

**North Carolina Modification  
for**

**Cape Fear Workforce Development**

**Workforce Innovation and Opportunity Act Title I  
Plans**

**July 1, 2021 – June 30, 2022**

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

## Local Title I WIOA Instructions

### Introduction

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

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

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

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

North Carolina policy information is available at <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs 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.

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**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 localBoard’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.

Cape Fear Workforce Development Board

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

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

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

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

<b>Name:</b> Ginger Brick	<b>Title &amp; Salutation:</b> Workforce Development Director
<b>Organization:</b> Cape Fear Council of Governments	<b>Address:</b> 1480 Harbour Drive Wilmington, NC 28401
<b>Phone number:</b> (910) 274-0347	<b>Email address:</b> gbrick@capefearcog.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.

<b>Name:</b> Mike Forte	<b>Elected Title &amp; Salutation:</b> Chairman
<b>Government:</b> Brunswick County Board of Commissioners	<b>Address:</b> P.O. Box 249, Bolivia, NC 28422
<b>Phone number:</b> (910) 253-2017	<b>Email address:</b> commissioner.forte@brunswickcountyn.c.gov

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.

<b>Name:</b>	<b>Title &amp; Salutation:</b>
<b>Business Name:</b>	<b>Address:</b>
<b>Phone number:</b>	<b>Email address:</b>

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

<b>Name:</b> Dawn Tucker	<b>Title &amp; Salutation:</b> Finance Director
<b>Organization:</b> Cape Fear Council of Governments	<b>Address:</b> 1480 Harbour Drive Wilmington, NC 28401
<b>Phone number:</b> (910) 395-4553	<b>Email address:</b> dtucker@capefearcog.org

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

<b>Name:</b> Allen Serkin	<b>Title &amp; Salutation:</b> Executive Director
<b>Organization:</b> Cape Fear of Council Governments	<b>Address:</b> 1480 Harbour Drive Wilmington, NC 28401
<b>Phone number:</b> (910) 395-4553	<b>Email address:</b> aserkin@capefearcog.org

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

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

Cape Fear Council of Governments DUNS number: 075560334  
 System for Award Management' (SAM) registration status is current and has an  
 expiration date of January 23, 2022.

10. Provide the name of the Local Area WDB's Equal Opportunity Officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. [\(PS 07-2018\)](#)

<b>Name:</b> Karen Schraml	<b>Title:</b> Compliance Accountant
<b>Organization:</b> Cape Fear Council of Governments	<b>Address:</b> 1480 Harbour Drive Wilmington, NC 28401
<b>Phone number:</b> (910) 395-4553	<b>Email address:</b> kschraml@capefearcog.org

*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: *Cape Fear WDB List*. See [Appendix D](#) for Local Area WDBs' membership requirements.

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

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

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

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 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](#).*

As specified in our Bylaws, the Chief Elected Officials (CEO) are notified of impending and immediate vacancies to ensure appointments are made efficiently and without detriment to the board.

The CEO ensures that the board complies with the requirements of fifty-one (51%) percent of the members must be representatives of the private sector and twenty percent (20%) shall be from organized labor or community organizations. It shall be the aim of the chief elected official to appoint individuals to the Cape Fear WDB who represent the industrial and demographic composition of the local area and to ensure that the composition of the Cape Fear WDB is representative of the minority and female population of the local area.

13. Attach the WDB by-laws including date adopted/amended. By-laws must include the required elements found in [Appendix A](#). Name document: *Cape Fear WDB by-laws*.
14. To demonstrate that the attached WDB by-laws comply, complete [By-Laws Required Elements–Crosswalk chart](#).

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

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 Cape Fear Area Plan will be posted on the Cape Fear Council of Governments website <https://capefearcog.org/workforce-development/>. The plan is publicly posted for a minimum of thirty days and is also available to the public for viewing at the Cape Fear COG/WDB office. In this time of Covid, those requesting to view the plan in person must do so by appointment by emailing [gbrick@capefearcog.org](mailto:gbrick@capefearcog.org) or calling 910-274-0347.

Public Comments will be accepted via email at [gbrick@capefearcog.org](mailto:gbrick@capefearcog.org) or in writing via mail to the attention of Ginger Brick, Cape Fear Workforce Development Board Director, at 1480 Harbour Dr, Wilmington, NC 28401.

*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: *Cape Fear WDB Organizational Chart*.
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]

Date	Time	Location (include address and room #)
August 11, 2021	3:30 – 5:00 pm	By virtual platform Zoom
October 13, 2021	3:30 – 5:00 pm	By virtual platform Zoom
December 8, 2021	3:30 – 5:00 pm	By virtual platform Zoom
February 9, 2022	3:30 – 5:00 pm	By virtual platform Zoom
April 13, 2022	3:30 – 5:00 pm	By virtual platform Zoom
June 8, 2022	3:30 – 5:00 pm	By virtual platform Zoom

**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](#).

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: *Cape Fear Certification Form*.

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

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: *Cape Fear Signatory Page*.



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

## II. Local Area Strategic Planning

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

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

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

The CFWDB recently took the lead to convene stakeholders from the four-county Cape Fear Region to embrace the five conditions for collective impact: common agenda, shared measurement, mutually reinforcing activities, continuous communication, and serve as the backbone organization for the myFutureNC Educational Attainment Collaborative. Recognizing the complexities of the current environment caused Covid-19 and the interconnectivity of the stakeholders gives us an opportunity to align with intention and solutions. Specific goals to be accomplished through this collaborative, but not limited to, are:

- Partnering with local industries to improve training, certification, education attainment, and diversity needed for their growing workforce demand.
- Improve high school graduation rates and post-secondary credentials achievement by at least 3% in the region with a focus on impacting the underserved population.

- Access to high-speed internet across the four-county region to ensure that all individuals seeking educational opportunities have access.
- Address most common barriers preventing equity in attainment: childcare, transportation, and financial barriers.

Ultimately, success would be a sustainable framework that continues to be guided by community driven research with engaged stakeholders from higher education, workforce development, and industry creating innovative solutions to the always changing needs of our region.

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 Cape Fear WDB staff 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 in three ways: engagement with partner agencies, Human Centered Design, and integrated service delivery.

Engagement with agencies who serve special populations: The Cape Fear WDB region is fortunate to have many non-profit agencies that work closely with populations who are impacted by unemployment and/or underemployment due to low literacy, involvement with the justice system, etc. NCWorks Career Center staff engage these agencies to offer access to a range of services that begin with basic career guidance and assessment and culminate in careers and/or credentials in high-growth sectors. In partnering with NCWorks, these agencies can expand their scope and provide wrap-around services that enhance the rate of success for individuals with barriers to employment.

Human Centered Design: The Cape Fear WDB emphasized an approach that initiates with the needs of the client. The Cape Fear WDB expects excellence in customer services, and NCWorks Career Center staff trained in active listening, respectful communication regarding barriers, thorough objective assessment, and linkages to training and employment services that will enhance success. For clients enrolling in the NCWorks Title I programs, NCWorks staff meet regularly with their clients to amend individual employment plans and form contingency plans to reduce unsuccessful outcomes. For clients who develop barriers during program participation, NCWorks staff utilize a Human Centers approach to referrals to wraparound services.

Integrated Services Delivery: The Cape Fear WDB understands that the NCWorks reputation is dependent upon highly skilled, cross trained, friendly staff who deliver results. Regular meetings between internal core programs enable staff to collaborate in support of clients. For example, NCWorks program staff meet frequently with the Employment Services functional team to compare job openings to their list of clients who are becoming job ready. This targeted approach enhances the employability of jobseekers with barriers when the Employment Services team recommends them for work-based learning or direct placement opportunities.

The Cape Fear WDB has two Certified Career Pathways in Healthcare and Construction. NCWorks Career Center staff are trained to inform clients of the various access points and education requirements for careers in these fields. NCWorks staff are also trained to provide information on the NCCCS and DPI sixteen career clusters and utilize O\*Net and MyNextMove to illustrate career access points and determine a starting point for stackable, industry-recognized credentials for the Cape Fear WDB region. Cape Fear WDB staff and NCWorks staff work closely with the three local community colleges, the University of North Carolina Wilmington, and local Literacy Councils to connect and support clients in the path toward a portable credential.

The Cape Fear WDB has been conducting research in anticipation of expanding our Eligible Training Provider list to better meet the needs of participants with barriers to employment.

