

CAPE FEAR WORKFORCE DEVELOPMENT BOARD



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

July 1, 2023 – June 30, 2024

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

Introduction and Instructions

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

In North Carolina, annually, each WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2023 Plan is to provide current information and be effective July 1, 2023 - June 30, 2024 and will include required current local policies. The WDB 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

WDBs should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: <https://www.dol.gov/agencies/eta>.

North Carolina policy information is available at: <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. WDBs should reference the North Carolina WIOA Unified State Plan at: https://files.nc.gov/nccommerce/documents/files/WIOA_North-Carolina_2020-2023-Unified-State-Plan_2022-Modification_Published-June-2022.pdf.

WDB Plan Submission and Due Date

The WDB Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system.

The Program Year 2023 Plan is Due: May 19, 2023

Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments that are not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE.

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

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

I. Local Area Workforce Development Board (WDB) Overview

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

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

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

Cape Fear Workforce Development Board

- If the Local Area is a Consortium, attach a copy of the current Consortium Agreement.
 - Name document: CFWDB Name Consortium Agreement.
- If the Local Area is not a Consortium, attach a copy of the formal request for Local Area designation.
 - Name document: n/a.

2. Provide the **WDB's** official name.

Cape Fear Workforce Development Board

- If the WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document. If the Local Area is not a Consortium, attach a copy of the formal request for Local Area designation.

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

Name: Ginger Brick	Title & Salutation: CFWDB Director
Organization Name: Cape Fear Council of Governments	Address: 1480 Harbour Drive Wilmington, NC 28401
Phone Number: 910-395-4553	Email Address: GBrick@CapeFearCog.org

4. Provide the name, elected title, local government affiliation, address, phone number, and email address of the Chief Local Elected Official (CLEO) .	
Name: Mike Forte	Elected Title & Salutation: Vice Chair
Government Affiliation: Brunswick County Board of Commissioners	Address: P.O. Box 249 Bolivia, NC 28422
Phone Number: 910-253-0217	Email Address: commissioner.forte@brunswickcountync.gov

5. Provide the name, title, business name, address, phone number, and email address of the individual authorized to receive official mail for the Chief Local Elected Official (CLEO) , if different than question 4.	
Name: n/a	Title & Salutation: Click here to enter text.
Business Name: Click here to enter text.	Address: Click here to enter text.
Phone Number: Click here to enter text.	Email Address: Click here to enter text.

6. Provide the name, address, phone number and email address of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds . This is the entity responsible for the disbursement of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].	
Name: Dawn Tucker	Title & Salutation: Finance Director
Organization Name: Cape Fear Council of Governments	Address: 1480 Harbour Drive Wilmington, NC 28401
Phone Number: 910-274-0337	Email Address: dtucker@capefearcog.org

7. Provide the name, title, organization name, address, phone number and email address of the Administrative/Fiscal Agent's signatory official .	
Name: Allen Serkin	Title & Salutation: Executive Director
Organization Name: Cape Fear Council of Governments	Address: 1480 Harbour Drive, Wilmington, NC 28401
Phone Number: 910-274-0341	Email Address: 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 Unique Entity Identifier (UEI)** number and assurance that the ‘System for Award Management’ (SAM) status is current. Administrative Entities must register at least annually on the SAM website <https://sam.gov/content/home> to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

SAM UEI: L6YMW8MBEU23

Status: Current

Expiration: 1/11/2024

10. Provide the name of the **Local Area WDB’s Equal Opportunity Officer** who shall be responsible for assuring that discrimination does not occur in its programs or projects. (CPS 10-2021)

Brian Jackson

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

11. Provide each **Local Area WDB members’** name, business title, business name and address, phone number and email address on the provided form. The first block is reserved to identify the Local Area WDB chairperson (*form provided*). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)].

- Name document: *Cape Fear Workforce Development Board List.*

If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions). Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice. Identify any names representing a dual category with an asterisk (*).

Notes:

- *Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.*
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12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the Local Area WDB in compliance with WIOA Section 107.

Members of the CFWDB represent a variety of industries prevalent in the Cape Fear WDB Region. As such, they are engaged with Industry Association Groups, Chambers of Commerce, and Economic Development agencies across the region. Nominations are provided through these professional associations as well as other representatives of business and industry. The Business Engagement Committee of the CFWDB is responsible for outreach to private-sector colleagues to increase awareness of high-growth industries and the opportunity to serve. Additionally, highly trained CFWDB staff present to these professional groups to engage the private sector in the public workforce development system. Regardless of the source, nominations are formally submitted to the nominee's respective CLEO. The CLEO reviews the application and makes the decision to appoint or deny the nomination. Nominees are notified of the appointment via email from the CFWDB Director. A CLEO may make direct appointments at her or his discretion to address needs that are important to the constituents of that county. The entire WDB Region is considered for board structure, and Consortium members ensure that businesses from all counties are equitably represented on the CFWDB.

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

13. Attach the Local Area WDB By-Laws including date adopted/amended. By-Laws must include the required elements found in Appendix A.

- Name document: Cape Fear Workforce Development Board By-Laws.

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

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

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

The CFWDB posts the Area Plan and each subsequent Update at www.capefearcog.org. A printed version of the Plan is also available for viewing during Cape Fear COG office hours at 1480 Harbour Drive, Wilmington, NC 28401. Requests must be made via email to UHarris@CapeFearCOG.org, to ensure accountability. The CFWDB Area Plan and formal Updates are made available for a minimum of thirty days for public comment prior to finalizing via full CFWDB action.

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

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

- Name document: *Cape Fear Workforce Development Board Organizational Chart.*

17. Complete the following chart for the PY2023 Cape Fear WDB’s ned meeting schedule to include, date, time, and location or virtual link. (Expand form as needed)

Date	Time	Location (include address and room # or virtual link)
August 16, 2023	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/Zoom
October 18, 2023	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/Zoom
December 20, 2023	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/Zoom
February 21, 2024	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/Zoom
April 17, 2024	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/Zoom
June 19, 2024	3:30 pm – 5:00 pm	2045 Enterprise Dr NE, Leland, NC 28451/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 (*form provided*). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, participants’ responsibilities.]

- Name document: *Cape Fear Workforce Development Board Certification Form.*

Document must have the original signature or DocuSign® (or similar) of the Administrative Entity signatory official. If using original signatures, mail the signed Certification form to the assigned DWS Planner at:

N.C. Division of Workforce Solutions
313 Chapanoke Road, Suite 120
4316 Mail Service Center
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19. Submit the original Local Area WDB and Chief Local Elected Official (CLEO) Signatory Page (*form provided*), bearing the original signatures of the CLEO(s) and the Local Area WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar).

- Name document: *Cape Fear Workforce Development Board Signatory Page.*

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

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II. Local Area WDB Strategic Planning

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

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

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

The mission of the CFWDB is to create an informed labor market that provides relevant structure for regional economic growth and prosperity. Strategically, this is done through: (1) training NCWorks staff, regardless of employer of record, to be experts on regional Labor Market Information, (2) strategic relationships with business, industry, and economic partners across the CFWDB region, (3) advocacy for disadvantaged populations, (4) outreach to small and mid-size business, and (5) targeted credentialing to prepare the workforce to meet the needs of business and industry.

The CFWDB uses LMI to identifying growing industries and occupations and work with community and education partners to establish sector partnerships and certified career pathways to provide support and training to feed this need. The CFWDB plans to work closely with Vocational Rehabilitation and CTE Departments within the local school systems to ensure that youth and individuals with barriers will receive the necessary job skills training to be marketable to employers within the region. More pre apprenticeships programs are being offered to high students to expose them to careers that are high in demand within our local market. Through pre apprenticeship programs it will afford our young people the chance to obtain employment with jobs that have wage progression and job advancement. NCWorks Career Center staff are utilizing the pre apprenticeship training programs that are being offered through the community college system to encourage young people to enroll in the pre apprenticeship programs to get their foot in the door with an employer that will train and hire them as apprentice to meet their current job demands with the required job skill set. In

return this will increase the number of workers entering employment for those high driven industries that are educated and skilled for the workforce. The CFWDB is working with the CTE departments within the local school systems to create career pathways that are grow industries within our region that allows young and old workers to make a livable wage to maintain their current jobs.

