Area WDB provides new and innovative solutions to support the local workforce system by sector strategies focused on the following sectors: Advanced Manufacturing, Healthcare, Hospitality and Tourism, and Energy. We are working on Skilled Trades/Construction and Information Technology. The Local Area employers in these sectors have led the development of NCWorks Certified Career Pathways in Advanced Manufacturing, Healthcare, Hospitality and Tourism, Skilled Trades/Construction and Information Technology. Employer leadership is critical and these pathways have integrated work-based learning opportunities, including registered apprenticeship, internships, job shadowing and on-the-job training. Employers lead the sector initiatives and direct the training as needed for their in demand occupations. Outreach to job seekers is critical and the Local Area has developed “Mountain Area Careers” site(accessible at www.MountainAreaCareers.org) to share our region’s career

pathways available to job seekers and youth. Outreach is a focus at hiring events, job fairs, school functions focused on K12, community colleges and universities, and now they will be available virtually. The Local Area has a Constant Contact subscription that is utilized to share these opportunities with about 20,000 people who are registered as job seekers on NCWorks, as well as employers. Also, the Local Area utilizes social media platforms including Facebook, Twitter, Instagram and LinkedIn to share the career pathways available in the region. All of this information is also shared in our Board Newsletter and through our Board website. Our one stop Career Centers can lead job seekers and employers to many avenues, such as resumes, employment, training, soft skills, advertising, etc. The NCWorks service delivery model focuses on customer service and is organized around services to customers. It is a system in which WIOA Title I Adult and Dislocated Worker programs and the Title III Wagner Peyser Employment Services program are the operational backbone of NCWorks Career Centers. NCWorks Career Centers will employ integrated staffing and technology to generate an integrated customer pool and flow. This system is focused on offering value added, staff assisted services at Career Centers which are continuously promoted and provided until the customer's goal has been achieved. NCWorks Career Center staff is organized by function with the purpose of serving customers efficiently and effectively. Staff organized by function is cross trained, so that all center staff has the capacity to serve all customers and is knowledgeable about all services that the NCWorks Career Centers offer. The Career Center Staff is also being trained on virtual activities for better engagement and communication with customers and participants. The virtual activities include Live Chat on NCWorks, which was implemented due to Covid19 and will continue moving forward, due to the convenience and accessibility. Career Center Staff are also trained on the newly implemented "Capture Documents" on NCWorks for virtual enrollment as a response to Covid19. This is convenient for many job seekers, for example, who would like to discover a teleworking position and cannot leave their home, due to a physical disability. Our Local Area Board continues to research ways for new and innovative solutions to the workforce system to assist our community. We have also recently transitioned funding to set aside funds for outreach to dislocated workers. The Outreach project will be able to reach dislocated workers through different areas, such as billboards, commercials, flyers, etc.

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

Special grant funding, obtained by the Board, helps support work-based learning positions at A-B Technical Community College and Blue Ridge Community College, as well as, work based learning initiatives of partner organizations. Currently the Board is acting as the convener for the development and implementation of the PAYA (Partnership for Youth Apprenticeships) Hospitality and Tourism youth pre-apprenticeship and apprenticeship programs that were launched in the Fall of 2020 in the K-12 system. The program was branded as H&T 4 Me and will be scalable across other regions as well. The Board's business service staff interface with the Adult, Dislocated Worker and Youth contractors and promote the work they are doing with

employers in the areas of pre-apprenticeships, apprenticeships, internships, work experience and job shadowing opportunities.

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: Local Area Name Career Centers.

The Mountain Area's Career Centers Chart is attached in WISE.

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

WIOA Case Managers work with the NCWorks Career Center and the local partners, such as the STEP Program and others, to serve customers and participants to the best of their ability. The WIOA Case Managers and others employed by the NCWorks Career Center assist the customers and participants with computer access and guide them in the direction they need for employment, such as training in the local colleges to lead to better employment and a skilled employee for the employers. Due to Covid19, the Board has implemented virtual avenues to assist the Career Centers in career and training services, such as online training, live chat, virtual enrollment with capture documents and mobile access. The WIOA Case Managers also provide access to workshops for resume building, soft skills, etc.

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).

Mountain Area Workforce Development Board released a Request for Proposal for One-Stop Operators, which was integrated in the Request for Proposals for WIOA Adult, Dislocated Worker Services on February 19 2019. Separately, the RFP for Youth Services was also released on February 18, 2019. Contracts were awarded June 25, 2019 for program operations beginning July 1, 2019. The contract term is for one year,

renewable in one year increments for up to three years. We will be sending out Requests for Proposals again in 2022.

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

The local Workforce Development Board's WIOA Case Managers determine the need for enrollment in Training Services by an initial interview process with a potential participant to develop the individual employment plan with an objective assessment by discussing their needs and goals to guide them to their future career with Training Services implemented and Follow-Up Services applied. The assessment also provides the Case Manager with the skills and training the potential participant has or may need. The virtual enrollment, due to Covid19, has been put in place to social distance and still be able to assist participants in their goals to receive training.

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

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

6. Describe how a) new NCWorks Career Center staff are trained in the integrated services delivery system model, b) at what point do they have full access to [NCWorks.gov](https://www.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.