People in entry-level positions have been impacted severely in this current economic crisis. In a robust economy, these workers were sufficiently employed. It is important to recognize the potential influx of new Title I participants who will need work-based learning and education services and prepare NCWorks staff to respond with co-enrollment and linkages to job-readiness training and stackable credentials.

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)]

Incumbent Worker Training - Outreach for this grant focusses on businesses that are aligned to the growing industries and in-demand occupations of our region. Small businesses are also a specific focus of this grant. The trainings in which this grant may fund should have an impact on the business's stability, and competitiveness as well as the employees' opportunity for career growth.

Sector Strategies – The Cape Fear WDB is part of a co-convening team that was awarded state assistance in the fall of 2020 to lead a Next Generation Sector Partnership with the manufacturing industry in the Cape Fear Region. The partnership focusses on employer led initiatives from workforce development to education partnerships to elevating the industry in the region.

The Cape Fear Workforce Development Board’s Business Engagement Manager routinely works closely with the Chambers of Commerce across the CFWDB region, as well as local and regional Economic Development representatives, to increase the footprint of business services in the region.

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 Cape Fear WDB region includes three community colleges who deliver Title II (Adult Education and Literacy) activities and two Literacy Councils, one of which also receives Title II funding. All colleges and both Literacy Councils partner closely with local NCWorks Career Centers to engage eligible clients in Adult Education and Literacy activities. The initial access point for clients is the Welcome Team. The Welcome Team has been trained to identify potential literacy barriers. For example, clients may give clues that indicate a low reading level or limited English proficiency. Additional assessments provide information on education levels, which may also indicate a need for Title II services to support the individual’s career goals. When clients are enrolled in Title I programs for education services, they are asked to complete an academic assessment. If it determined that a client could benefit from adult education and literacy services, scores and referrals are delivered under the Human Centered philosophy.

In addition to these individual services, our Title II partners conduct information sessions at NCWorks, serve as staff in the Computer Resource Center, provide work-readiness training, and participate in NCWorks resource fairs. In turn, NCWorks staff support on-campus job and/or resource fairs and host events at Literacy Council sites to promote continued awareness and collaboration. Through partnerships with Title II, Literacy Councils, and the University of North Carolina Wilmington’s El Centro Hispano, the Cape Fear WDB provides annual cultural awareness training and training on best practices for literacy sensitivity to our regional NCWorks staff and partners.

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 (29U.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)]

The Cape Fear WDB initiates an annual Memorandum of Understanding that provides for coordination among required and optional WIOA partners. Provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, and cooperative efforts, are included in this MOU. Within each NCWorks Career Center, the One Stop Operator maintains a partner schedule that includes the onsite presence of representatives who specialize in working with persons who have a disability. Weekly staff meetings and monthly partner meetings include updates on best practices, resources, and professional development opportunities. When possible, programs are encouraged to enroll shared clients to maximize resources, reduce duplication, and provide additional support to the customer.

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)]

Following guidance set forth by the state-level Workforce Development Board, the Cape Fear WDB operates under a continuous improvement model to become and remain a high-performing board. As with our programs, Cape Fear WDB evaluates itself on data management, fiscal management, performance management, and collaborative partner relationships, the latter being the most important measure of a high-performing board.

The Cape Fear WDB embraces the call to action under Governor Cooper’s Job Ready Initiative and aims to provide oversight to the Cape Fear WDB region with that as a guide. Represented by private sector members from in-demand industries, the Cape Fear WDB is employer-driven. In conjunction with directives given by the Governor’s Office and the NCWorks Commission, the Cape Fear WDB directs its staff to identify opportunities for higher efficiency and measurable effectiveness in developing the talent pipeline. With representation also from public agencies, board staff remain aware of opportunities for increased collaboration among partners, and direct NCWorks One Stop Operators to strengthen the outcomes from monthly leadership team meetings.

At committee meetings and full Cape Fear WDB meetings, a “dashboard” illustrating monthly NCWorks Career Center performance is included for discussion. Monitoring reports conducted by board staff are shared so board members are aware of contract performance. Monitoring of Cape Fear WDB staff is shared so that board members are aware of data management practices. Fiscal management information is shared at monthly Finance Committee meetings and bimonthly full board meetings.

Beyond its oversight to WIOA Title I programs, the Cape Fear WDB understands its broader roles and responsibilities and strives to create a public workforce system that builds our regional economy and supports the needs of jobseekers and business.

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.

The CFWDB has a designated Special Projects Manager who performs direction and oversight to short-term and long-term special projects under the Cape Fear Workforce Development Board across Brunswick, Columbus, New Hanover, and Pender counties. Special Projects may include Workforce Innovation and Opportunity Act programs, National Dislocated Worker Grants resulting from natural disasters, other special grant opportunities made available to Workforce Development Boards designed to enhance program services, and/or priority initiatives as directed by the North Carolina Governor, regional elected officials, NCAWDB, or USDOL.

The CFWDB applied for funds to support jobseekers impacted by the Covid pandemic in the previous Program Year. The National Dislocated Worker Grant for Covid-19 will be continued in PY21 until it is determined to no longer be necessary. Across the Cape Fear WDB region, businesses are resuming normal operations and many industries are in critical hiring mode. Board staff will continue to train NCWorks staff on use of labor market information, how to identify transferable skills, and education/work-based learning opportunities available to dislocated workers impacted by Covid.

### **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 Cape Fear WDB employs a Business Engagement Manager, who serves as the liaison between the Cape Fear WDB, Cape Fear WDB Business Engagement Committee,

and the NCWorks Career Center partners. The Business Engagement Manager either coordinates or participates in outreach to businesses via business services teams. The Business Engagement Manager attends meetings with business and industry groups, professional associations, Economic Development organizations, and member organizations, such as Chambers of Commerce to always be in a position to listen and respond to the needs of business.

Within every Cape Fear WDB NCWorks Career Center, the One Stop Operators, and the functional employment teams support business services. As such, these staff often participate in business services team meetings and/or One Stop Operator meetings. The cross-agency approach under the direction of one Business Engagement Manager, supports efficiency in identifying tools to meet immediate hiring needs and to redirect NCWorks to focus on new and emerging industries. NCWorks staff and partners are engaged throughout the process of developing Certified Career Pathways, and staff bridge the talent gap by training a highly skilled workforce for in-demand occupations.

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

Cape Fear WDB provides NCWorks outreach through social media and participation in meetings with business and partner agencies. The state procured an outside agency to develop an outreach campaign, and Cape Fear WDB adheres to the initial guidelines established under the NC Department of Commerce in conjunction with this group. Cape Fear WDB amplifies the message through its media channels, website, social media, and presentations to stakeholder groups.

Under the Cape Fear COG/WDB contract with procured service providers, agencies must use the NCWorks logo and branding, rather than their agency of record, when conducting business funded by Title I. This includes collaboration at meetings where a logo may be published, training provided by agencies using Title I funded staff, and presentations at conferences when staff are employed within a Cape Fear WDB NCWorks Career Center.

Under the direction of the Business Engagement Committee, the Cape Fear WDB is working to find other avenues for branding. Current work is being performed around creating a monthly newsletter, window stickers for businesses hiring to direct job seekers to NCWorks to apply and sharing services via media outlets like NPR.

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

The Cape Fear WDB addresses challenges for job growth and business expansion across the four-county board region by listening to business and industry. During Cape Fear Workforce Development Board meetings, the Chair provides time for private sector members to share hiring opportunities and weaknesses in the talent development pipeline



in industry sectors. Across the board region, partner agencies work together to address the needs of existing and emerging business through regional outreach teams. Outreach teams work together to call upon local companies to determine needs that can be addressed through NCWorks partners. The Cape Fear WDB engages businesses of all sizes, assisting with stabilization and expansion through better hiring and/or training services. In this time of economic downturn, unemployment rates are higher than in the previous year, but many companies remain struggling to identify, train, and retain qualified employees. NCWorks aims to mitigate hiring barriers through local and regional business engagement teams. Business engagement teams are comprised of Cape Fear WDB staff, local NCWorks staff, county Economic Development representatives, local community college customized training partners, the University of North Carolina at Wilmington, and community-based organizations who focus on aligned Workforce Development initiatives, such as Employment and Training.