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

The CFWDB provides oversight to our regional NCWorks Career Centers through the One Stop Operator and through dedicated Board staff, who work directly with Career Advisors, to provide training and technical assistance to carry out the mission of the Board. In alignment with WIOA, all activities across the CFWDB region are demand-driven. As such, labor market data is routinely supplied to staff within the NCWorks Career Centers to ensure Career Advisors and other “employment consultant” partners are aware of existing and emerging jobs and the credentials required to obtain those jobs. In partner meetings, NCWorks staff meetings, and functional team meetings, labor market information is at the top of the agenda. Career Advisors expand access to employment, training, education, and supportive services for WIOA-eligible individuals by understanding the regional labor market and the gap between jobseeker skills and the hiring needs of business. Clients are often unaware of high demand jobs, so Certified Career Pathways are critical to effective Career Advising. NCWorks staff connect their clients to credentials that area attainable, useful immediately, and stackable for career growth or career change. NCWorks staff are trained to listen to the interests, skills, and needs of clients to develop a meaningful Employment Plan that will enable them to achieve goals. Eligible clients sometimes have barriers to employment. NCWorks staff provide linkages to helpful services through community partners and make progress part of the individual employment plan. Community partners frequently refer clients to NCWorks to jointly serve the client and double the chance of success. Within NCWorks, clients may also be enrolled in more than one program to ensure they are maximizing services.

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

In the current economy, the CFWDB prioritizes the use of Incumbent Worker Training Grants (IWTGs), which enable companies to stabilize business, reduce attrition, and expand production of goods or services. IWTGs are reviewed by members of the CFWDB Business Engagement Committee. CFWDB staff work with the local community colleges across the CFWDB region to help businesses access Customized Training, as

appropriate. Via NCWorks staff, On-the-Job Training (OJT) is offered to businesses, particularly when a business will commit to hiring a credentialed, yet less experienced, jobseeker. The CFWDB is committed to Sector Partnerships. The Cape Fear Manufacturing Partnership, which was launched by the CFWDB, continues to thrive and expand beyond the four-county CFWDB board region. CFMP partners frequently depend on Board staff to serve as support to their collaboration. CFWDB staff are working closely with the Chambers of Commerce, our K-12 partners, and our three local Community Colleges, to develop additional Sector Partnerships in FinTech, Transportation and Logistics, and Hospitality and Tourism in our four-county region. Existing Career Pathways are Certified by the CFWDB under advisement of these Sector Partnerships.

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

CFWDB NCWorks staff work closely with Title II recipients (community colleges, literacy councils) in the region to cross-refer and jointly serve clients. Clients may be enrolled in a WIOA program while attending alternative secondary education, thereby accessing supportive services and meaningful career guidance as they prepare for post-secondary education. Active participation in local initiatives, combined with coordination and strong communication among regional stakeholders, helps to identify opportunities for collaboration and prevents duplication of services.

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

VR staff are a part of monthly Partner Agency Meetings conducted by the NCWorks Career Center to share program information to make all staff aware of program offerings. VR staff is housed with the career centers and have set days and hours that they visit the centers to provide on-site services. The Cape Fear WDB Business Engagement Manager serves as a VR resource for employers by providing information, resulting in opportunities for expanded service awareness and utilization among employers. The CFWDB Program Managers are actively engaged with VR staff to cross-refer clients, who may benefit from both programs without any duplication of services.

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

The CFWDB is a high-performing regional Workforce Development Board. This is illustrated in the employer-driven approach to developing a highly-skilled workforce. Within regulatory controls, the CFWDB strives to be innovative in maximizing available resources, including strategic partner relationships and the use

of technology to promote remote learning opportunities. Members of the CFWDB include economic development, higher education, community colleges, registered apprenticeship, and community-based organizations serving the employment needs of specialized populations. In building collaborative relationships with companies across the Cape Fear WDB region, the CFWDB serves to merge the path of jobseekers with the hiring needs of business. NCWorks staff, under the direction of the CFWDB, align service-delivery with labor market trends, supporting economic growth and prosperity for all.

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

The CFWDB utilizes the National Dislocated Worker Grants (NDWGs) as made available after a regional emergency. CFWDB staff participate year-round in disaster recovery coalitions in each of our four counties. The CFWDB sits on the coast and has experienced economic loss from hurricanes and other major storms. Therefore, the CFWDB has procedures to apply for funding and implement NDWGs as quickly as possible.

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

Each county within the Cape Fear WDB region is at least partially rural. Where transportation and internet access are limited, extensive outreach is required to connect to disadvantaged populations. In each of the four CFWDB counties, NCWorks staff maintain hours at libraries, schools, and community-based organizations to provide labor market information, credentialing information, and WIOA Title I program information to jobseekers. Community partners refer clients to these sites, which reduces the burden of traveling to a career center. Virtual and in person workshops are offered each month at different locations to allow clients the opportunity to attend any informational sessions, job fairs, career expos, and community events. In the more populated sections of each county, access to services is more plentiful. NCWorks staff conduct outreach presentations to gain awareness and recruit clients. CFWDB staff serve on advisory groups for agencies that serve specialized populations and routinely participate in workgroups focused on reentry, older workers, opportunity youth, and individuals with disabilities. Information regarding outreach efforts are shared with partner agencies through regular staff and partner meetings in the NCWorks Career Center to report outcomes and provide opportunities for collaboration. Providers also report outreach efforts and outcomes to Cape Fear WDB Staff in relation to impact towards established enrollment targets. Success is measured in the diversity of clients visiting our NCWorks Career Centers and/or enrolling in WIOA Title I services. This data is available in NCWO.

9. Provide an overview of how the region partners with NC Community Colleges, UNC institutions, and independent colleges in the local areas prepare workers to succeed by using skills and education attainment with a focus on equity and inclusion.

The CFWDB works closely with the three community colleges that operate within the CFWDB regional area. Two of those colleges currently serve as WIOA Title I program contract agencies, which streamlines career advising with training and education attainment. The University of North Carolina Wilmington is a provider under the CFWDB and, as such, creates an access point for alternatives to those at the regional community colleges. Equity and inclusion are measured using NCWorks eligibility data, community and public university enrollment data, and data pulled from NCLEAD and EMSI to ensure our enrollments area aligned with our regional population.

10. Please describe how the Local Area WDB engages with local and regional Economic Developers.

CFWDB staff work closely with economic development staff that represent each of the four CFWDB regional counties, economic development staff representing municipalities, the larger economic region of the Southeastern North Carolina Economic Development, as well as EDPNC staff in the state's prosperity zones that overlap the CFWDB region. Economic development partners provide pertinent information on new and expanding business, which enable Workforce Developers to begin pipeline creation. In turn, CFWDB staff routinely provide labor market data to Economic Developers. Per the legislation, a representative from economic development sits on the CFWDB. Representation for that position rotates to ensure all voices within the CFWDB four-county region are providing relevant economic projections for CFWDB and staff. As new projects are proposed in the Cape Fear WDB region, the CFWDB Director provides a letter of support and a value proposition highlighting cost-saving services available to companies. Per NCCommerce, Economic Developers are now required to share information with WDB Directors, which will better align Economic and Workforce Development strategies.

11. How many new/expansion economic development projects has the Local Area WDB engaged in during the previous program year? Please indicate the type/number of services provided.

CFWDB staff have engaged in 30 Economic Development projects (new or expanding) across the CFWDB region. For new projects, engagement has included consultation to advertise jobs, recruitment efforts via hiring events or referrals of clients, discussion of available business services, and limited job profiling. For projects focused on business expansion, Incumbent Worker Training Grants (IWTGs), On-the-Job Training (OJT), Paid Internships, and labor market data have been provided. The CFWDB received an ARPA grant to provide support to micro businesses and historically underutilized businesses.