The NCWorks service delivery model focuses on customer service and is organized around services to customers. It is a system in which WIOA Title I Adult and Dislocated Worker programs and the Title III Wagner Peyser Employment Services program are the operational backbone of NCWorks Career Centers. NCWorks Career Centers will employ integrated staffing and technology to generate an integrated customer pool and flow. This system is focused on offering value added, staff assisted services at Career Centers which are continuously promoted and provided until the customer's goal has been achieved. NCWorks Career Center staff is organized by function with the purpose of serving customers efficiently and effectively. Staff organized by function is cross-trained, so that all center staff has the capacity to serve all customers and is knowledgeable about all services that the NCWorks Career Centers offer. The Career Center Staff is also being trained on virtual activities for better engagement and communication with customers and participants. The virtual activities include Live Chat and Capture Documents on NCWorks, which was implemented due to Covid19. The Staff is trained in the integrated services delivery system model fully in NCWorks, which

can take a week or more depending on the new staff. We want them to feel comfortable with the system and the program. Then they are allowed to work in the training system in NCWorks. At this point of completion, they are given full access to NCWorks.gov. The new staff works with a WIOA Case Manager to begin enrollments in the WIOA Program. Once the new staff is on their own, they will receive daily and weekly follow up training. This training continues for all WIOA Case Managers as needed, daily, weekly, quarterly by email, virtual platforms and in person.

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

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

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

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

and services and resources are being deployed as needed. The Board and NC Commerce Veteran's Services will be hosting an NC4ME hiring event on August 18, 2021.

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

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

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)]

Local area strategies and services used to strengthen linkages between Boards and the NCWorks Career Centers with unemployment insurance programs are through the one-stop partners identified in WIOA, Temporary Assistance, Trade Adjustment Assistance Programs, Unemployment Compensation Programs, Reentry Employment Opportunities and Second Chance Act Programs.

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: Local Area Name Service Flow Chart 2021.

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

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: Local Area Name NCWorks Career Center MOU.

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

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 Workforce Development Board's method of oversight and review is frequent monitoring on a daily basis and reaching out to the WIOA Case Managers for discussion, correction, addition. Training is providing on a quarterly basis and more frequent as requested. Customer Service Training is provided at the NCWorks Career Centers periodically and Equal Opportunity Training is provided on an annual basis and more frequent as requested.

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

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

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)]

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

Additionally, NCWorks-Asheville provides the following services virtually:

- *RESEA (Reemployment Services and Eligibility Assessments)*
 - *Includes an initial one-on-one assessment of a claimants' continuing UI eligibility, confirming employment status and a review of the claimant's work search activities*

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

The NCWorks Career Centers (Henderson and Transylvania) rely heavily on online services to serve customers. The Virtual Job Shadow tool is used to assist in career exploration, job shadowing, as well as job search and resume assistance. Additionally

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

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

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 employer services team at the NCWorks Centers take job orders from employers. If the employer is not registered in NCWorks, the Center staff assist in registering the employer. All job orders are verified before being made public, first to veterans and then to the general public. Job orders are reviewed daily by career center staff and publicized internally and externally to staff, job seekers, and workforce partners via email, social media, whiteboards, newsletters and announcements. Business service representatives also take job orders or refer the employer to an NCWorks staff person. The NCWorks' staff and Board's business services representatives make every effort to be flexible with an employer's time and resources and will visit their worksite on request to assist with creating an NCWorks.gov account, posting job openings and

recruitment of applicants. The Workforce Operations Specialist assists employers and providers as needed.

- Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;
WNC Career Expos attract job seekers from surrounding counties and from Upstate South Carolina, East Tennessee and Northern Georgia. Staff also utilize Linked-In and occasionally acquire resumes of individuals wishing to move to the Asheville area. The individuals are contacted by the Regional Business Services Coordinator and in many cases referred to job openings or to companies who may have interest in their skill set. The NCWorks' staff and the Board's Business Services representatives are able to use the virtual recruiter feature on NCWorks.gov in order to expand the recruitment of candidates that may reside in areas outside of the workforce development local area. When a company expresses interest in a specific skill set, the Board's Business Services staff may do a search in NCWorks and/or refer the company to a recruiter, a university contact or a professional association. In most cases the company is already using social media and web-based portals such as Indeed.com.
- Reaching out to education partners and economic developers; and
The Board has developed many partnerships with education, economic development and employers both within and outside the local area. A-B Tech and Blue Ridge Community Colleges are the Board's Dislocated Worker and Adult contractors. The Board has a contract with each college for delivery of services for short and long term education and training, and the administration of the Governor's Finish Line Grants initiative for supportive services. During the previous two program years, the Board has made a concerted effort to acquire additional grants for funding such as the Early Childhood Education Program, and staff support for Work-based Learning/Apprenticeships, the Earth Fare closure, and Continental's projected closure. The Board maintains a good relationship with the Asheville Area, Madison County, Henderson County and Transylvania County Chambers of Commerce. The Board's director and workforce staff meet monthly as part of the Asheville Chamber's Advocate's Group. Over the past year the Board's Business Services staff have attended more chamber meetings and events in the four county area in an effort to be more informed and to build partnerships. In addition, the Board's director and workforce staff communicate with the Madison County Economic Development Authority, the Asheville-Buncombe County Area Economic Development Coalition, Henderson County Partnership for Economic Development and the Transylvania Economic Alliance. The Asheville Chamber's economic region includes Haywood County and our Board works closely with the Southwestern Commission's Workforce Development Department. These relationships foster regional collaboration.
- Including persons with disabilities.
The virtual platforms we have implemented in the corona virus pandemic have been of great assistance to persons with disabilities. They are able to contact the employers and the Board easily, as well as work on soft skills, resume building, etc., in workshops and with case management, to be able to find the career path

they need and choose. Also, the pandemic has opened a lot of opportunities to be able to telework for many.