Coordinated by Cape Fear WDB staff or partner leadership, these teams determine braided solutions to meet the specific needs of companies through products such as On-the-Job Training, Incumbent Worker Training, Work Opportunity Tax Credit, Customized Training, Apprenticeship (and/or pre-apprenticeship), etc. Beyond the Cape Fear WDB region, staff coordinate Workforce Development solutions with partners from adjacent Workforce Development Boards, representatives of the state's regional prosperity zones, and the Southeast Economic Development Partnership, which leads Economic Development across nearly twenty counties in southeastern North Carolina. These partnerships enhance the Cape Fear WDB's network.

In order to keep pace with the changing needs of the economy and businesses, the Cape Fear WDB is participating in a Talent Pipeline Management (TPM) collaborative with the construction industry, a business led initiative, to provide strategic alignment between classroom and career that better supports students in their transition to the workforce.

The Business Engagement Manager at Cape Fear WDB is also completing training to become a TPM practitioner to assist with leading strategic TPM collaboratives in other sectors facing challenges in the region.

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

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

The Cape Fear WDB embraces innovation and desires to implement strategies that drastically improve our public workforce system. In recent years, the Cape Fear WDB used a Planning Grant to begin the process of performing a gap analysis on services for disconnected youth in the Cape Fear WDB region. That grant pointed to a deficiency in targeted products and services that engage youth in their employment and training journey. Cape Fear WDB staff have since begun the process of establishing Youth

Councils in each county to serve as a catalyst for information between the Cape Fear WDB and youth-facing organizations. The first of these Youth Councils exists in Columbus County, where agencies were most easily engaged in shared initiatives. This Youth Council approach has been successful, and the Youth Standing Committee of the Cape Fear WDB has met periodically with the Columbus County Youth Council to plan outreach events and evaluate products that could best serve rural youth. This community-based approach will enable our NCWorks programs to connect with young adults and guide them toward jobs of the future. Another way that the Cape Fear WDB is moving toward innovation is the plan for an older workers internship program. This program is designed to transition underemployed, experienced workers to jobs with projected growth. Cape Fear WDB staff are also exploring virtual tools for jobseekers, virtual training options to add to our Eligible Training Provider list, entrepreneurial training for youth and adults and the development of intensive satellite NCWorks connection sites where jobseekers can receive work-readiness training and companies can connect with local jobseekers. With the purchase of EMSI we have been able to utilize data to identify career trends for participants, provide local businesses information about employment trends and business growth opportunities.

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

The Cape Fear WDB promotes work-based learning as a tool for employers to train the talent they need while offsetting the cost of that training time. NCWorks Business Services staff, under the direction of the One Stop Operator, identify companies that could most readily benefit from Work-based learning, such as On-the-Job Training, and work to provide adequate talent to fill those positions. Programs such as OJT and IWT have grown via referrals from employers who understand the benefits of these services.

Another way that companies are engaged in work-based learning is through the North Carolina's Business Committee on Education's "Navigator" platform that connects actual companies with young in-school and out-of-school youth who can benefit from their business knowledge, thereby preparing youth for jobs of the future.

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

Under the Cape Fear WDB, NCWorks Career Center staff provide current, relevant information that will enable clients to make informed career choices. In addition to their work with public-sector employment and training partners, NCWorks Career Center staff engage with local and regional companies to identify immediate training and employment options, including high-demand, short-term credentials, two-year degrees, and On-the-Job training opportunities.

To qualify for the individualized career services offered through NCWorks, interested clients must be determined eligible, complete at least one objective assessment, and have either career and/or training services explained on their individual employment plans. Career guidance and training are braided for maximum use of resources. For formalized classroom or virtual education, Individual Training Account forms are completed. For formalized employment-based training, Work Experience or On-the-Job Training contracts are initiated. NCWorks also offers "follow-up" career services for a period of twelve months after obtaining unsubsidized employment.

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

The Cape Fear WDB procured One Stop Operator services via board vote on May 13, 2020. The One Stop Operator contracts began July 1, 2020 under contract for one year with the option to renew for two additional years. Based on evaluation of services, the WDB has decided to continue the contract for PY2021. Dates for procurement for PY22 will be released at the Board's discretion in the Spring of 2022.

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

Training services are determined by the individual's employability in their current/desired labor market, objective academic and skills assessment(s), evaluation of interests and barriers, and the completion of an Individual Employment Plan. Each participant is screened for transferable skills to ensure that NCWorks customers are not forced to remain in an occupation/industry for which they are not well-suited or in which they are currently or projected to be underemployed.

If assessments indicate suitability for an in-demand occupation with a bright outlook, but training is needed, customers may be eligible for training services.

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

NCWorks provides "follow-up" services for a period of twelve months after obtaining unsubsidized employment. During this critical time, participants are supported by their Career Advisor in maintaining employment and connecting to resources for stability.

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](http://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.

NCWorks Career Center staff are trained in NCWorks Online by a DWS Analyst and the Cape Fear WDB SuperUser. This shared approach introduces the staff to both agencies for NCWO support needs. Once the individual has been trained in NCWO, the Request for Access is authorized by the Cape Fear WDB SuperUser and/or Director.

Ongoing training occurs remotely via the NCWorks Training Center's "Welcome to Workforce" and in-person under the One Stop Operator, functional team lead, and, of course, their formal program manager. When appropriate, staff are trained to conduct Title I information sessions, RESEA, management of the CRC and welcome function, employer services, and employment team services. Additionally, Cape Fear WDB staff conduct quarterly training sessions and ongoing technical assistance to ensure adequate management of data, performance, expenditures, and partner relationships, EO compliance, policy knowledge, and expectations of the Cape Fear WDB. When possible, supervisors are encouraged to participate in the "STAR" (Successful Teams Achieve Results) leadership class, offered by the NC Division of Workforce Solutions through the NCWorks Training Center. STAR improves quality and consistency in service delivery.

Integrated Services Delivery is a method for a unified team approach to customer services, and it is reinforced daily by the One Stop Operator. Under ISD, staff work in functional teams that support priorities for participation and outcomes. Cape Fear WDB staff include all NCWorks staff in annual training and encourages participation of agencies at Cape Fear WDB meetings and events.

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

Integrated Services Delivery allows NCWorks Staff across programs to coordinate and maximize resources while avoiding duplication of services. Regular meetings between internal core programs such as Title I and Title III staff enable staff to collaborate in support of clients and seek opportunities for co-enrollment and additional support.

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

Veteran status is requested at initial engagement and those identified are provided with the required priority services and connected to Veterans Services Staff as appropriate. Collaboration between internal core programs enable staff to effectively support military veteran customers and seek opportunities for co-enrollment and additional support.

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

NCWorks staff utilize computer-based technology to assist clients with better accessibility. The Division of Workforce Solutions provides free interpretive services, and many computer-based options allow for better visibility, hearing, voice to text, and reading applications. Clients are informed of assistance available to them via EO messages on NCWorks materials and signage within each career center. Facilities are evaluated for ADA compliance, and all Cape Fear WDB regional career centers have been Certified by the NCWorks Commission as having met these criteria. NCWorks staff adhere to Vocational Rehabilitation guidance and recommendations. In addition to the provision of physical and programmatic accessibility, outreach is conducted with partner agencies to share resources to meet the advanced needs of clients.

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)]

Integrated Services Delivery allows NCWorks Staff across programs to coordinate and maximize resources while avoiding duplication of services. Regular meetings between internal core programs enable staff to collaborate in support of clients and seek opportunities for co-enrollment and additional support.

In addition, the Cape Fear WDB understands the need to provide clear and consistent information. For that reason, the Cape Fear WDB Director participated in the development of UI Communication training for NCWorks Career Center staff under the Division of Employment Security (DES). Cape Fear WDB NCWorks Career Center staff were trained on the DES-required communication protocols. The Cape Fear WDB requires that One Stop Operators post and share materials that were created By DES. Having adequately trained NCWorks staff better serves the unemployment insurance customer who may not understand where or how to manage their compensation.

Once the client's initial UI need has been met, NCWorks staff redirect clients toward a successful job search. NCWorks staff are trained to use the Human Centered approach to offering additional NCWorks basic and individualized career services. Ideally, this occurs before the client is required to participate in a RESEA. When optimized, NCWorks can mitigate myriad issues caused by unemployment. When retraining is necessary, the relationship has been established to smoothly enroll the client into a Title I program

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: *Cape Fear Service Flow Chart 2021*.
12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b)(A)(iii)] Name document: *Cape Fear NCWorks Career Center MOU*.
13. Describe the Local Area WDB's method for providing oversight to include:
  - a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
  - 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 Cape Fear WDB receives monthly reports of NCWorks Career Center activity. Data points include numbers of businesses served, staff assisted services, Title I enrollments, and the numbers of individuals in Work Experience, On-the-Job Training, and Education services (ITA).