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

The CFWDB launched a Sector Partnership in Manufacturing in 2020. The Partnership has grown to a membership of more than fifty businesses from across the CFWDB region. The CFMP has provided critical insight to the needs of manufacturers, including skills needed for current and future jobs. Through this sector partnership, courses in CNC Machining were added. Additionally, three summer camps were developed at the community colleges for middle and high-school youth. The success and impact of the CFMP has positioned

the CFWDB to champion its next Sector Partnerships in Transportation and Logistics and FinTech. At a more local level, CFWDB staff engage with the advisory councils for continuing education and academic credentials, such as Nursing, Welding, and Lineworker programs, to exchange information and lay the foundation for further Sector Partnerships.

13. Identify the Career Pathways developed by the Cape Fear. Complete the chart below.

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Construction Technology	N/A	2018	Unable to Identify
Healthcare	LRWDB	2017	Unable to Identify

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

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

a) CCPs are determined by high-growth industries that have a critical hiring need. A CCP in Manufacturing is in-process, a CCP in Film is in process, and a CCP in Fintech is currently being researched.

b) CCPs are non-duplicative of regular educational pathways. Career Pathways developed by education partners become "certified" once the CFWDB has evaluated the practicality and value to our board region. CCPs are inclusive of education pathways but there is not a Certified Career Pathway for every educational pathway, as the purposes are different. CCPs are based on industry need over student interest, and they are specific to each WDB region. The CFWDB supports all pathways and utilizes them via partnerships with those education agencies to jointly create and implement Certified Career Pathways.

c) Educational pathways use current, relevant data and should be considered important to the development of CCPs, combined with WDB projections regarding hiring needs. The development of CCPs is a shared initiative of education partners, economic developers, and regional companies to maximize regional economic impact.

15. Provide a description of Local Area WDB's capacity to provide workforce investment activities to address (a) education attainment and skill needs of high-demand fields (b) strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and (c) supportive services for hard-to-reach communities. (d) Explain strategies that include NextGen, NCCareers.org and any awareness models for success.

The CFWDB relies on data from NCLEAD, myFutureNC, and EMSI, as well as relationships with Chambers of Commerce, local and regional companies, and education partners to identify job trends and skills gaps so CFWDB staff can oversee NCWorks services-delivery to ensure compliance with the mission of the Board.

- A) The CFWDB adopted the goal of myFutureNC to increase credentials in each of our four counties. Through Sector Partnerships and Certified Career Pathways, the CFWDB prioritizes high-demand fields and the skills needed to be successful as a worker in those careers. NCWorks Career Advisors are trained to provide meaningful career guidance so clients can make an informed choice on programs of study. NCWorks staff are expected to support and encourage clients in attainment of a credential.
- B) Access to education and post-secondary credentials is increased through collaborative relationships with education and community partners via cross-referrals and a team approach to serving clients. For many clients, stacking credentials is ideal for longterm career growth. Once it is determined that education is needed, NCWorks staff determine what additional services may benefit a client. Clients may be referred to per-apprenticeship or registered apprenticeship, a paid internship via "Work Experience" (WEX), or a Summer Employment Opportunity through WIOA or a partner agency.
- C) Supportive Services are provided to clients who need additional help overcoming barriers to success in education or employment. The CFWDB policy ensures that NCWorks staff are able to provide supportive services, such as a transportation reimbursement or childcare allocation. For client needs that extend beyond the scope of WIOA, staff depend upon collaborative partner relationships.
- D) The CFWDB expects NCWorks staff to utilize all tools provided by NCLEAD, such as NCCareers.org, myFutureNC, such as community gap information, EMSI labor market reports, and our regional employment survey to provide guidance to jobseeking clients. CFWDB staff use updated data from the Census Bureau to conduct outreach in areas of lower education and higher poverty.

To further emphasize the capacity of the CFWDB, Board staff sit on the Brunswick County CTE Advisory Committee, Pender County Schools CTE Steering Committee, Our Future Cape Fear Educational Attainment Committee, and CC4S/Carolina Across 100 that addresses the concerns of low performing students.

III. NCWorks Commission

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

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

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

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

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

The CFWDB Business Engagement Manager is the primary point-of-contact for the private sector and business-focused organizations, such as Chambers of Commerce and Economic Developers. The Business Engagement Manager is highly trained on statewide business services and presents information to a variety of audiences on behalf of the Board.

A) The CFWDB Business Engagement Manager oversees the Business Services Team, which is the functional employment team for NCWorks. Business Services Team members include mandated WIOA business-facing partners as well as affiliate business-facing partners. The Business Engagement Manager shares region-wide information and leads the team in streamlining communication and service-delivery to business.

B) The Title IV Vocational Rehabilitation representative on the CFWDB meets frequently with Board staff to establish strategies for improved collaboration for VR clients. At the NCWorks level, the One Stop Operator and Career Advisors meet routinely with VR staff regarding employer visits and cross referrals of jobseeking clients.

C) Agriculture Services staff work in collaboration with our NCWorks staff in Pender County and beyond, as needed. Agriculture Services staff participate in Business Services Team meetings and communicate cross referrals with staff.

D) Foreign Labor requirements are shared with companies in the region. NCWorks staff are trained on Foreign Labor options and make connections with Commerce staff as needed.

E) CFWDB staff serve on the board for LINC, a reentry-focused community based organization in New Hanover

County. Within NCWorks, staff work in collaboration with the reentry coordinator to ensure maximization of services. The CFWDB Business Engagement Manager includes reentry questions when making employer visits and explains the benefits of WOTC and OJT as options for companies willing to work with reentry jobseekers.

F) Retaining Veterans in the regional labor market is a top priority of the CFWDB. The CFWDB Business Engagement Manager sites the value of hiring Veterans in visits with employers and includes the Vet Rep in meetings and/or communications with key employers. The CFWDB invited NC4Me, a Veteran placement agency, to present at the Cape Fear Manufacturing Partnership meeting, effectively sharing pro-Veteran hiring information with manufacturers.

As the CFWDB embraces Salesforce, our regional business-facing NCWorks staff and partners will efficiently share employer visit information with each other, reducing redundancy for business.

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

The four Business Services Teams within the Cape Fear WDB region consist of partners from each NCWorks agency. Those partners include DWS Title III staff, One Stop Operator staff, Community College staff, Veterans staff, Title I program operators, Vocational Rehabilitation employment representatives, who meet under the direction of the CFWDB Business Engagement Manager. Essentially, all NCWorks Career Center managers are engaged in some aspect of Business Services, with dedicated staff providing the critical services directly to companies. The CFWDB Manager meets with all four BSTs to ensure CFWDB standards are met and all partners are effectively working to support the hiring needs of business.

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

The CFWDB has engaged in myriad creative ways to expand brand awareness. Board members and Board staff have presented on news programs, radio programs, and at public events across the CFWDB region. CFWDB utilizes standardized outreach materials developed by Winnow Graphic, that can be replicated and/or used for electronic outreach. CFWDB members and staff use digital business cards with QR codes that, when scanned with a cell phone, take the visitor directly to a menu of useful information. The QR code is displayed as the background in virtual meetings and can also be printed on materials. NCWorks staff are trained on the allowable use of the NCWorks logos, and all materials are approved by CFWDB staff prior to distribution. In the absence of a statewide (or even Federal) campaign to promote the public workforce development system, the CFWDB relies on partners whose funding is less restrictive. The CFWDB has requested the NCWorks logo be printed in community college course catalogues for high-growth credentials. Any subrecipient of WIOA under Title I is required to identify as “NCWorks” and not as their agency of record. For access points in rural areas, NCWorks signs are displayed to associate these locations with the NCWorks brand. The CFWDB publicity campaign has included press releases for NCWorks events and services to jobseekers and business. Additionally, social media sites, such as Facebook, LinkedIn, and Instagram, are routinely used.

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

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

The Business Engagement Committee members of the Cape Fear Workforce Development Board represent a variety of industries. The committee regularly convenes to discuss the local business climate. Leveraging member experiences, Economic Development partnerships, LMI obtained through NC LEAD, Bureau of Labor and Statistics, and Lightcast software the sources of challenges are identified. Solutions to address them are developed in partnership with local stakeholders and partners. As the Cape Fear WDB region continues to grow in population, jobs, and infrastructure, the CFWDB remains at the forefront of business engagement and talent pipeline development.