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

The MAWDB in conjunction with the Asheville Area Chamber of Commerce, holds two large-scale job fairs (WNC Career Expos) in the spring and fall of each year for the local area and adjacent counties. Supporting partners include the NCWorks Career Centers.. The Expos typically register 150-165 employers and net 1,000-1,500 job seekers. The Board and Chamber publicize the Expos on radio, in print, and on social media and through the NCWorks System using Constant Contact. Last year, the Board and Chamber began experimenting with a separate time for high school students to visit the Expos as part of career awareness. The Board and Chamber have begun alternating the location, using the Harrah's Cherokee Center in downtown Asheville and the WNC Agriculture Center in south Asheville for convenience and to draw diverse audiences. In addition to the WNC Career Expos, each NCWorks Center hosts several job fairs each year and NCWorks-Asheville host two Veterans job fairs each year. Many employers host their own job fairs and the Board assists in publicizing their events and in some cases board staff attend and assist with the job fairs. In an effort to serve the experienced worker population, NCWorks-Asheville, the MAWDB, A-B Tech and AARP host a job fair for experienced workers in May. The Experienced Worker Initiative is a collaboration between NC Works, MAWDB, and AARP to provide training and support for older workers navigating the current world of job search. Cohorts of experienced workers receive advice and support that equips them to conduct successful job searches. This age group is expected to remain in the workforce much longer than their parents did. They will be an important source of talent for regional employers given the numbers of people that have/will retire in WNC. In the midst of COVID19, the Board and Asheville Chamber have evaluated and are using virtual job fair platforms that will continue to be used in the future, in addition to in person.

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

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

The Board has made a concerted effort to acquire additional grants for funding the UpSkill WNC Program, the Early Childhood Education Program, and staff support for Work-based Learning/Apprenticeships, the Earth Fare closure, and Continental's projected closure. The Board maintains a good relationship with the Asheville Area, Madison County, Henderson County and Transylvania County Chambers of Commerce.

The Board's director and workforce staff meet monthly as part of the Asheville Chamber's Advocate's Leadership group. Over the past year the Board's business services staff have attended more chamber meetings and events in the four county area in an effort to be more informed and to build partnerships. In addition, the Board's director and workforce staff communicate with the Madison County Economic Development Authority, the Asheville-Buncombe County Area Economic Development Coalition, Henderson County Partnership for Economic Development and the Transylvania Economic Alliance. The Asheville Chamber's economic region includes Haywood County and our Board works closely with Southwestern Workforce Development Board and Region C Workforce Development Board. These relationships foster regional collaboration.

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.

Mountain Area Workforce Development Board is committed to meeting or exceeding federal performance measures. Performance measures are impacted by many different factors, some of which are beyond the control of the Local Area. When unemployment decreases, the greater share of the number of job seekers we serve have barriers to employment since most other individuals are already employed. The local job market impacts performance in many different ways since the availability and quality of employment opportunities are impacted by the economy. When the number of individuals in the performance pool is relatively low, for example dislocated workers, then a slight change by a few individuals can have a significant impact on the performance measures in a positive or negative way. During this crisis with Covid19, the performance levels will be greatly affected most likely in a negative manner due to all of the closures. The dislocated worker numbers should increase

and have a more positive outcome on performance levels with so many in need of permanent employment after Covid19. It will be a fine line between the two in this crisis. At this point, the dislocated workers have been very few due to stimulus checks, increased unemployment benefits, rent assistance and other programs. Some feel if they wait it out that they may be able to return to a previous position they were let go due to the virus. Our funding has been decreased every year and we are unable to impact a large area in our region.

(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 positive factors that have impacted the performance level in the Mountain Area Workforce Development Board region has been the virtual implementation of classes, meetings, workshops, soft skills, resume building, etc. and teleworking. The virtual aspect has brought many to class that would never have been able or taken time to do so. With the workshops and soft skills online, persons are able to easily connect and gain insight and information from these tools to better equip themselves personally and professionally. The teleworking that more companies are offering now has been a very positive impact for employees and employers alike. The employees are able to work from home, save on daycare and transporation, and the employers are able to save on office space, electricity and such. One more positive factor has been co-enrollment with the youth and adult groups. This is allowing more training, which will lead the students to better salaries and the employer to a more skilled employee, as well as, higher local median earnings.

A negative factor that has impacted the Mountain Area Workforce Development Board region has actually been a positive factor at the same time. It is the many opportunities that persons have been able to invest in public assistance programs that lead to much needed help, but also keeps them from searching for employment and/or training. The other negative factor has been the employed that were layed off and want to go back to their previous job that they enjoyed, but are still waiting on reopenings that may never come or they are afraid to be out in the public with the virus raging. The vaccinations are a definite plus if taken, but some are afraid to do that also.