Between bimonthly Cape Fear WDB meetings, the NCWorks Committee of the Cape Fear WDB meets to discuss innovation, outreach, and the results exhibited by current One Stop Operator and program contractors. Periodically, the NCWorks Committee invites One Stop Operators to meet around specific topics, such as technology. Cape Fear WDB staff includes an Adult Programs Manager, who also oversees the One Stop Operators on behalf of the board. This Manager hosts weekly One Stop Operator calls to discuss customer flow, new priorities, and to hear any new developments from the agencies who work and/or partner within the career centers.

For program contract accountability, the Adult Programs Manager and the Youth Programs Manager monitor the data to ensure the Career Advisors are entering key information adequately to support outcomes. These Managers also routinely meet with program staff to support their professional development and confidence in serving clients.

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)]

Initial contact with a customer is captured electronically and customers are immediately encouraged to register with the NCWorks Online system. Staff who provide basic career services note the activity in the NCWorks Online system. Any documentation that is exchanged is then uploaded into the NCWorks Online system. All staff are trained to open appropriate activities and enter adequate case notes. This enables functional teams to support clients throughout their NCWorks experience. The Cape Fear WDB has recently allowed NCWorks to provide virtual enrollment services, and customers may supply documentation virtually. Signatures are collected using signature pads or a signature application for virtual enrollment. Staff are thoroughly trained by a DWS Analyst and the Cape Fear WDB SuperUser, the latter of which monitors activity to ensure compliance in protecting personal identifying information and managing data under Cape Fear WDB policies.

## **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;

NCWorks Career Center staff use current labor market data and projections pulled from NCLEAD, NCACCESS, Bureau of Labor and Statistics, and our Economic Development partners to inform priorities around education, short-term credentials, work-based learning, and staff professional development. A contract with EMSI Data has been procured for NCWorks Career Center and Cape Fear WDB staff to utilize to assist with understanding local economy, identifying industry strengths, and analyzing the workforce.

- Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;

When appropriate, NCWorks staff are trained to make appropriate referrals to specialized service staff, including Agricultural Services and/or Foreign Labor staff. At minimum, materials are available within each career center to make a qualified referral for primary support or blended services.

- Reaching out to education partners and economic developers; and

The Cape Fear WDB has developed a plan for blending Sector Strategies with Talent Pipeline Management and Next Generation Sector Partnerships that include both education partners and economic developers.

- Including persons with disabilities.

The Cape Fear WDB requires our regional career centers to serve as points of service for all jobseekers and employers. In each county, targeted collaboration with Vocational Rehabilitation, Services for the Blind, and services for Disabled Veterans exists to ensure those individual needs are met. Cape Fear regional NCWorks staff participate in annual EO training as well as quarterly updates from the Cape Fear WDB Equal Opportunity Officer.

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

The Cape Fear WDB staff periodically engage with adjacent Workforce Development Boards to align services around best practices. Staff have been trained on Sector Strategies, BusinessU, and Business Edge under the state Business Services team. Cape Fear WDB staff engage with other board-level business services staff at regional and statewide meetings and routinely share information via shared technology platforms. Cape Fear WDB staff collaborate with business-facing staff from our three local community college partners, the local university, several local Chambers of Commerce, and agencies that support small businesses and entrepreneurship.

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

Under the Cape Fear WDB, education, economic development, and business services are interdependent, Business Services staff listen to the needs of employers via Sector Strategies and learn from existing, expanding, and emerging industry to determine which business services will best benefit local and regional companies. Cape Fear WDB staff meet regularly with community college partners, local professional associations, and member organizations, such as Chambers of Commerce, to build a qualified workforce. The current Next Generation partnership within the manufacturing industry provides the Cape Fear WDB opportunities to work closely with economic development partners to strengthen the region.



## VI. Performance

USDOL has the following WIOA Performance Indicators:

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

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

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

The Cape Fear WDB region has experienced a period of continued growth and economic prosperity. Unfortunately, even in a period of low unemployment, jobseeker skills are not adequately aligned with the needs of business. Jobseekers have opted for gig jobs or flexible jobs, rather than enrolling in training that could lead to long-term career growth. The Cape Fear WDB region has also been impacted by natural disasters, resulting in clients leaving the area or not completing their programs. Columbus County experienced long-term devastation after hurricanes Matthew and Florence. Likewise, NCWorks programs have suffered turnover as staff find higher paying jobs in the private sector. A benefit, however, is that NCWorks has been able to support the employment goals of clients who are hardest to serve. In a period of low unemployment, companies have been open to hiring candidates with inconsistent work experience, criminal charges, and lower education. Companies are increasingly turning to NCWorks for their hiring needs, which will ultimately lead to better performance outcomes.

- 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?

We serve a rural community with a small population in areas like Columbus County and have therefore, not noticed a difference in the characteristics of the enrollees coming into the program. In our other service areas such as Brunswick, New Hanover, and Pender counties we had to immediately transfer our service delivery to virtual services overnight to continue to serve our customers with no existing model to stem from to follow as a guide. We found that many job seekers do not have the incentive to return to the workforce during this current time of the pandemic due to the UI incentives being offered at this time.

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

The hospitality industry was negatively affected by COVID-19. With restaurants having to pivot to take out only, numerous employees were laid off. In October 2020, a survey was given to the region's hospitality industry to seek information on what assistance they needed to sustain changes created by COVID-19. The majority of the businesses surveyed stated that they were slowly beginning to bring back employees as restaurants began to open a limited capacity. From 2019 – 2020 jobs in the hospitality industry decreased by 8% in the Cape Fear Region.

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

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

Cape Fear WDB staff engage with program staff on a weekly basis. NCWorks Online provides for virtual desk reviews of participant files, and errors are detected and corrected more efficiently. Staff do monthly performance checks using NCWorks Online reports and Futureworks predictive reports. Program staff are encouraged to manage their cases like a business and track their own performance, which is confirmed by board staff during these monthly checks. Contractors have access to Futureworks to continuously track their performance goals and outcomes on a weekly or monthly basis. Monthly reports are sent to contractor staff by board staff to help them stay on top of their agency's performance goals. Contractor staff are provided performance training at least twice a year from board staff.

The following are utilized within our board region:

- Virtual workshops, career fairs, career exposure events, pop up social distanced events for the community, virtual employer events.
- Staff use NCPerforms reports and conducts random sampling file audits in NCWorks. A weekly report is provided to the local area SuperUser on any corrections or findings that need to be addressed.

- Staff are held accountable for making the necessary corrections within the appropriate amount of time. Training is provided by contractor and board staff made available via recorded session for reference.

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

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

In the event the local area is not on track with meeting its yearly performance goals, CFWDB staff will provide additional technical assistance training to contractors to ensure that staff understands the importance of meeting all performance goals and outcomes. The CFWDB staff would recognize this may be a data management error and would retrain program staff to enter data and supportive documentation as part of their routine duties. Board staff will work with contractor staff to ensure that the appropriate information is being entered into the NCWorks system. Program managers and supervisors are responsible for checking files that are in our performance pool to capture the necessary performance outcome data to meet our goals. Also, One-Stop Operators are involved in the process to ensure that center staff are working together to find ways to help meet the local area's performance goals. If it is determined that poor data management has been a result of time constraints, Cape Fear WDB staff would work with the One Stop Operator on process improvements for their NCWorks Career Center.

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

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

Cape Fear WDB members are given performance dashboard reports at bimonthly Cape Fear WDB meetings. Time is allotted during the Cape Fear WDB meeting for program and One Stop Operator staff to explain issues impacting positive and/or negative performance.

Performance information is also shared at Cape Fear WDB team meetings, One Stop Operator meetings, and functional team meetings. Performance management, data

management, and fiscal management are three of the four pillars of program oversight that are routinely discussed at all levels.