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

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

- a. incorporating job quality principles into ongoing workforce development activities, to assist with identifying and creating long-term partnerships with employers offering good jobs;
 - b. creating strategic, flexible career pathways to good jobs that respond to local labor market needs.
- Describe how the Local Area WDB ensures that individuals from underserved and underrepresented communities have equitable access to the services of the workforce system and the jobs created in the economic growth spurred by federal investments.

The CFWDB strives for innovation and relevancy in an ever-changing system. NCWorks competes with online employment companies, local placement agencies, recruiters from various companies, community colleges, and other similarly-aligned groups to engage and deliver support to businesses and job seekers. It comes down to well-trained, competent, and confident NCWorks staff. Staff must maintain current expertise on the local and regional labor market, economic development (new and expanding business and industry), short term and long term training and certification opportunities through public and private partners, and how to provide motivational leadership to jobseekers while maintaining accountability in data and fiscal management. The CFWDB considers our NCWorks staff our greatest asset and strives to provide innovative strategies that make NCWorks stand out among other service options. As the "convener" for WIOA partners, the CFWDB routinely meets with stakeholders to ensure our strategies are consistent with market trends. In addition to the NCWorks Commission's Employer Needs Survey, the CFWDB partners with

other regional organizations and RTI to support a talent survey to regional companies. WIOA aims to produce a highly-trained workforce, and the CFWDB listens to the existing and emerging needs of companies to develop that workforce.

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

Work-based learning (WBL) is a key component of NCWorks Title I services delivery. Business-facing staff discuss WBL with companies during employer visits. For adult and youth jobseekers, a WBL opportunity is ideally paired with a short-term credential for deeper career understanding. For youth, the CFWDB partners with regional manufacturers to develop summer camps and other exposure events that include tours and hands-on experience with the production of locally-made products. The CFWDB promotes the use of the Navigator as a connector between companies and youth and works closely with CTE in our K-12 schools to help youth and educators better understand the world of employment and the regional labor market.

IV. NCWorks Career Centers

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

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

1. Identify PY 2023 NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2023 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]

- Name document: *Cape Fear Workforce Development Board PY 2023 NCWorks Career Centers.*

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

The Cape Fear WDB procured One Stop Operator services from Eckerd Connects for Brunswick, New Hanover and Pender counties and Southeastern Community College for Columbus county 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 through PY 2022. Procurement for PY 2023 failed to yield One Stop Operator services for Brunswick, New Hanover, and Pender counties. One Stop Services will be provided through the Cape Fear Council of Governments through June 2024; however, all NCWorks services remain under the direction of the CFWDB. For Columbus County, Southeastern Community College was awarded the One Stop Operator contract from July 1, 2023 through June 30, 2024. In the Spring on 2024, the One Stop Operator will be reprocured via RFP. The CFWDB has recommended the One Stop Operator service be procured as part of the Adult and Dislocated Worker RFP, released in the Spring of 2024 to begin July 1, 2024.

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

- a. Provide a description of how Career and Training services are provided to adults.
- b. Provide a description of how Career and Training services are provided to dislocated workers.
- c. Provide a description of how Career and Training services are provided to youth.

Services for all populations are provided based on the principles of Human Centered Design in the NCWorks Career Centers in the Cape Fear Board Region. Whether presenting in-person or virtually, customers are greeted by a staff member that initiates a dialogue to determine the reason for their visit. Based on that interaction the customer may access on-site self-directed services such as computer access, job search, access to workshops for resume building, soft

skills, etc., or staff assisted services including assessment, referrals to partner services, or individualized employment and training services. All services are delivered via interaction with Career Center Staff through interview and assessment. Virtual options include career and training services, such as online training, live chat, virtual enrollment and capture of documents, and mobile access. This methodology of service delivery focuses heavily on the individual needs of customers and is ideal in provision of services to special populations such as Youth. By utilizing the Human Centered Design approach, it allows the Cape Fear Local Area to strategically incorporate services such as assessment, career exploration and training services, and opportunities for internships and work-based learning activities in a service strategy that eliminates barriers to success. While the culture of service delivery is standardized across the CFWDB NCWorks System, Career and Training promotion and access may vary by population. For Dislocated Workers, experience and employment outlook are important factors in making career changes. For youth and many adults (especially the re-entry population), career exploration, foundational work experience, and measurable skills gains factor into Career and Training planning.

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

NCWorks staff determine the need for enrollment in Training Services by an initial interview process with a potential participant. Then, eligible enrolled individuals work with Career Advisors to complete at least one objective assessment and develop an individual employment plan. If an objective assessment highlights a gap between the client's employment goals and employability, a Career Advisor may determine that Training Services are necessary. The Career Advisor provides Labor Market Information (LMI), credentialing and WBL options.

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

Follow-up services are provided for a minimum of 12 months after exit for individuals enrolled in WIOA title one programs. Follow-up services may include individual counseling about the workplace and referrals to other partner services as needed. Career center staff provide customers with labor market information, profile updates, job preparation assistance, job fair information, application and resume assistance, and referrals to community agencies for other services/resources that may be needed to assist with employment. Staff continues to make monthly contact with the customer until they are employed and are no longer in need of assistance from the NCWorks Career Center. Follow-up services will be provided to all youth participants that are seeking employment once they have completed all program goals/requirements from the WIOA Title I program. The center staff can assist youth customers in getting job referrals to employers that are the best match for their skill set. Youth are able to receive at least three job referrals a month to help them secure employment.

6. Describe how:

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).
- b. Long after the initial start date does staff have full access to NCWorks.gov?
- c. The staff development activities reinforce and improve the initial training efforts.
- d. Describe the specific training that staff receive around diversity, equity, and inclusion.

- A) Within sixty days of hire, all NCWorks staff complete the first two sections of Welcome to Workforce on the NCWorkforce Training site. Each staff member is then assigned to one or more specific ISD Teams within their assigned Center.
- B) All staff has access to NCWorks.gov at the completion of NCWorks 101, administered locally by the SuperUser as new staff are hired. Typically, this happens within the first two weeks of hire.
- C) Weekly staff meetings include trainings as needed. Career Centers also provide monthly training sessions for all staff. Topics are determined based on current local needs and trending issues. The entire Welcome to Workforce training program is completed within one year of hire for all staff members. Selected training topics are covered as needed from the NCWorkforce Training site on an ongoing basis.
- D) All staff are required to complete the DEI training available on TRAIN within 90 days of hire.

Note: NCWorks staff are required to complete any newly released training opportunities within thirty days. The One Stop Operator maintains training transcripts for all NCWorks staff.

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

TAA case managers will inform TAA participants about the benefit and option of co-enrolling into the WIOA DW program and the services available informing them that declining to co-enroll in WIOA DW will have no adverse impact on their services from TAA. TAA case managers should also inform their participants that co-enrollment into WIOA DW is dependent upon meeting DW program eligibility requirements. TAA case managers will be equipped with a WIOA DW eligibility documentation checklist and the contact information of their local WIOA DW staff person with the expectation that they share it with the TAA participant for reference and preparation if they decide to engage WIOA DW services. TAA case managers should then send the below information to their local WIOA DW case manager for their awareness and to activate next steps, if applicable. This coordination reduces duplicity and enhances seamless service delivery to clients.

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

NCWorks Career Centers provide specialized career services to military veterans including priority service within the Career Center, access to NCWorks Portal for Military Veterans, and specially trained staff to address the specific needs of Veterans. NCWorks hosts hiring events targeted specifically to military veterans. Title I staff coordinates services for enrolled military veterans with Veteran's Services Coordinators at the three community colleges in the the CFWDB region for maximum benefit.

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

Each NCWorks Career Center is ADA commpliant. Additionally, a number of accommodations are available for use as needed such as desks with height adjustment capability, PCs with screen adjustments, and translation services for the hearing impaired. Additional, staff works closely with VR representatives to ensure the needs of customers are met in a fashion conforming to their specific disability.

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

The CFWDB Business Engagement Manager hosts monthly Business Services Team meetings with center staff to review current initiatives and partnerships. During this time we identify businesses requesting information and support and identify individuals that need to attend these meetings based on the company's needs. Regular reporting on progress and initiatives helps to reduce redundancy and duplication.