- 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 participants that are served and/or enrolled as a result of Covid19 differ in the characteristics who have historically been served in that the job seekers that are in search of assistance are more desparate when they are unable to obtain assistance. Also, there are more searching for a position with a salary increase, seeking a more stable position than in the past, more are searching for a change in careers, more

want a position for a company that was declared as “essential” for the pandemic and many want a remote position. The service providers serve more potential participants and customers online with the virtual additions to the NCWorks systems, such as Live Chat and uploaded documents in Capture Documents for qualification in the Workforce Innovation and Opportunity Act program. There have been very few dislocated workers enrolled in our program due to the many government-funded assistance programs at this time.

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

The local industries and businesses that have been impacted by Covid19 are restaurants, hotels, hospitality and tourism, small businesses that were unable to obtain the Paycheck Protection Program. Most of the restaurants and small businesses that did not receive assistance have and will close permanently. There have been several retail stores closed and a few businesses that were going to open that did not. The largest company in the local area being the hospital has been impacted, as well, due to loss by change in careers due to Covid19, deaths and relocation due to finances. The hospital is reaching out to traveling nurses and anyone just out of school and training. The Medical Field is our largest Career Pathway along with the Commercial Driver’s License, which are still the largest need in our local area. Due to the hospital and its facilities changing hands from non-profit to profit, there have been many staff leave for various reasons. This has opened opportunities for employment that are not Covid19 related.

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

The businesses that have been permanently affected in our local area are Restaurants and Retail. There are many that have closed permanently and some filing bankruptcy. The Payment Protection Program has enabled some businesses to defer closing, at this time, but the economy will have to reopen for most to be able to stay opened. The fast food restaurants will be able to recover, as their drive thru has kept them afloat. The Retail Industry has been affected in an extreme way due to the lack of income to make unnecessary purchases. The Online Sales has kept some retail in business, such as Walmart. During initial layoffs due to COVID, the Business Services staff made phone calls and on-site visits to companies designated as at-risk by NCCommerce. Some of these companies closed and others were provided referral services for assistance.

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

(Note: Include information about tracking performance, ensuring accountability of positive performance outcomes, and training. Consider including the following information: Who is responsible for tracking performance? Which reports are reviewed? Are FutureWorks

reports used? If so, how often? How are staff held accountable? How often is training provided to staff)?

The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker, as well as Youth performance outcomes and training expenditure requirements begins with the Request for Proposal process. Macro-economic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid19. WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a daily basis, by the Workforce Operations Specialist, to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews participant's files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board reviews performance reports on a monthly basis and daily discussions occur continually on possible opportunities to improve performance outcomes individually and to meet training expenditure requirements. Daily information is shared with the service providers from NCWorks and FutureWorks Reporting to better serve the community and to improve file information and performance. FutureWorks Dashboards and Equal Opportunity Reporting are shared with the Board Members. The Credential Reporting from the Roster in FutureWorks is used to follow up on credential completion and insertion to NCWorks. Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures, including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services. The employment, median earnings, credentials and measurable skills gains are recorded in the 2nd and 4th quarters by the State, which impact performance numbers. Our regional contractors have done well in their performance measures, including the newest of these being measurable skills gains, which the Workforce Operations Specialist required two years ago before the state started monitoring it.

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.

(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.)

The Local Area reviews performance on an on-going basis through NCWorks and FutureWorks. WIOA Case managers are notified on a regular basis of any issues with performance. The Local Area holds quarterly case managers meetings where performance is reviewed and information is shared on how to improve performance, along with training. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews the individuals in the performance pool and emphasizes to the Case Managers the importance of follow up, especially in the 2nd and 4th quarter, where the State pulls the Performance Measures for employment, median earnings, credentials and measurable skills gains. Individuals are offered follow-up services and provided other opportunities to maintain employment, earn a post-secondary credential and to increase their wages. The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker and Youth performance outcomes begins with the Request for Proposal process. Macro-economic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid19.

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

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.

(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.)

Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services, which the employment is recorded in the 2nd and 4th quarters and impact performance numbers positively. The Local Area reviews performance on an on-going basis through NCWorks and FutureWorks. WIOA Case managers are notified on a regular basis of any issues with performance. The Local Area holds quarterly case managers meetings where performance is reviewed and information is shared on how to improve performance, along with training. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews the individuals in the performance pool and emphasizes to the Case Managers the importance of follow up, especially in the 2nd and 4th quarter. Individuals are offered follow-up services and provided other opportunities to maintain employment, earn a post-secondary credential and to increase their wages. The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker performance outcomes and training expenditure requirements begins with the Request for Proposal process. Macroeconomic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid19. WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a daily basis to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Workforce Operations Specialist reviews participant's files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board reviews performance reports on a monthly basis and discussion occurs continually on possible opportunities to improve performance outcomes and to meet training expenditure requirements. Daily information is shared with the service providers from NCWorks and FutureWorks to better serve the community and to improve file information and performance. FutureWorks Dashboards and Equal Opportunity Reporting are shared with the Board Members, as well as the Credential Reporting is used to follow up on credential completion and insertion to NCWorks. Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve

performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services. The employment is recorded in the 2nd and 4th quarters, which impact performance numbers.

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.

(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?)

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

6. 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.

There is ongoing monitoring of service providers in the Local Area by the Board's Workforce Operations Specialist. Files are reviewed on a daily basis to ensure compliance with all local, state and federal mandates and WIOA Case Managers are contacted on a daily basis, if needed, to discuss the information. With the NCWorks and FutureWorks Performance Management System, all files are reviewable by the Local Area at all times. The Board's Workforce Operations Specialist will perform on site monitoring at least once annually, provides equal opportunity annually and as needed and provides training quarterly and as needed.