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

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

The local area SuperUser provides training to contractor staff to ensure that all staff are made aware of fields in NCWorks online that needs to be completed to meet performance goals. The SuperUser provides ongoing updates to encourage and remind contractors to complete the necessary and required fields in NCWorks such as the Credential Tab and Measurable Skills Gain Tab prior to the customer exiting from the WIOA Title I program. Upon exit of the customer, contractor staff is required to complete the EDIT Closure Tab to complete the required category in regard to "School Status at Exit" to ensure that all the necessary and required information has been collected and properly recorded in NCWorks to help the local area meet its local goals.

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

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

Cape Fear WDB staff utilize a standardized monitoring tool and monitoring policy/process to conduct the monitoring visits and reviews of all contractors. A monitoring schedule is coordinated with the program managers and supervisors that conduct programmatic and fiscal monitoring. Monitoring is conducted annually and dates are confirmed with each contractor in writing. The monitoring visit begins with an entrance interview that provides the scope of the visit and issues identified during desk review. The visit concludes with an exit conference, informing contractors of strengths and weaknesses in their program operations. After corrections are made, an official letter is sent to the agency director with recommendations for operational

changes to data management, performance management, fiscal management, or partnerrelationships. Inventory is also checked during the monitoring visit.

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 Cape Fear WDB strives to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and competitiveness of the region. The Cape Fear WDB believes that WIOA presents opportunities to improve job and career options for our region's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. All WIOA services are delivered through a network of local NCWorks Career Centers. The vision and expected outcomes are that all customers (to include WIOA eligible adults, dislocated workers, and youth) who visit the NCWorks Career Center or access services online will achieve their desired employment goals. Each of the NCWorks Career Centers have dedicated Career Advisors assigned to work with WIOA participants to ensure they achieved their highest personal goal. In order to engage the community with NCWorks Services, outreach is conducted by NCWorks staff and board staff. The Board's One-Stop Operators share information about events, training services, and new job openings via social media and direct emails to public partners across the region. Title I staff conduct outreach across their service areas by attending community events, being accessible onsite at partner organizations, and posting information where jobseekers will see it. Title I and Title III staff work closely with Veteran's Services to share information on services available through NCWorks. The Business Engagement Manager for the board recruits at Rapid Response events.

## 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 CFWDB has developed policies and procedures to ensure that individuals are not discriminated against. Specific processes are outlined in the local area policy P-WDB-001-2018 (Nondiscrimination Policy and Procedures).

The CFWDB assures that the language contained in 29 CFR Part 38.25 is included in each application for financial assistance through contractual obligations with this Local Area. WIOA contractors are also required to include the required language in all applications as well.

CFWDB specific Assurances include:

- Veterans will be afforded employment and training activities;
- Compliance with the confidentiality requirements of 29 CFR 38.45;
- That no WIOA funds will be used to assist, promote, or deter union organizing;
- Compliance with all of the nondiscrimination provisions of WIOA Section 188, including the assurance that a Nondiscrimination plan has been developed and implemented under 29 CFR 38.54;
- Proper data collection and maintenance necessary to show compliance with the nondiscrimination provisions of WIOA section 188.

The CFWDB will ensure that contractors are complying and will comply with the requirements regarding the review of job training plans, contracts, and policies and procedures by:

- Ensuring each training provider seeking eligibility includes the equal opportunity assurance in its application for financial assistance under Title I of WIOA;
- By incorporating the EO assurance into each cooperative agreement, contract, or other arrangement whereby federal financial assistance under Title I of WIOA is made available;
- Assuring each approved training provider, contractor, and NCWorks Career Centers and affiliated sites are able to provide programmatic and architectural accessibility as required;
- Ensuring the procedures of job training plans, contract assurances and other similar agreements entered into by contractors are both nondiscriminatory and contain required language regarding nondiscrimination and equal opportunity.
- Reviewing/revising CFWDB WIOA Title I program policies to ensure they are nondiscriminatory in intent or effect.

As part of the monitoring process, samples of job training plans, contracts, and other agreements are reviewed to ensure nondiscrimination and contain the required language regarding nondiscrimination and equal opportunity.

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

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

The CFWDB's Equal Opportunity Officer is responsible for directing and implementing the Equal Opportunity (EO) Program. The EO Officer, in collaboration with the Workforce Development Director, develops reporting and monitoring procedures to ensure compliance with the Equal Opportunity requirements of the Workforce Innovation and Opportunity Act (WIOA) as administered by the Cape Fear Workforce Development Board. The Equal Opportunity Officer is responsible for coordinating a WIOA recipient's obligations and has developed the area's Nondiscrimination Plan. The Nondiscrimination Plan follows eight elements as outlined in 29 CFR 38.

Those elements are:

1. Designation of Local Equal Opportunity (EO) Officers, 29 CFR 38.28 to 38.33
2. Notice and Communication, 29 CFR 38.34 To 38.39
3. Assurances, Job Training Plans, Contracts, Policies, and Procedures, 29 CFR 38.25
4. Affirmative Outreach, 29 CFR 38.40
5. Compliance with Section 504, 29 CFR 38.12 to 38.17
6. Data Information Collection, 29 CFR 38.42 to 38.43
7. Compliance Monitoring, 29 CFR 38.51
8. Complaint Processing Procedures, 29 CFR 38.69 To 38.72; 38.85 to 38.88

The EO Officer regularly reviews policies and procedures, including any State issued policy statements. Additionally, the EO Officer conducts annual monitoring of our service providers to ensure they are following the current policies and maintain the proper EO posters. Annual training is also provided to all providers to ensure compliance with the CFWDB's Nondiscrimination Policy.



## 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)]

An identified strength of our existing Adult and Dislocated Worker education and training services is the Local Area's ability to quickly respond and adapt to changes. The Covid-19 Pandemic required that direct physical contact between customers and staff be halted or limited to slow the spread of the disease. The local area was immediately able to assess the needs and implement a plan of service to continue providing a high level of service to customers. Quick and clear communication to customers, along with the design and implementation of virtual service offerings allowed the local area to continue providing the full menu of services to the citizens of the Cape Fear Region.

However, with the change in service delivery methods for case management we also realized a weakness in alternative outreach and the need for expansion of offerings for services related to training as well as employment. The Local Area immediately reviewed and expanded options for online training options for training seekers, as well as identifying and implementing Virtual options for job seekers and employers. The Cape Fear Workforce Development Board began hosting Virtual Employment Fairs to connect businesses to talent.

In addition, these virtual offerings were supplemented by socially distanced drive-thru events around the region which would also address the needs of those who may be unable or uncomfortable with the online option. The Local Area plans to continue these innovative practices to further strengthen service offerings across our region.

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.

The Cape Fear Workforce Development Board's policies follow federal and state guidance for the procurement of grant-funded services. The Cape Fear WDB advertised the release of Adult and Dislocated Worker Requests for Proposals (RFPs) with local news media outlets in three of the four counties in the Cape Fear WDB region on February 17, 2021. In addition to these advertisements, the RFPs were shared with our established bidders' list and bidders' lists acquired from other Workforce Development Boards. For program services such as Title I Adult and Dislocated Worker, RFPs are typically issued biannually, but the Cape Fear WDB maintains a maximum period not to exceed three years.

Bidding agencies were encouraged to attend a bidders' conference on March 3, 2021 for the Adult and Dislocated Worker. Bidders were required to submit a Letter of Intent to Bid in order to be eligible. Questions submitted were responded to by Cape Fear WDB staff and shared with all agencies who submitted a Letter of Intent to Bid. The deadline for proposal submission is listed in the RFP and posted on the Cape Fear WDB website was March 24, 2021. Once proposals were received, Cape Fear WDB staff checked each proposal for general compliance. This included a checklist of required documentation, forms, and signatures.

The proposals were then shared with the review committees for evaluation. Review committees are comprised on Cape Fear WDB members. The review committees scored each proposal individually and met to discuss recommendations for funding. Once the committees made their recommendations, the Finance Committee of the Cape Fear WDB evaluated the recommendations and confirmed the allocation of funds. The process concluded with reports from each review committee chair, with recommendations, and full vote by the Cape Fear WDB.

The Cape Fear WDB procured Adult and Dislocated Worker program services via board vote on April 13, 2021. The Adult and Dislocated Worker program contracts will begin July 1, 2021 under contract for one year. At that time, performance will be evaluated to determine whether to continue the contract or issue an updated RFP for PY2022.

**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: *Cape Fear Adult and DW Providers 2021*.
4. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the Local Area. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. *Cape Fear ETPL Policy*.