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

The CFWDB's regional NCWorks Career Center staff conduct either Employability Assessment Interview (EAI) or for a Reemployment Services and Eligibility Assessment (RESEA) with clients receiving UI benefits. These clients are referred to other NCWorks Career Center staff as needed to conduct individual appointments, register for workshops, and receive additional job search and employment assistance either through WIOA or a mandated partner. If a client visits the career center to use the CRC to apply for benefits, NCWorks staff inform them of jobseeker services.

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

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

- Name document: *Cape Fear Workforce Development Board Services Flowchart 2023.*

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

- Name document: *Cape Fear Workforce Development Board NCWorks Career Center MOU.*

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

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
- 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 Workforce Development Board provides oversight for the NCWorks Career Centers to ensure quality customer service is provided through representation at monthly Leadership Team Meetings and weekly staff meetings. WDB Staff can listen to concerns and share best practices. In addition, a WDB Dashboard report is provided monthly which lists individuals served, the method of service, and the number of employer customers served by each center. Also included are local labor market statistics, which provide a basis for service Planning. The CFWDB embraces Human Centered Design in meeting the needs of NCWorks staff, who are then better equipped to assist customers.

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

NCWorks Career Centers are using virtual technology to provide integrated, technology-enabled intake and case management services. Enrollment forms are available as fillable PDF and can collect electronic signatures. Meetings with participants are conducted using Microsoft Teams or Zoom. Through NCWO, staff can message clients, obtain electronic signatures, and share documents. All partners who have access to NCWO may use these options.

16. How does the Local Area WDB use data to monitor and track performance measures for serving individuals and business? Be specific about what systems are used, how regularly the Local Area WDB looks at these sources, and how the Local Area WDB might change the strategies based on the data.

The Cape Fear WDB uses data from NCWorks Online reports and FutureWorks to monitor and track performance for customers. These reports are generated and reviewed monthly. The reports help identify any performance areas not meeting standards. Strategies are implemented to address possible data entry issues and identify activities with negative outcomes. Adjustments are implemented to ensure a positive impact on both the program and participants. In addition, A monthly WDB Dashboard is created from NCWorks service reports and the D4 Demand Driven Data System to review services provided employers as well as local Labor Market statistics. These reports are used by WDB Staff to provide technical assistance to providers, outreach, and identify potential recruiting opportunities.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:
 - a. Utilizing regional and local employer data to inform priorities.
 - b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.
 - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].
 - d. Including Historically Underutilized Businesses.

a. The Business Engagement Manager supplies Economic Development partners and area employers with industry specific regional and local labor market data to aid in informed decision-making using NC LEAD, Bureau of Labor and Statistics, and EMSI software.

b. Referrals are made, as needed, across NCWorks partner lines within each career center and/or through connections to relevant representatives across the state.

c. The Cape Fear WDB Business Engagement Manager has established working relationships with area Economic Development organizations and provides LMI data and research as requested, completed UNC-Chapel Hill Basic Economic Development training program, obtained certified business engagement certification, works closely with Chamber of Commerce contacts for business outreach, and is aligned in daily practice with Economic Development. The CFWDB Director routinely engages with economic developers, community college partners, and businesses across the region to maintain collaborative relationships.

d. The CFWDB Business Engagement Manager connects with HUBs via specialized organizations that support the success of HUBs. The CFWDB Business Engagement Manager participates in meetings of HUB-eligible companies and follows-up to identify relevant services in addition to identifying HUB businesses and connecting them to the HUB offices to become certified as a HUB business.

2. Please describe the efforts of the Local Area WDB staff, Employer services staff and career center staff have made to deliver business services on a regional basis in the following areas:
 - a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].
 - b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.
 - c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]
 - d. Coordinating with DWS TAA and Business Services staff to provide Rapid Response assistance and appropriate career and training services to workers for whom a petition has been filed. (20 CFR 618.816)

- a) The CFWDB Business Engagement Manager provides reports to economic development partners, Chambers, education agencies, and companies on a routine basis and uses LMI data to guide strategic initiatives.
- b) CFWDB staff meet with representatives of agencies who serve specific populations to engage them with relevant NCWorks staff. Representatives present at CFWDB meetings or CFWDB committee meetings to solicit partnership in reaching their goals. Veterans services is a strong focus for the CFWDB, and CFWDB staff emphasize Veteran support at NCWorks Career Centers. NCWorks Career Centers hosts monthly Community Partner meetings with CBOs.
- c) The CFWDB Business Engagement Manager works closely with businesses to identify strategies to reduce layoffs or to expand hiring. The tools that support these strategies are IWTG, OJT, Business Edge, WOTC, and others.
- d) CFWDB convenes NCWorks Center partners to develop individualized plans for businesses who have filed a Rapid Response. Activities include providing training to transitioning effected employees into other occupations or industries, providing workshops to offer job-seeking and resume support, connecting individuals with unemployment resources, and supporting individuals with job search support.

3. Please describe employer-focused partnership efforts in the areas of education and training and economic development in the following areas:

- a. Enhancing the use of On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and other work-based learning opportunities to support the regional economy and individuals' career advancement.
- b. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]
- c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

- a) The CFWDB Business Engagement Manager connects businesses with NCWorks Centers to explore OJT and WEX Opportunities. Additionally the Business Engagement Manager identify employers who can provide placement for OJT and WEX applicants. CFWDB hosts IWTG info sessions and work with CBOs to communicate IWTG offerings and opportunities.
- b) The CFWDB Business Engagement Manager works with local chambers, educational partners, entrepreneurial hubs, small business support organizations and CBOs to communicate entrepreneurial support and communicate offerings available to entrepreneurs and Microenterprises.
- c) The CFWDB Business engagement manager regularly engages with economic development organizations to provide data and workforce solutions for upcoming initiatives and projects.

VI. Performance

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

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

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

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

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

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

***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.*

a. 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. Wages for workers are still not comparable to the cost of living within our region. The Cape Fear WDB region has also been impacted by the increasing housing markets and rising cost of living for individuals to work and live in their local communities, resulting in clients leaving the area or not completing their training programs.

Likewise, NCWorks programs have suffered high staff turnover as staff find higher paying jobs in the private sector that pays them a higher wage. 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 NCWorks staff to assist them with their hiring and employment needs. More hiring fairs and events have been created to offer jobseekers the opportunity to find employment with wage progression and career advancement.

b) We serve rural communities like Brunswick, Columbus and Pender Counties that have noticed a difference in the characteristics of the enrollees coming into the centers and enrolling into the WIOA Title I programs. Due to the low volume of individuals coming into the centers to look for jobs in our area, our region decided to realign our outreach efforts to offer our service delivery to adults, dislocated workers, and youth utilizing access points in Pender County to meet our customers where they are in their local community. In our other service areas such as Brunswick, New Hanover, and Columbus counties we have immediately adjusted and adapted to offering hybrid services to jobseekers so that they can access our services in person or virtually as needed. As a result we are finding that more jobseekers are returning to our centers to utilize our services to search for jobs of their interest and to receive WIOA services that can assist them with getting the training they need to attain the certifications, diplomas, degrees, or licensures they need to obtain employment.

c. Local businesses were affected by COVID-19 in a multitude of ways. Many small businesses were forced to close and unable to reopen once restrictions were lifted. Businesses that survived during the pandemic are now having a hard time finding employees to meet workforce demands. Local organizations had to reduce services and are still struggling to ramp up and serve communities on the same scale as pre-COVID. Not all changes were negative, some businesses were able to pivot and change product offerings or services needed through the pandemic, allowing their company to flourish post-pandemic.

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

The Cape Fear WDB Superuser provides service providers with monthly NCWorks Online Reports and Future Works Predictive Reports. Performance data is discussed at weekly staff meetings utilizing CFWDB dashboards as a basis for data. CFWDB staff meet with program managers monthly to review specific performance data and progress toward goals utilizing these dashboards and reports. Strategies for performance improvement are discussed and implemented as needed at these meetings, which may include training and technical assistance. Ultimate responsibility for performance management and positive performance outcomes lies with the service provider for their specific contracted area.