Financial monitoring of WIOA contractors is performed monthly through desk review and annually, either in-person or virtually. If financial monitoring is conducted virtually, the Land of Sky Finance Director tests two months (i.e. January 2020 and

October 2020) of contractors' financial reporting documents including supporting general ledger reports and copies of supporting documentation for the amounts billed to each contract. For Youth Contractors, detail by name and date of charges is requested to be able to verify the information in the NCWorks system, aligning with amounts billed for work-experience and supportive services, etc. Contractor personnel handling financial responsibilities is updated annually, or as necessary, and a phone call is scheduled with each contractor to discuss and review the monitoring tool that contractors are provided in order to self-report during the annual monitoring.

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.

The Local Area has seen a decline in the number of Dislocated Workers served based on data from NCWorks and FutureWorks. Despite the decline in the number of Dislocated Workers, there are still individuals in the Local Area who are unemployed, per the most recent data available from the NC Department of Commerce, Labor and Economic Analysis Division, especially due to Covid19. The Local Area is focused on using alternative definitions, already in progress, of Dislocated Workers including Stop-Gap employment and those who have not been employed for thirteen (13) consecutive weeks due to unemployment, justice involved or continuous training. Part of the decline in Dislocated Workers is due to the fact that fewer individuals are willing to enter training and to seek additional education when they are laid off. Also, the assistance programs have kept job seekers at home, as well as Covid19. Most individuals cannot afford to take the time from working full time to train and find employment on their own. The Local Area regularly contacts those registered on NCWorks receiving unemployment insurance. The Business Services department for the local Board is reaching out to employers to serve with on the job training, apprenticeships, work based learning, incumbent worker training and job shadowing. They are also working with the local Career Centers to assist with Dislocated Workers. At this time, the local area Board has sent out an RFP to obtain outreach to Dislocated Workers. The virtual aspect of NCWorks is user friendly to assist job seekers, customers and participants in job search, programs, workshops and enrollment. The Early Childhood Development Grant has assisted the daycare and pre-school sector by enrolling many in training, after losing so many due to Covid19. With closures, telework, etc., this has not been as much of a problem as it was initially, but these will be positions that will need to be filled sooner than later as the pandemic declines and the economy reopens. Eventually the assistance programs will end as the virus is under control with vaccines and the dislocated workers will more interested in training and employment. Our goals are to increase our dislocated worker numbers, maintain or increase our adult priority of service and as always assist in the youth group with barriers.

VII. Equal Opportunity

1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin. [WIOA Section 188]

The process to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin is through Equal Opportunity training and review. The training process is scheduled on an annual basis and more frequent, if requested. There are assigned online information review during the year, as well. FutureWorks Reporting provides the the Workforce Operations Specialist to share individual breakdown with the Case Managers.

2. Attach the Local Area's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Local Area Name EO Complaint Grievance Procedure.

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

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

The Workforce Operations Specialist ensures that Local Equal Opportunity procedures are updated by visiting the Contractors on an annual basis to verify materials and services are in place and files are monitored on daily basis for Equal Opportunity procedures and documentation with discussion among the WIOA Case Managers. The State provides training on an annual basis. Local Board training is provided as needed, along with online training.

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 Mountain Area's vision for serving WIOA eligible Adults and Dislocated Worker includes excellent customer service with training when needed, high level goals in performance and measurable skills gain areas, continual training in NCWorks and WIOA, continual Equal Opportunity training, expanded dislocated worker vision with stop gap and 13 consecutive weeks unemployed, justice involoved or in training and daily discussions with WIOA Case Managers on files. These objectives will increase and improve employment outcomes in this population due to more knowledgeable staff and increase in service with completion of training and employment opportunities. The importance of excellent customer service is shared with the providers to increase the communication with the public. Business Services

contacts the local employers on a regular basis and provides a list of existing employment needs online, as well as training needs. They also keep the employers and providers well versed on the registration process in NCWorks. The Workforce Operations Specialist makes herself readily available to assist Business Services with employers and providers.

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.

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

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: Local Area Name Adult and DW Providers 2021.

The Mountain Area's Adult and Dislocated Worker Service Provider List 2021 is attached in WISE.

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. Local Area Name ETPL Policy.

A copy of the Mountain Area Workforce Development Board’s Eligible Training Providers Policy is attached. Mountain Area Workforce Development Board Policy Statement 2016 Number 2 “Policy Statement Regarding the Approval of Training Providers (excluding OJT, customized training, incumbent workforce training, work experience and transitional training)” was adopted September 27, 2016 and this local policy dictates the procedures regarding the selection and approval of training providers. (The North Carolina Department of Commerce Policy PS 06-2019 revised June 17, 2019.) Section 122 of the Workforce Innovation and Opportunity Act (WIOA) specifies the criteria, information requirements, and procedures regarding the determination of eligible providers of training services under WIOA. While the state has responsibility for the determination of the list of eligible training providers, Section 122 (b) (3) permits local Boards to establish criteria and information requirements in addition to those requirements established by the Governor. After the prospective training provider has completed the NCWorks training service provider’s registration online and been approved by the state for the list of approved training providers, the Mountain Area Workforce Development Board requires that applicants seeking to be approved as training providers within the region also submit their information by responding to a questionnaire. All competent training providers offering in demand occupational training are considered by the Local Area and Career Counselors, after they complete a standard questionnaire. The questionnaire included in the Board Policy Regarding the Approval of Training Providers solicits basic information regarding the potential training provider, including their financial stability and their occupational training programs.