The Cape Fear WDB staff review all potential training providers when an application is made to be added to the Eligible Trainer Provider's List. Staff approve access for vendors to add their training programs to the ETPL. Staff review all training programs to determine if they meet the criteria of the Eligible Training Provider's Policy and needs of the Cape Fear region based on the occupations that are high in-demand. Customers are informed of the ETPL after they have been determined eligible for WIOA Title I services and assessments determine a need for training. Career advisors

discuss the ETPL with customers that are interested in going to school as a part of their Individual Employment Plan (IEP).

The Cape Fear WDB selects eligible training providers that are capable of providing training programs directly related to high growth occupations in the region with promising outlook for wage progression and job advancement. Training programs offered by the vendor must lead to a credential and employment for customers at the completion of the program. For the programs that culminate with a certification exam, Cape Fear WDB staff evaluate the success rate for attainment. Each training program that is determined eligible and approved must meet the entered employment and credential rates for our performance goals.

If a vendor does not meet the performance goals for their training program(s), they will be determined as ineligible to be approved as an eligible training program for the Cape Fear region.

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

The Cape Fear local area provides follow up services to adults and dislocated workers for a minimum of 12 months after exit. Follow-up services vary and are determined on a case-by-case basis. Follow-up services may include the following:

- a. Additional career planning and counseling;
- b. Contact with the participant's employer, including assistance with work-related problems that may arise;
- c. Peer support groups;
- d. Information pertaining to additional educational opportunities; and
- e. Referral to supportive services available in the participant's community.

Follow-up services are two-way exchanges between the WIOA program staff and either the participant or the participant's employer. Follow-up services must include more than only a contact attempted or made for securing documentation in order to report a performance outcome.

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

**IX. Youth Services**

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

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

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

<b>Youth Workforce Activity</b>	<b>For Persons with Disabilities?</b>	<b>Brief Assessment/Model Used</b>	<b>Success Rating</b>
Job Referrals, Job Readiness Preparation & Assistance, and Resume Preparation	Referrals to agencies for further services such as mental health agencies, vocational rehabilitation, and services for the blind.	CASAS assessment is being used to assess the youth’s basic skills deficiency levels in reading and math. Using virtual career fairs has been most successfully in exposing youth to new employment opportunities.	WEX 51 enrollments 7.33% success rate
Paid Work Experiences/Internships and OJT opportunities	Place youth on jobs that will employ youth with disabilities and accommodate their needs based on their job skills set	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers. Working with more private sector employers during the pandemic has been found to be more helpful in getting youth customers placed at worksites that are willing to hire youth once WEX is	WEX - 25 enrollments OJT - 1 enrollment WEX- 2.06% success rate OJT - .08% success rate

		over through direct placement.	
Occupational Skills Training ETPL	The youth's learning needs are identified prior to them applying for a training institution. Referrals are made to the literacy council and vocational rehabilitation for further services if customer is determined basis skills deficient in the area of reading/math.	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers. Referrals are sent to WIOA program for youth customers in need of services.	49 enrollments 4.61% success rate
Occupational Skills Training Not on ETPL	The youth's learning needs are identified prior to them applying for a training institution. Referrals are made to the literacy council and vocational rehabilitation for further services if customer is determined basis skills deficient in the area of reading/math.	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers. Referrals are sent to WIOA program for youth customers in need of services.	3 enrollments .25% success rate
Enrolled in Traditional Secondary School	The youth's learning needs are identified by using the CASAS assessment to determine if any other further needs are necessary. Referrals are made to the literacy council and vocational rehabilitation for further services if customer is determined basis skills deficient in the area of reading/math. Also, tutoring services are provided by the WIOA program and student's teacher.	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers. Referrals are sent to WIOA program for youth customers in need of services.	3 enrollments .25% success rate
Alternative Secondary School Services	The youth's learning needs are identified by using the GED pretest to determine if any other further needs are	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers. Referrals are	14 enrollments 1.55% success rate

	necessary. Referrals are made to the literacy council and vocational rehabilitation. Students are able to work closely with the community college Basic Skills Lab to seek further services to increase and improve GED scores to pass the GED program.	sent to WIOA program for youth customers in need of services.	
Career Exploration and Services that Provides Labor Market/Employment Information	Provide customers with the same workshop information as other youth on employment opportunities that are high in demand within our region.	Traitify is used to match the customer's personality to an occupation that is best suited for them. Utilizing virtual platforms to provide youth with career exploration opportunities has been helpful in bringing awareness to young adults about what careers and jobs may be available to them based on their interest and assessments they have taken to identify where they fit in. Teaching youth how to care for themselves during the pandemic has been especially helpful to youth to allow them to express themselves and still try to live a normal lifestyle regardless of the pandemic.	14 enrollments 1.15% success rate
Leadership Development Activities on Citizenship and Connecting to Local Government	Provide customers with volunteer opportunities and youth trainings to develop them personally	Workshops and youth development trainings are being utilized to expose young adults to leadership development opportunities to develop their leadership skills. No assessments have been used to determine the youth's leadership skills and abilities.	6 enrollments .49% success rate
Financial Literacy saving money, budgeting finances, and	Provide customers with the same workshop information as other youth about saving and	Workshops on money management has been utilized to expose youth on how to manage their	8 enrollments .66% success rate

opening up saving/checking accounts	budgeting their money	finances and resources. No assessments have been used to determine the youth's financial literacy.	
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2. Describe how the Local Area's broad Young Adult (NextGen) Program design is unique to include:

a. Providing objective assessments;

The Cape Fear WDB's broad young adult (NextGen) program design includes providing youth customers with objective assessments such as CASAS to help them identify their basic skills levels in reading and math. This will help career advisors to understand how to better serve youth in the program and to make the appropriate referrals to the Literacy Councils and Basic Skills labs at the community college for further assistance and services. Other assessments can be utilized from partner agencies to also help identify the needs of the youth.

Additionally, the Cape Fear WDB, in partnership with the Eastern Carolina WDB, uses Traitify, a picture-based, two-minute assessment, which provides insight to the participant's interests and long-term career ideas. This fun assessment provides a basis for useful dialogue between the youth participant and the career advisor but also has capabilities to assist in identifying training and employment goals.

b. Supportive service's needs; and

The Cape Fear WDB continues to strive for ways to connect youth to the available resources to them within through local community by providing supportive services via vouchers for transportation and childcare assistance on a case-by-case basis. For the most part an attempt by the customer to secure supportive services by through other partner agencies will be made first and documented by the career advisor to show that an effort has been made to secure supportive services from other agencies other than WIOA Title programs. Customers will be provided referrals to seek partner agencies such as Department of Social Services, Child Care Resource and Referral, Smart Start and the Transportation System within each county to apply for the services they need. Once it is determined that the customer is unable to secure supportive services with the partner agency then WIOA Title I program will seek ways to assist the customer with getting their needs met.

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

NCWorks Title I staff rely heavily on the IEP as a living document that addresses the changing needs of the participant. Using eligibility barriers, the objective assessment, and ongoing interaction with the participant, the Career Advisor is better equipped to identify appropriate services. Quality career advisement is based on the relationship the participant develops with their Career Advisor. Board staff provide and encourage training for Career Advisors on youth-centered approaches to building a successful plan that includes relevant, effective services that will enable the participant to set benchmarks and attain goals. Career Advisors make available the remaining 14 elements and provide linkages to other services through partner agencies, so the participant has an arsenal of tools for success. Career Advisors use labor market information to advise participants on high-growth occupations and career pathways that will allow the participant various points of access to an industry as their skills progress.

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?

When determined eligible for services, youth participants start with the objective assessment completion with the Career Advisor in order to find out what services the individual may need in addition to career guidance. The next step is for the participants to complete the ISS/IEP with the career advisor to lay out their career plan to determine what services will be incorporated as objectives to help them reach their career/employment goals. Examples of services in the IEP, based on the objective assessment, may include any of the 14 Elements, as listed in the chart above, or advisement on high-growth occupations tied to regional career pathways. The Local Area requires at a minimum for career advisor to follow up with each youth participant on a monthly basis to get updates on career/employment progress, along with quarterly ISS/IEP updates as the youth completes their objectives. Board staff review IEPs when monitoring data in NCWO to ensure the IEP is based on the objective assessment and is mindful of the Youth Performance Indicators.