CFWDB staff provides monthly desk reviews of case files based on monthly invoices for cost reimbursement and NCWO reports. If errors are detected, they are documented and shared with service providers to be corrected by case management staff. Program staff are encouraged to manage their cases and track performance independently and compare their results to those of CFWDB staff to ensure effectiveness and accountability for each client case file.

Quarterly performance data is provided to Cape Fear WDB committees and full board meetings for discussion. Monitoring reports conducted by board staff are shared in committee meetings for contract performance. All reports and dashboards are used to hold staff accountable for tracking and maintaining quality controls to produce good outcomes for performance from the Board to the subrecipient. Annual performance training is conducted for all staff.

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

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

The Cape Fear WDB would recognize this to be a data management error and will retrain program staff to enter data and support documentation as part of their routine duties. 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/ WIOA Title I staff on process improvements for their NCWorks Career Center.

The following are utilized within our board region:

Board staff uses NCWorks Online Reports and Futureworks Predictive reports to conduct a random sampling of file audits in NCWorks. Quarterly internal monitoring is conducted and WIOA staff is sent a copy of the internal monitoring report to make the necessary and appropriate corrections. Corrections of file audits are made in a timely manner and updates are provided to the local area Super User 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. Planning is provided by contractor and board staff are made available via in person meetings, webinar, and recorded session for reference.

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

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

CFWDB staff provide technical assistance training to NCWorks staff to ensure the importance of meeting all performance goals and outcomes. The CFWDB staff recognize this may be a data management error and retrain program staff to enter data and supportive documentation as part of their routine duties. Board staff work with WIOA Title I 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.

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 and address any issues impacting positive and/or negative performance.

Performance information is also shared at Cape Fear WDB team meetings, One Stop Operator meetings, youth meetings, and functional team meetings. Data is disseminated to case managers/career advisors via their immediate supervisor via email. The Super User sends performance reports and information to all service providers on a monthly basis. Performance management, data management, and fiscal management are three of the four pillars of program oversight that are routinely discussed at all levels.

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

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

MSGs and Credentials are tracked in NCWO for all participants enrolled in training services. Training milestones and other progress related MSGs are planned in the Individual Employment Plan. IEPs are reviewed monthly by career advisors with participants to ensure they are on track to achieving credentials for their respective programs. Predictive MSG and Credential reports in NCWO and Future Works are used to ensure all MSG and Credentials are recorded in NCWO. These reports are reviewed monthly by CFWDB staff

and subrecipient program managers to ensure credential attainment goals are met in each county in the CFWDB region.

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

6. When selecting an eligible training provider from the State Eligible Training Provider List to certify for local use, what is the review process your local area uses to make this decision? How are customers informed that they have options in choosing their provider?

As of July 1, 2022, the state approves all training providers and programs. WDB Staff certifies the training providers and programs from the state’s Eligible Training Provider List for the Cape Fear Region. Staff review training programs to determine if they meet the criteria of the Eligible Training Provider Policy, such as projected business needs and occupations that are high in-demand for the CFWDB region. The CFWDB Superuser reviews labor market, including jobs that are available to customers now and in the future. Programs that lead to a credential are supported. Customers are informed of the ETPL after they have been determined eligible for WIOA Title I services, and assessments have determined the need for training. Career Advisors discuss the ETPL with customers that are interested in going to school as a part of their Individual Employment (IEP).

7. Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers.

As of July 1, 2022, the state approves all training providers and programs. WDB Staff certifies the training providers and programs from the state’s Eligible Training Provider List for the Cape Fear Region. Staff review training programs to determine if they meet the criteria of the Eligible Training Provider Policy, such as projected business needs and occupations that are high in-demand for the CFWDB region. The CFWDB Superuser reviews labor market, including jobs that are available to customers now and in the future. Programs that lead to a credential are supported.

- Attach if a separate policy.
 - Name Document: *Cape Fear Workforce Development Board ETPL Policy.*

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 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 trainings, 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 trainings, 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 trainings, contracts, and other agreements are reviewed to ensure nondiscrimination and contain the required language regarding nondiscrimination and equal opportunity.

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

- Name document: *Cape Fear Workforce Development Board EO Complaint Grievance Procedure*.

3. Describe the methods used 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 . The Nondiscrimination 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 TraiPlanning s, 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 traiPlanning 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.
 - a. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.
 - b. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

A strength of our existing Adult and Dislocated Worker education and training services is an innovative and adaptive system to meet the needs of training and employment seekers as well as employer customers. The local area has invested in extensive technical assistance to providers to empower them to be responsive to the demands of the changing workforce post-pandemic. Providers are encouraged to create innovative s of service blending both in-person and virtual opportunities to maximize available service to customers. Strategies to encourage quick and clear communication to customers, aided by the design and implementation of virtual service offerings, allow the local area to continue providing superior 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 soft skills training and the need for expansion of offerings for services related to training opportunities as well as employment. Access to the Conover Company suite of Soft-Skills, job-seeking, and Job-keeping training has assisted in documenting job seekers proficiency with skills such as communication, conflict resolution, and workplace ethics. The Local Area also has reviewed and expanded options for online training options for training seekers to increase virtual service opportunities.

While an expanded focus on Work-Based Learning Opportunities such as WEX and OJT, as well as Incumbent Worker Grants, assist employers in expanding and upgrading the workforce. The Local Area s 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 Local Area WDB and service delivery.
 - a. 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 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 bidder’s conference. Bidders must submit a Letter of Intent to Bid to be eligible to continue the process. After a period 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 of 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.

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

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) and the current year of the contract (e.g., Year one of possible three).

The Cape Fear WDB procured One Stop Operator services from Eckerd Connects for Brunswick, New Hanover and Pender counties and Southeastern Community College for Columbus county 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 through PY 2022. Procurement for PY 2023 failed to yield One Stop Operator services for Brunswick, New Hanover, and Pender counties. One Stop Services will be provided through the Cape Fear Council of Governments through June 2024; however, all NCWorks services remain under the direction of the CFWDB. For Columbus County, Southeastern Community College was awarded the One Stop Operator contract from July 1, 2023 through June 30, 2024. In the Spring on 2024, the One Stop Operator will be reprocured via RFP. The CFWDB has recommended the One Stop Operator service be procured as part of the Adult and Dislocated Worker RFP, released in the Spring of 2024 to begin July 1, 2024.

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2023 using the PY 2023 Adult/Dislocated Worker Service Provider List provided.

- Name document: Cape Fear Workforce Development Board PY 2023 Adult/Dislocated Worker Service Provider List.

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

The Cape Fear Workforce Development Board's vision for serving WIOA eligible adults and Dislocated Workers is rooted in the Human Centered Design Methodology. The CFWDB's goal is 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 Cape Fear region by providing relevant responsive services to traPlanning and employment seeking customers, and utilizing innovative and efficient delivery of services, both in-person and virtually, based on the specific needs of the individual customer. Through continued focus on technical guidance and traPlanning on best practices, the CFWDB envisions these services being provided with the highest level of customer service by a professional and proficient staff focusing on the individual development of customers while assuring positive outcomes are achieved and performance goals are met.

The same level of service will be extended to employer customers, assuring that they have access to a skilled and available workforce pipeline to meet both current employment needs to allow for stability, but also providing access to

an integrated, job-driven public workforce system that links diverse talent to businesses and encourages growth through opportunities for investment in the current and future workforce.

6. Describe the Local Area WDB's method for ensuring that a sufficient number of adults receiving individualized career and training services in the Local Area are from one of the following priority of services categories: public assistance, low-income individuals and individuals who are basic skills deficient. [134(c)(3)(E), 3(24)]

The Cape Fear WDB has implemented a priority of service policy to ensure a sufficient number of adults receive individualized career and training services in the Local Area are from one of the following priority of services categories: public assistance, low-income individuals and individuals who are basic skills deficient. [134(c)(3)(E), 3(24)] The policy outlines a specific methodology for identifying individuals in specific priority categories, and the categories are documented in NCWorks online as a requirement during the enrollment process. In addition to these efforts the CFWDB has established partnerships with local community outreach organizations, human services providers, and faith-based organizations to increase outreach to priority populations. Agencies such as Brunswick Family Assistance, Men and Women United, and regional Literacy Councils are examples of some existing partnerships.