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

Per Training and Employment Guidance Letter (TEGL) 19-16 and Section 134(C)(2)(A), funds described shall be used to provide career services, which shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include - ... (xiii) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

The Mountain Area’s WIOA staff in the NCWorks Career Centers currently provide follow-up services for Adult and Dislocated workers who have completed WIOA Title I short or long-term training and are seeking employment or have entered employment. Staff conduct these follow-ups in person, by telephone and/or by email if the individual is seeking employment, and by phone and/or email once the individual has entered employment. Follow-up services continue for a minimum of 12 months after the first day of employment. Mountain Area Workforce Development Board places significant

emphasis on providing follow-up since we recognize most of our clients have many barriers to employment. Counseling is provided by well trained case managers and working with the clients proactively can help the individual remain employed and making progress on their self-selected career pathway.

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)]

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
Adult Mentoring for Youth	Yes, The Adult Mentoring with the Youth Group has been very successful in the sense that they are learning more soft skills and employment situations, such as resume writing, interviews, job search, etc. with all categories of	The Youth Group Model has been used with the Adult Mentoring Activity with much success in soft skills and employment relations, such as resumes, interviews, job search, career options to lead them to employment and careers.	Excellent and will continue this.

	barriers, including disabilities.		
Co Enrollment with Out of School Youth and Adult Group	The Co Enrollment for Out of School Youth and Adult Groups has been more helpful to students with barriers, including disabilities, by giving them more access to training for employment.	The Out of School Youth and Adult Group Co Enrollment has had much success in training and employment to lead to careers.	Excellent

2. Describe how the Local Area's broad Young Adult (NextGen) Program design is unique to include:

- a. Providing objective assessments;

It includes a review of basic and occupational skills, prior work experience, employability potential, and developmental needs. Assessments must also consider a youth's strengths rather than just focusing on areas that need improvement.

- b. Supportive services needs; and

Support Services should be reasonable and necessary to enable a participant to take part in services and activities related to the Individual Service Strategy. A Support Service should not duplicate a service a participant could receive from another program in the community.

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

Developmental needs are presented with the testing and individual service strategy with objective assessment in workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

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?

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

4. 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.

The local area plans to serve the young adults(NextGen) is through the public schools and Goodwill contractors. The Youth Committee is established to address any programs, sites, functions, technology, etc. to increase the opportunity to serve the NextGen customers.

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: Local Area Name Youth Providers 2021.

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

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

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 Local Area's NCWorks Career Centers and WIOA Title II Adult Education and Family Literacy Act programs work closely together through a process of informal and formal referral processes. In all four counties in the Local Area, the community college is a provider of Adult Education and Literacy. The advantage in three of the four counties is that the NCWorks Career Center is located on the community college campus and often within walking distance of the Adult Education and Literacy provider. In the case of the Asheville NCWorks Career Center, the community college and the center are on the same public transportation bus line and in relatively close proximity. Based on the initial screening at the NCWorks Career Center, it is determined whether the individual needs additional literacy skills. A referral is then made to the Adult Education and Literacy provider along with additional guidance for the individual. There is follow-up to determine, if the individual accessed the literacy services.

- b. Title IV Vocational Rehabilitation program resources and policies;

Title IV Vocational Rehabilitation staff is out posted on a weekly basis at the Asheville NC Works Career Center. At the other three NCWorks Career Centers in

the region, there is a process of informal and formal referrals to Vocational Rehabilitation. The Vocational Rehabilitation office is served by limited public transportation access and out posting staff allows for more accessibility for career services for individuals with disabilities.

- c. 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]

Adult education, occupational education and training and workforce preparation, as well as career pathways for youth, are often inextricably linked. The NCWorks Career Centers in the Local Area have an integrated service design, which provides services to many different populations in a seamless manner. All centers have staff trained to work with jobseekers with barriers to employment, which includes former offender specialists. There is close collaboration with agencies providing public assistance and services to homeless individuals with each of the NCWorks Career Centers. Since messaging and marketing can be used for different populations, the career pathways available to youth are the same career pathways available to other populations. These Career Pathways are Healthcare, Hospitality and Tourism, Advanced Manufacturing, and Energy. A career pathway offers many on ramp and off ramp opportunities depending on that individual's preferences and life circumstances. Regardless the age of the individual or their relevant skill level, the career pathways can be made available to all of these populations through co-enrollment and other avenues.

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

The Mountain Area's Youth Program Operators currently provide follow-up services for NextGen Youth who have completed WIOA Title I short-term or long-term training and are seeking employment or have entered employment, as well as training for their general education diploma. Staff conduct these follow-ups in person, by telephone and/or by email if the individual is seeking employment, and by phone and/or email once the individual has entered employment. Follow-up services continue for a minimum of 12 months after the first day of employment, when the participant exits from the WIOA program Mountain Area Workforce Development Board places significant emphasis on providing follow-up, since we recognize most of our clients have many barriers to employment. Working with the clients proactively can help the individual remain employed and make progress on their self-selected career pathway.

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.

If yes, attach the Youth Incentive Policy to include:

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

Name document: Local Area Name Youth Incentive Policy.

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

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.