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 in the NextGen program within the local NCWorks CareerCenters in each of the counties. Youth will be served in a Tier 1 Career Center of their choice. The Cape Fear WDB Youth Standing Committee continues to identify satellite location sites to better serve rural youth or youth who lack transportation. While our NCWorks Career Centers remain our primary access points for NextGen, partnerships with local libraries, community-based organizations, colleges, etc. increase access to NCWorks services. The Columbus County NCWorks



Career Center is currently housed on the campus of Southeastern Community College (SCC). SCC also serves as the WIOA youth service provider.

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: *Cape Fear Youth Providers 2021*.
6. Provide the WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

Every month, the contractors are required to submit their invoices with participant expenses broken out for out-of-school youth. These figures are compiled on a main spreadsheet that calculates the percent of funds spent on out-of-school youth. These totals are monitored to ensure the 75% minimum requirement is met.

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;  

Representatives of Title II serve on the Cape Fear WDB and keep the board and staff aware of resources and policies. At the local level, each NCWorks One Stop Operator coordinates with Title II partners to ensure programs and resources are leveraged to better serve clients. All of this is monitored by Cape Fear WDB staff.
  - b. Title IV Vocational Rehabilitation program resources and policies;  

A representative of Title IV Vocational Rehabilitation serves on the Cape Fear WDB and keeps the board and staff aware of resources and policies.

At the local level, each NCWorks One Stop Operator coordinates with Title IV partners to ensure programs and resources are leveraged to better serve clients. All of this is monitored by Cape Fear WDB staff.
  - 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]

Funded by DOL under WIOA, the youth program exists to engage youth with basic adult education and occupational education that will prepare them for the workforce. The Cape Fear WDB awards contracts to service providers who understand the integration of education and occupational training in the development of an ISS/IEP. The Cape Fear WDB has two Certified Career Pathways, each of which provide for entry-level engagement in high-growth sectors in Construction and Allied Health. NextGen staff are trained to utilize

CCPs as tools to educate youth on the possibilities that lay before them and how to make better choices regarding education and employment. The Cape Fear WDB Youth Program Manager sits on the Advisory Board for Brunswick County Schools CTE program, and coordinates with all school districts to better integrate the goals of education agencies and the labor market.

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

All youth customers must receive some form of follow-up for a minimum duration of twelve months.

Follow up services will be provided to all youth participants once they have exited from the WIOA Title I program. All follow up services will be provided to each exited customer based on their needs. The types of follow up services that youth can receive includes:

- 1) Referral to Community Resources;
- 2) Tracking Progress on the Job;
- 3) Work Related Peer Support Group;
- 4) Assistance Securing Better Paying Job;
- 5) Career Development and Further Education Planning;
- 6) Assistance with Job/Work Related Problems
- 7) Adult Mentoring;
- 8) Provided Support Services;
- 9) Financial Literacy Education and Follow-up;
- 10) Provide Labor Market and Employment Information During Follow-up

Follow-up service will be provided by each contractor staff to ensure that a contact attempt has been made to the customer to determine their progress after program completion. Career advisors will stay in regular contact with the participant to ensure that the youth customer has been successfully placed in employment and/or postsecondary education. If any additional services are needed, then contractor staff will assess the youth's need and then provide them with the most appropriate service.

The types of services provided, and the duration of services will be determined based on the needs of the individual and therefore, the type and intensity of follow-up services may differ for each participant. Any follow up services provided to youth will be documented in NCWorks for post program activities. This would include documenting and assessing the youth and what their needs are for additional services or assistance, such as youth in need of transportation, childcare, appropriate work attire, support or mentoring to retain employment or remain in education, health and/or mental health services, or any referrals to other services or assistance that can help the youth achieve their goals after program completion.

**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.  
Name document: N/A – No Incentives offered at this time.

**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.

The Cape Fear WDB local area plans to offer incentives to youth customers within the region. The incentive policy is currently in draft form and is scheduled to be brought before our board at the next meeting. If passed, it will be implemented in the upcoming program year.

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 NextGen Youth program promotes attainment of a secondary credential as the foundation for future financial independence and long-term career success. If a participant has not completed a secondary credential, they are informed of options to complete. For some, the high school diploma program at a local community college is the best choice, as the work is not as difficult as the GED. For others, GED is the best option. Participants are provided detailed information on class schedules, online option, and literacy services for individualized tutoring. Youth program staff exchange updates with the community college and/or Literacy Council staff to provide resources that support successful outcomes.

For youth who have completed a secondary credential, NextGen staff provide labor market projections, conduct assessments, and introduce participants to community college campuses or other Eligible Training Providers. The Cape Fear WDB's philosophy on education is that the secondary credential is the foundation for further education. Embracing the myFutureNC initiative, the Cape Fear WDB expects NextGen staff to engage youth in a regional career pathway that begins with a stackable credential. The Cape Fear WDB encourages the use of the Career Readiness Certificate and work-based learning experiences to strengthen the employability of youth.

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 Cape Fear WDB awards contracts to agencies who can build collaborative relationships with employers. Providers are well trained on the regional Certified Career Pathways and other high-growth occupations. NextGen staff engage with those employers to develop meaningful Work Experience and OJT opportunities where youth learn the expectations of the workplace and gain skills for future unsubsidized employment.

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

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

Every month, the contractors are required to submit their invoices with participant expenses broken out for out-of-school youth. These figures are compiled on a main spreadsheet that calculates the percent of funds spent on work experiences out-of-school youth. These totals are monitored to ensure the 20% minimum requirement is met.

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)]

Yes, the local area does have a youth standing committee.

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

The Youth Standing Committee of the Cape Fear WDB staff is responsible for promoting opportunities and awareness for all youth in the Cape Fear region and conducting oversight to youth programs funded by WIOA to increase the post-secondary credential rate to meet the myFutureNC goal.

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

To achieve the Committee's purpose and vision, the youth Committee is committed to outreach and engagement.

The three goals for PY2021 are:

1. Mini Youth Councils

Due to the Covid-19 crisis, the Youth Standing Committee has authorized Cape Fear WDB staff to coordinate with all four counties of Brunswick, Columbus, New Hanover, and Pender Counties to create four mini youth councils. Local Area staff is working with various agencies throughout the four-county area to address the concerns and needs of the youth/young adult ages 16-24. The mini youth council is comprised of agencies who work with youth/young adults, including government agencies, non-profit community-based organizations, community college, and local school systems. The youth councils will provide vital information around the needs of the youth with a structured approach to carrying out the initiatives of the Cape Fear WDB Youth Standing Committee.

Currently each mini youth council is seeking to compile a community resource guide for each county to identify what resources and services are available to young people in each of the counties. Each mini youth council is seeking to meet virtually with youth serving agencies to determine what programs and services are available to youth/young adults within their local community. The mini youth council meets at least once a quarter or as needed to discuss outreach efforts to reach out to youth/young adults.

2. Outreach Event(s)

The youth standing committee is working closely with Cape Fear WDB Youth staff to develop as many outreach sites to assist them with their recruitment efforts to enroll as many youth/young adults in the WIOA Title I program. This is in an effort to help staff identify the needs of the young people that need the services offered through the youth program to help them attain and retain employment in becoming self-sufficient. Outreach locations can be found at nonprofit agencies, libraries, community college campuses, and at local restaurants like Starbucks and Panera Bread. In implementing this model, it has been proven to be successful and is being replicated in each of the four counties within the Cape Fear WDB region to increase recruitment efforts.

3. Products to Engage Youth

The youth standing committee has encouraged Cape Fear WDB staff to research products and services that support the employment and training needs of youth. Ideally, these products/services can be used as soft skills training which can be used independently between meeting sessions with the Career Advisor to enable participant to retain new job skills that is to

be learned during their program participation. Cape Fear WDB staff is working closely with other workforce development boards to establish and purchase a soft skills training program that will be helpful in the youth/young adults to research products and services. Soft skills to be learned consists of work-readiness, resume preparation, mock interviews, survival skills, financial management, etc. Also, virtual platforms such as career fairs, career exploration expos, and workshops have been utilized to keep the youth and young adults engaged in WIOA Title I program activities.