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

The Cape Fear WDB 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 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.

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

Board staff monitors contractor staff internally every month detailing the action items needing corrective action for case files. The internal monitoring review is shared with Program Managers/Supervisors for file corrections. Board staff check for participant eligibility, basic enrollment information, program activities/services, and required documentation (WIOA application, income verification as applicable, barrier to employment as applicable, WEX or Contract agreement/contract, ITA forms/vouchers, and Supportive Service cost).

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 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 partner relationships.

IX. Youth Services

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

- *Out-of-School Youth (OSY) – A minimum of 75% of the Youth funds allocated to Local Area WDBs, except for the Local Area WDB expenditures for administration, must be used to provide services to OSY;*

Note: USDOL has granted North Carolina a waiver for Program Years 2022 and 2023, which reduces the minimum Title I Youth expenditure rate requirement for OSY from 75% to 50% and allows the maximum expenditure rate for in-school youth (ISY) to be increased from 25% to 50%.

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

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

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
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.	58 enrollments 9.81% 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	WEX 37 /OJT 0 enrollments WEX - 4.99% success rate OJT- 0% success rate

		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 over through direct placement.	
Occupational Skills TraiPlanning ETPL	The youth's learning needs are identified prior to them applying for a TraiPlanning 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.	40 enrollments 5.47% 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.	2 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 services are required and can be provided by WIOA.	The Objective Assessment and IEP are used as fluid documents to identify the needs of the youth customers.	2 enrollments .38% success rate

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

- a. 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 adult Career Advisor but also has capabilities to assist in identifying training and employment goals.
- b. 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 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 meet.
- c. The Cape Fear WDB will make the necessary referrals to partner with agencies such as Vocational Rehabilitation and Mental Health services for individuals that are most need of these services. Career Advisors will be required to establish and maintain a working relationship with these agencies to follow up on the progress of the youth customer. In addition, relationships with the Public School system to serve this population will also be established with the Career and Technical Education departments in the schools to work with customers that have developmental needs and learning disabilities to ensure their success of completing high school and pursuing a career path that is suitable for them. The Cape Fear WDB Youth Program Manager sits on the Advisory Board for Brunswick County Schools CTE Advisory Council, Pender County CTE Steering Committee, CC4S/Carolina Across 100 Project Steering Committee, and on the myFuture NC Cape Fear Steering Committee. NCWorks Title I staff rely heavily on the IEP as a living document that addresses the changing needs of the participant. Using eligibility barriers, 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 that includes relevant, effective services that will enable the participant to set benchmarks and attain goals. Career Advisors make available the 14 youth elements to provide linkages to other services through partner agencies so that 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 WDB ensure the Individual Service Strategy (ISS) identifies appropriate services based on the objective assessment and is linked to youth performance indicators, career pathways, and program elements? [WIOA Section 129(c)(1)(B)] How does the provider ensure the ISS is unique to the individual?

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 participant to complete the ISS/IEP with the career advisor to lay out their career to determine what services will be incorporated as objectives to help them reach their eventual career/employment goals. The Local Area requires at a minimum for the career advisor to follow up with each youth participant on a monthly basis to get updates on their career/employment progress, along with quarterly ISS/IEP updates as the youth completes their objectives.

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

The Cape Fear WDB will provide the training and funding that is needed for youth and young adults to be able to enter post-secondary education and attain a recognized industry credential for a high growth job that is high demand. The occupational skills training will be offered to those youth and young adults that can best benefit from participating in a training program to gain employment. Customers will be able to enroll in short-term, two-year training programs, and online classes to complete their educational goals. Utilizing the traditional secondary school settings, alternative school settings, and occupational skills training will help the local area meet its credential rate and measurable skills gain goal.

Through traditional secondary school settings, alternative school settings, and occupational skills training the local area will provide youth and young adults with the necessary information to make an informed decision about their educational goals. NCWorks Career Center staff will provide customers with the necessary information to allow them the opportunity to explore career paths that will benefit them the most based on their career interest.

Services are made available to youth to provide them with the tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies. In addition, for those individuals that wish not to remain in a traditional school setting can seek alternative school secondary. Youth customers are referred to community college's Basic Skills Lab for tutoring assistance in all academic areas. The Lab is open to those that wish to attain their high school diploma or equivalency per week to help the customer meet their academic goals. Utilizing the basic skills labs helps to accommodate work and/or family schedules of the youth or young adults attending classes.

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

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 subrecipient 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 needs 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 those pertaining to whether or not a youth is in need of transportation, child care, 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.

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

The CFWDB serves the young adults in the NextGen program within the local NCWorks Career Centers in three of the our four counties. In all counties, including Pender, the CFWDB has set up access points for youth customers to receive services in designated locations throughout the county. Youth will be served in a Tier 1 Career Center of their choice. The Cape Fear WDB Youth Standing Committee continues to identify access points 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. increases 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.

7. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2023, using the PY 2023 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided.

- Name the document: *PY 2023 Local Area WDB Name Youth Service Provider List.*

8. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions and the current year of the contract (e.g., first of possible three years).

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 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 April 19, 2023 and will vote on Youth RFP bids for New Hanover and Pender Counties on May 31, 2023. The Youth program contracts began July 1, 2023 under contract for one year with an extension to extend for the next program year (PY 2023). If the CFWDB determines the Youth providers are adequate, a Youth RFP will be issued again for PY 2025.

USDOL has granted North Carolina a waiver for Program Years 2022 and 2023, which reduces the minimum Title I Youth expenditure rate requirement for OSY from 75% to 50% and allows the maximum expenditure rate for in-school youth (ISY) to be increased from 25% to 50%.

9. Provide the Local Area WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. *If the WDB is choosing to implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2023, please state N/A for this question and respond appropriately to all questions listed below.*

Did the Local Area WDB implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2022?

Local Area WDBs choosing to implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2023 must respond to each item listed below. *If the WDB does not desire to implement the waiver, please state N/A for questions a, b, and c and respond to the questions listed above.*

- a) State how the WDB will achieve the 50% OSY expenditure rate and describe the steps that will be taken to comply with the WDB's programmatic goals and outcomes.
- b) Describe why there is a need to serve additional ISY in the local area region and state how the WDB will achieve the 50% ISY expenditure rate.
- c) Describe how the local area region will be able to meet the demand for youth services by using the waiver.

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

Every month, the subreipients 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.

The CFWDB did not elect to utilize the waiver.

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

The Cape Fear Workforce Development Board will meet its expenditure requirement to expend at least 20% of funds on WBL opportunities by offering youth year-round paid WEXs and Summer Employment Internships. Youth will be able to explore their career options through work experience opportunities while in the program. Youth will be able to participate in WBL opportunities to provide them with the hands-on experience that they need to become more marketable to an employer. This will help to create more work-based learning opportunities for youth customers to help service providers spend more of their money on paid work experiences. WIOA funds will be utilized to pay for *Participant Wages and Fringes, Employability Skills Training, and Youth Incentives*. The Cape Fear Workforce Development Board will host a big Summer Employment Internship Program that will begin May 1st and end September 30th to ensure that the local area will meet the 20% requirement to expend funds on WBL opportunities.

11. Does the Local Area WDB have a dedicated full-time Youth Business Services Representative (or similar title) at the Local Area WDB level or at the Provider level, and if so, state which level and how many?

The Cape Fear Workforce Development Board has begun the procedure of hiring a dedicated Youth Business Service Representative/Youth WBL Coordinator to work in conjunction with the Youth Program Manager and the Business Engagement Manager to assist with making employer connections to establish stronger working relationships with businesses within the community. There is one youths service provider that has staff person that helps to develop and create WEXs and OJTs opportunities by working with local employers.

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

The CFWDB works closely with reentry and Juvenile Justice representatives. The CFWDB strives to strengthen collaboration with these groups; however the WIOA Youth Program services have provided adequate support when braided with partner funding to support justice-involved youth.