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

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)]

The Local Area's NCWorks NextGen Youth Program assists the youth in obtaining an industry recognized post-secondary credential, in addition to their High School Diploma or the equivalent certificate to a High School Diploma. As part of the youth's education and training, work based learning opportunities, apprenticeships, internships, job shadowing, etc., will be expanded to include as many youths as possible. We also now co-enroll youth in the adult group for more access to training. A special emphasis is placed on helping youth who have barriers to employment and who are in need of supportive services. Youth unemployment is a significant challenge nationwide and data indicates that youth unemployment can have lasting negative impacts on the individual. The earlier the youth can receive work experiences and connection to employment, the better opportunity the youth will have to improve their skills and to maximize their employment and earning potential. An industry recognized postsecondary credential is almost essential to earning a wage that pays a self-sufficient wage. For those youth who do not earn their High School Equivalency, face almost insurmountable barriers to reaching their career goals. The Youth Committee will assess the needs of youth populations as they relate to future workforce preparation and will encourage the coordination of services, activities and support that will enable youth to successfully attain their career goals.

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

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: Local Area Name Youth Program Elements

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

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)]

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

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)] 15.17.

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

- a. If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided..
- b. If yes, please provide a response to the following:
 - a) Provide the committee's purpose/vision.

The purpose of the Youth committee is to help all youth, including but not limited to WIOA eligible in school and out of school youth, obtain the necessary education and training to be able to earn a wage that will lead to self-sufficiency.

- b) Provide the committee's top three goals or objectives for PY 2021.

- 1. more effectively connect youth with career pathways***
- 2. exceed 20 percent youth work experience expenditures***
- 3. collaborate with agencies in the region serving youth to increase economic mobility and opportunity***

- c) List of members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in the first block (who must be a WDB member.) Name document: Local Area Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

The Mountain Area's Youth Committee Members List is attached in WISE.

- c. Complete the following chart for the PY 2021 Youth Committee's planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
August 19, 2020 October 21, 2020	4:00 PM	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806
February 16, 2021	4:00 PM	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806

April 23, 2021	4:00 PM	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806
June 22, 2021	4:00PM	Virtual Meeting 339 New Leicester Highway, Suite 140, Leicester, North Carolina, 28806

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

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

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

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
Innovation Grant Funding for Early Childhood Development Educators ARC Inspire Grant in partnership with the SouthWestern Board Covers 11 counties	Funding for Early Childhood Educators to develop their skills to be substitute teachers. Proposed elements for WNC Recovery to Career focus on building collaboration and resource sharing across the two regions, assuring participants are job-ready and securing employment. These elements meet participant and business needs including: Increased service coordination across counties and communities; Increased access to direct service recovery resources; Addressing resource needs for wrap-around services; Building relationships with employers and Expanding resources available to the recovery ecosystem.	February 22, 2019- June 30, 2021 May 3, 2021	Innovation Grant \$400,000 \$475,015
Finish Line Grant	Supportive Service funding for Emergency services if a student is 50% complete in their training (Training must be Board-approved for WIOA support)	September 12, 2018-June 30, 2021	Supportive Service \$310,000
National Dislocated Worker Grant-	Dislocated Workers	July 1, 2020-March 31, 2022	\$150,000

Employment & Training Disaster Relief Temporary Employment- Contract Tracers	Dislocated Workers	July 24, 2020 – March 31, 2022	\$75,000
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2. Describe one of the Local Area WDB’s best adult/dislocated worker program practice.

One of the best adult and dislocated worker program practices is that case managers help the participant in the beginning to narrow down training to the best option for employment, training to better qualify them for a permanent position and better prepare them for employers, so they can make the highest wage possible. Due to the scheduled closure of a large manufacturing facility, a WARN notice was issued in February 2020 for a closure date of December 2022. In an effort to assist affected workers who met dislocated worker eligibility, the Board offered financial support for on-line training and certifications to upskill these individuals. This allows the incumbent to obtain training and certifications that will be critical to their next job. Training and certifications are offered for high demand jobs in advanced manufacturing in the local area.

3. Describe one of the Local Area WDB’s best youth program practice.

One of the best youth practices is to co-enroll youth and adult, which help students access more training. There is lack in funding with youth, since there is no other way to obtain funding, other than from the State.

4. Describe one of the Local Area WDB’s regional strategy that has yielded positive results.

One of the best regional strategies that has yielded positive results is co-enrollment to be able to help the participant more and increase the Mountain Area’s Performance Measures.

5. Describe one of the Local Area WDB’s Incumbent Worker or other business services best strategy.

One of the best strategies for business services as a whole is to share policy and guideline information with the employers, so they can better assist the participant in the explanation of the program and collection of documentation.