- 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: *Cape Fear Youth Committee Members*. [WIOA Section 107(b)(4)(A)(ii)] and,
- d) Complete the following chart for the PY 2021 Youth Committee’s planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

<b>Date</b>	<b>Time</b>	<b>Location (include address and room #)</b>
August 25, 2021	10:00am	By virtual platform Zoom
November 17, 2021	10:00am	By virtual platform Zoom
February 23, 2022	10:00am	By virtual platform Zoom
May 25, 2022	10:00am	By virtual platform Zoom

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

The procurement for Youth program services was completed in the Spring of 2020 for PY20. The Youth contracts were continued for PY21. Dates have not been scheduled for procurement to occur in the Spring of 2022 for PY22.

The Cape Fear Workforce Development Board’s policies follow federal and state guidance for the procurement of grant-funded services. The Cape Fear WDB advertises the release of Requests for Proposals (RFPs) with local news media outlets in each of the four counties in the Cape Fear WDB region. In addition to these advertisements, the RFPs are shared with our established bidders list and the bidder’s lists acquired from other Workforce Development Boards. For program services, such as Title I Adult, Dislocated Worker, and Youth, RFPs are typically issued biannually, but the Cape Fear WDB maintains a maximum period not to exceed three years.

Once released, bidding agencies are encouraged to attend a bidders' conference. Bidders must submit a Letter of Intent to Bid to be eligible to continue the process. After a period of time that questions may be submitted, Cape Fear WDB staff draft a Q&A document that is shared with all agencies who submitted a Letter of Intent to Bid. The deadline for proposal submission is listed in the RFPs and posted on the Cape Fear WDB website.

Once proposals are received, Cape Fear WDB staff check each proposal for general compliance. This includes a checklist of required documentation, forms, and signatures. If compliant, the proposals are then shared with the review committees for evaluation. Review committees are comprised on Cape Fear WDB members. The review committees score each proposal individually and meet to discuss recommendations for funding. Once the committees have made their recommendations, the Finance Committee of the Cape Fear WDB evaluated the recommendations to confirm the allocation of funds.

The process concludes with reports from each review committee chair, with recommendations, and full vote by the Cape Fear WDB. The Cape Fear WDB procured Youth program services via board vote on May 13, 2020. The Youth program contracts will begin July 1, 2020 under contract for one year. At that time, performance will be evaluated to determine whether to continue the contract or issue an updated RFP for PY2021.

**X. Local Area Innovations**

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

Grant Name/Kind	Description	Beginning and End date	Source and Amount
Finish Line Grant	Recruitment Grant to promote academic completion for community college students	10/27/20-06/30/21	Source: WIOA/set aside (DWS) Amount: \$25,000
Innovation	Pathways to Purpose to support training of underemployed jobseekers to fill construction trades shortages in Brunswick County	09/25/20-01/01/22	Source: WIOA/set aside (DWS) Amount: \$200,000  (primarily pass-through and oversight to BCC)
National Dislocated Worker Grant (COVID 19)	Disaster relief employment assistance, to supersede regular and disaster National Emergency	06/11/20-03/31/22  03/22/21-03/31/22	Source: WIOA DOLNDWG (DWS)  Amount: approx. \$200,000

2. Describe one of the Local Area WDB’s best adult/dislocated worker program practice.

The Cape Fear WDB has identified the use of the TRAITIFY Assessment as a best practice in the program. Customers seeking to enter training are administered the TRAITIFY personality assessment and asked to complete the accompanying results worksheet. The assessment is a 90 second pictorial instrument that links specific personality traits to career options. The customer utilizes the worksheet to further refine the information from the assessment, which then serves as a tool to facilitate informed discussion regarding training interests. Information shared in these discussions helps to provide a pathway for training exploration and planning, as well as guide in the creation of the Individualized Employment Plan.

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

A partnership that has really been working well here in the Cape Fear Local Area is working with an employer that trains our local youth through work experience opportunities. A local business partnership has been formed through Tru Colors



Brewery to collaborate with the WIOA Title I program to introduce our youth to a curriculum work-based type of leadership program. The mission of Tru Colors Brewery is to reduce gun violence for at risk youth involvement in gangs. Youth that enter the work-based leadership program learn about the brewing industry which is an industry on the rise in Wilmington and the surrounding Cape Fear area. Tru Colors Brewery offers a variety of skills development training for customers to learn such as;

- Leadership, Project Management
- Social Media Marketing
- Human Resources
- Brewery Recruitment
- Finance Management
- Territory Mapping
- Many soft skills like Time Management and Professionalism

The partnership with Tru Colors Brewery and the NextGen Youth program is to develop an 8-week work experience to introduce youth to a curriculum work-based leadership program. Participants are paid \$15 dollars an hour. This pay reflects the Tru Colors entry level salary offered to new employees as well as local industries related to the skills sets learned within this work-based learning opportunity. Youth who have participated in these opportunities are employed and/or in post-secondary education, engaged in the community and are utilizing foundational and leadership skills gained through the program for personal and professional development. Utilizing Tru Colors Brewery has afforded us the opportunity to network with other local employers that will consider hiring youth after the completion of their work experience.

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

In creating a more effective NCWorks Career Center system, the Cape Fear WDB has adopted the Human Centered Design (HCD) approach to problem-solving. HCD has improved the culture of our NCWorks Career Centers for customers and staff by making improvements from the perspective of (1) customers and (2) staff. Decisions are made by evaluating the potential results for those impacted. This has resulted in improved communication among NCWorks Career Center leadership and improved ISD. Additionally, Cape Fear WDB staff developed uniform procedures and forms for use by NCWorks program staff as a result of HCD input. Uniform guidance maximizes the efficiency of program implementation and improves ease of oversight. Training is provided to all program staff to ensure understanding and compliance.

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

The Cape Fear WDB Incumbent Worker Training Program provides training for existing employees to avert layoffs or promote staff and back-fill with entry level staff. One strategy being implemented is working with a local business to utilize IWT grant to promote current staff to a position that they have been unable to fill. Once promoted, the new vacancy will be filled with an OJT client who will benefit from a work-based learning opportunity. The use of business services maximizes the benefit to the jobseekers and the company.

**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”.

<b>Required Local Area Policies and DWS Reference Policy</b>	<b>Attached (Yes/No). If no, why?</b>	<b>Revised for PY2021 (Yes/No) and needs review</b>
1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)	X	No
2. Competitive Procurement Policy (PS 19-2017, Change 2)	X	No
3. Conflict of Interest Policy (PS 18-2017)	X	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)	X	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	X	No
6. Individualized Training Account Policy	X	No
7. On-the-Job Training Policy (PS 04-2015, Change 1)	X	No
8. Oversight Monitoring Policy, Tool and Schedule	X	No
9. Priority of Service Policy (PS 03-2017)	X	No
10. Youth Work Experience Policy (PS 10-2017)	X	No
11. Supportive Services Policy (PS 10-2020)	X	No
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	X	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: *Cape Fear, 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)	X	Yes
2. Local Area Needs-Related Policy	N/A	N/A
3. Local Area Transitional Jobs Policy	N/A	N/A
4. Local Area Youth Incentive Policy	N/A	N/A

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

<b>Individual Training Accounts (ITA) Summary</b>	
Dollar Amounts	\$8,000 Lifetime
Time Limits	\$4,000 per year
Degree or Certificates allowed (Associate's, Bachelor's, other)	Diploma, Certificate, Associate, Bachelor's completion
Procedures for determining case-by-case exceptions for training that may be allowed	Written request to be reviewed by WDB Staff and WDB Director.
Period for which ITAs are issued (semester, school year, short term, etc.)	Semester, Short -Term
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Books, Supplies, Uniforms, Exams, Tools & Equipment
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.]*

<b>Transportation</b>	<b>Childcare</b>	<b>Supplies</b> <i>(include examples)</i>	<b>Emergency</b> <i>(include examples)</i>	<b>Other</b> <i>(include examples)</i>
Public Transportation Car-pooling Public agency transportation Services contract arrangement	Childcare costs Dependent cost	Work clothing Uniforms Boots Business attire  Tools Equipment e.g., stethoscopes, blood pressure cuffs, helmet, gloves, protective eyewear, etc.	Temporary shelter is provided on a case-by-case basis  Emergency aid is provided on a case-by-case basis. Services include shelter, food, medication, clothes, etc.	Testing fees  Health Care required for employment or schooling. physical exams, treatments and services such as eyeglasses and dentures  Reimbursement for travel and other expenses associated with job search activities may be approved for participants enrolled in the Dislocated Worker program  Referral Basis only: Financial and/or Legal Counseling

**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.