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: Local Area Name, Policy Name.
 - 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)	Yes	No
2. Competitive Procurement Policy (PS 19-2017, Change 2)	Yes	No
3. Conflict of Interest Policy (PS 18-2017)	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy (PS 04-2015, Change 1)	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy (PS 03-2017)	Yes	No
10. Youth Work Experience Policy (PS 10-2017)	Yes	No
11. Supportive Services Policy (PS 10-2020)	Yes	No
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	Yes	No

2. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the 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)	Yes	Yes
2. Local Area Needs-Related Policy	No	No
3. Local Area Transitional Jobs Policy	Yes	No
4. Local Area Youth Incentive Policy	No	No

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

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

Procedures for determining case-by-case exceptions for training that may be allowed	Based on the individual needs and circumstances as determined by the case manager. The ITA policy allows for the case manager to request that an exception may be allowed on a case-by-case basis.
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Individual Training Accounts (ITA) Summary	
Period for which ITAs are issued (semester, school year, short term, etc.)	Each Semester an ITA is issued for Participants in long-term, curriculum training leading to a Certificate, Diploma or Associate's Degree.
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Items, which are integral to training, including required uniforms, tools, exams (i.e. ATI for Nursing Students), etc. are part of the training expense, which may be expensed to the ITA, and not a supportive service, as per the Mountain Area's Supportive Service Policy.
Other	

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

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

Note: The Local Area WDB must adequately safeguard all forms of supportive services payments (i.e., gas cards, cash, gift cards, etc.) and assure that they are used solely for

authorized purposes. The Supportive Services Policy must include the Local Area WDB's internal controls to safeguard supportive services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.

Attachment Checklist from 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*)
- ☐ Local Area WDB Youth Committee Members (*optional*)
- ☐ Local Area WDB Youth Services Providers ([*form provided*](#))
- ☐ Local Area WDB Youth Incentive Policy (*optional*)
- ☐ Local Area Adult/Dislocated Worker Work Experience Policy (PS 10-2017)
- ☐ 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)
- ☐ Local Area Oversight Monitoring Policy, Tool, and Schedule
- ☐ Priority of Service Policy (PS 03-2017)
- ☐ Youth Work Experience Policy (PS 10-2017)
- ☐ Local Area Supportive Services Policy
- ☐ Local Area Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- ☐ 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.

Appendices

By-Laws Required Elements

[A](#)

By-Laws Guidance

[B](#)

Guidance Regarding Meetings and Conferencing via Electronic Means

[C](#)

Local Area WDB Membership Requirements

[D](#)

NC Local Area WDB By-Laws Required Elements

At a minimum the Local Area WDB by-laws must include the following items for Division of Workforce Solutions approval.

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

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

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

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

8. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
10. The Board's policy assuring attendance and participation of its members.
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
12. Any standing committees the Board has established shall be included in the by-laws.
13. The Board's conflict of interest policy, which may not be any less stringent than the requirements of the Division's Policy, shall be referenced in the by-laws.
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.

16. The Board will meet no less than four times per program year.

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

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

NAME HERE WDB By-Laws

Article 1 **Name and Purpose**

Section 1. Name

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

Section 2. Purpose and Responsibilities

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

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

The Board responsibilities shall include:

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

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

Article 2

Board Members

Section 1. Appointment

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

The number of business sector nominees shall be at least 51 percent of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a

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

Section 2. Composition

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

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

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

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

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

- (i) shall include a representative of economic and community development entities;
- (ii) shall include an appropriate representative from the state employment service office under the Wagner-Peyser Act serving the local area;
- (iii) shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;

- (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
- (v) may include representatives of philanthropic organizations serving the local area; and

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

Section 3. Tenure

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

Letters of resignation must be submitted to the NAME HERE WDB Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be

considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.

Section 6. Vacancies

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

Article 3 **Meetings**

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

Local Area Board Conducts Business Openly: The Local Area Board must conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the local Board. (20 CFR 679.390) This includes:

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4 **Organization**

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5 **Committees**

Section 1.

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

Section 2.

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

Section 3.

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

Article 6
Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7
Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

Signed:

Board Director Printed Name and Signature

Date

Chief Elected Official Printed Name and Signature

Date

Board Chair Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

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

Appendix C

Guidance Regarding Meetings and Conferences via Electronic Means

- F. When a motion is made, and seconded, and discussion regarding the motion begins, the Chair will check that the connection with remote location(s) where members are present is active. Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.
- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.
- H. The procedures outlined above shall also apply to each Board and its Committee members.

Local WDBs Membership Requirements

Representative of Business	Who May Satisfy the Requirements
(WIOA Section 107(b) (2)(A))	<p>The majority of the members of the Local Board must be representatives of business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Boards may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> • be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority; • provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and • are appointed from among individuals nominated by local business organizations and business trade associations.
Representative of Workforce (WIOA Section 107(b)(2)(B))	<p>Not less than 20 percent of the members of the Local Board must be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> • must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; <i>[In North Carolina, such examples include the North Carolina Association of Educators (NCAE) or the State Employees Association of North Carolina (SEANC)].</i> • must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists, and may include: <p>In addition to the representatives enumerated above, the Board may include the following to contribute to the 20 percent requirement:</p> <ul style="list-style-type: none"> • one or more representative of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and

	<ul style="list-style-type: none"> • one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs or eligible youth, including representatives of organizations that serve out-of-school youth.
Representatives of Education and Training (WIOA Section 107(b) (2)(C))	<p>The balance of Local Board membership must include:</p> <ul style="list-style-type: none"> • At least one eligible provider administering adult education and literacy activities under WIOA Title II; • At least one representative from an institution of higher education providing workforce investments activities, including community colleges; and • At least one representative from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> • Economic and community development entities; • The state Employment Service Office under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and • The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title. <p>In addition to the representatives enumerated above, the CLEO may appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> • Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment; • Governmental and economic and community development entities who represent transportation, housing, and public assistance programs; • Philanthropic organizations serving the local area; and • Other appropriate individuals as determined by the Chief Elected Official.

Source: USDOL Training and Employment Guidance Letter (TEGL) 27-14.