13. Describe how the Local Area WDB partners, aligns, and leverages, as appropriate with:

- a. Title II Adult Education and Family Literacy Act program resources and policies.
- b. Title IV Vocational Rehabilitation program resources and policies.
- c. Integrates adult education with occupational education and training and workforce preparation, as Local Area WDB's and the creation of career pathways for youth. [USDOL TEGE 8-15]

a) 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) 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) 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. 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 myFuture NC Cape Fear Steering Committee, and coordinates with all school districts to better integrate the goals of education agencies and the labor market..

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

If yes, attach the Youth Incentive Policy to include:

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

- Name document: Local Area WDB Name Youth Incentive Policy.

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

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

n/a

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

The 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. Service providers utilize NCWorks online to gain relevant labor market information to help prepare youth customers for the workforce.

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

- Name document: Cape Fear Workforce Development Board Youth Program Elements Chart.

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

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

Yes, please note attachment regarding the Youth Standing Committee.

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

a) Provide the committee's purpose/vision.

The Youth Standing Committee of the CFWDB is responsible for promoting opportunities and awareness for all youth in the Cape Fear region and conducting oversight to youth programs funded by WIOA and increase the post-secondary credential rate to meet the myFutureNC goal. To achieve the Committee's purpose and vision, the youth Committee is committed to outreach and engagement.

b) Provide the youth committee's top three goals or objectives for PY 2023.

Outreach Event(s)

The Youth Standing Committee had authorized Cape Fear WDB staff to coordinate outreach with WIOA youth staff to host or tag along with community events to inform youth of relevant labor market information, share community resources, and recruit youth for the WIOA youth program. These events will likely take place virtually, or with smaller groups, using the existing Youth Standing Committee members to coordinate the outreach to youth with other partner agencies that serves the youth population. This will be replicated in each of the counties of the Cape Fear WDB region. Following the "sector strategy" model used to obtain pertinent information from employers, these outreach events will include youth forums or focus groups, where youth divide into roundtables by discussion topic. The role of the facilitator will be to listen for information on how to meet the needs of youth.

Also, 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.

Youth Councils

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.

A mini youth council will be created and utilized to help compile a community resource guide for each county with other community agencies to identify what resources and services are available to young people in each of the counties. Each mini youth council will seek to meet virtually and/or in person with youth serving agencies to determine what programs and services are available to youth/young adults within their local community. In addition, the mini youth council will come together to host or partner on at least one community event utilizing youth focus groups topics in each of the counties to share information with youth

customers. The mini youth council meets at least once a quarter or as needed to discuss outreach efforts to reach out to youth/young adults.

Products to Engage Youth

The Youth Standing Committee has directed Cape Fear WDB staff to purchase products and services that support the employment and training needs of youth. Ideally, these products/services can be used independently between meetings with the Career Advisor, enabling the participant to retain new skills learned during the program, such as work-readiness, financial management, etc. Youth will use the Workplace Excellence Series soft skills training to assist them with learning the basic soft skills that it takes to be marketable to an employer. The soft skills training 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. The soft skills training will teach youth work-readiness, resume preparation, mock interviews, survival skills, financial management, etc. Also, virtual and in person 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. It is the goal of the local area to hire a full time WBL Youth Specialist to conduct workshops in the schools and our local centers for youth entailing these topics.

c) Provide a list of youth committee members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in the first block (*who must be a Local Area WDB member*).

- Name document: Cape Fear Workforce Development Board Youth Committee Members [WIOA Section 107(b)(4)(A)(ii)]

c. Complete the following chart for the PY 2023 Youth Committee's planned meeting schedule to include dates, time, and location. (Expand form as needed or mark Not-Applicable.)

Date	Time	Location (include address and room #)
August 9, 2023	10:00 am	Zoom will be used until further notice.
November 8, 2023	10:00am	Zoom will be used until further notice.
February 14, 2024	10:00am	Zoom will be used until further notice.
May 8, 2024	10:00am	Zoom will be used until further notice.

X. Local Area WDB Innovations

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

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
ARPA	Grant funds to promote small and micro business	Click here to enter text.	WIOA/set aside Amount: \$427,500	Excite Credit Union

2. Describe one of the Local Area WDB's best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

The CFWDB has implemented the use of Conover Company soft skills training to enhance employability of adults and dislocated workers seeking employment. The training is provided in multiple formats to include in-person instruction and virtual options which may be accessed from any internet-connected device. The training provides pre and post testing and a certificate of competence which may be used to supplement job search documents. The modules also serve as tools to build the collaborative connection between jobseeker and Career Advisor.

3. Describe one of the Local Area WDB's best or promising Youth program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

The CFWDB utilizes the use Workplace Excellence Series soft skills training to enhance employability of youth seeking employment. The training is used for all WEX participants. The training is provided in multiple formats to include in-person instruction and virtual options which may be accessed from any internet-connected device. The training is module-based but builds to support the work-readiness of young jobseekers.

4. Describe one of the Local Area WDB's best or promising regional strategy that has yielded positive results and describe how the WDB informs other local WDBs of the best or promising regional workforce practices. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

CFWDB staff meets regionally with subrecipients and partners across the Cape Fear WDB region to provide technical assistance, guidance, team building, and best practices that meet CFWDB expectation and enable NCWorks teams to feel connected across the CFWDB region. This resulted in consistency across the region and increased collaboration between partners within each career center.

5. Describe one of the Local Area WDB's innovative business services strategies. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

While not particularly innovative, using a targeted approach to IWTGs, via the INVEST grant, has enabled the CFWDB to serve multiple clients within industries of need. By focusing on small business, the CFWDB has had a firm impact on the growth and sustainability of many small companies post-pandemic.

6. Describe one of the Local Area WDB's best or promising virtual services strategies that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

The utilization of virtual services altogether has been a promising strategy for engagement. Virtual service, such as virtual intake and case management, have increased engagement in hard to reach communities and has increased enrollments and engagement to services.

7. Describe one of the Local Area WDB's business engagement practices that demonstrated employers taking charge and driving the agenda.

Sector Partnerships are the epitome of employer engagement and driving the agenda. The CFWDB used the NextGen Sector Partnership model to support the creation of the Cape Fear Manufacturing Partnership, which has over thirty members who meet quarterly to collaborate on strategies to solve industry issues.

XI. Program Year 2023 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2023 Local Area Plan. The Local Area Plan is not complete without these documents.

- Name Each Document: *Policy Name*.

- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been changed/revise for the PY 2023 Plan and requires a review for PY 2023 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder”.

Required Cape Fear WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2023 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	Yes	No
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	Yes	No
6. Individualized TraiPlanning Account Policy	Yes	No
7. On-the-Job TraiPlanning Policy	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes	No
11. Supportive Services Policy	Yes	No
12. Cape Fear WDB WIOA and TAA Co-enrollment Policy	Yes	No

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

In the second column mark “Yes” *only* if the policy has been changed for PY 2023 and requires a review for PY 2023 and has not been previously submitted to the DWS.

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

Optional Cape Fear WDB Policies	Yes- the Cape Fear WDB has a policy or N/A (Not Applicable)	Revised for PY 2023 (Add Yes or N/A for this column)
1. Cape Fear WDB Guidance for Local Incumbent Worker Grants	Yes	N/A
2. Cape Fear WDB Needs-Related Policy	N/A	
3. Cape Fear WDB Transitional Jobs Policy	N/A	
4. Cape Fear WDB Youth Incentive Policy	Yes	N/A

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

Individual Training Accounts (ITA) Summary	
Dollar Amounts	\$5,000 per Program Year ; \$10,000 Lifetime Max
Time Limits	36 months with a Maximum of 6 Semesters supported
Degree or Certificates allowed (Associate, Bachelor’s, other)	Industry Recognized Credential, Certificate, Associate, Bachelor’s
Procedures for determining case-by-case exceptions for training that may be allowed	Written approval by WDB Director

Individual Training Accounts (ITA) Summary	
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.)	Tuition, books, fees, supplies, tools, uniforms, and exams
Other	N/A

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

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
Reimbursement for actual expenses via check, gas card, or contracted agreement	Reimbursement for actual expenses via check	Tools Uniforms Shoes	Shelter Food Medication	N/A

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

Attachment Checklist from Local Area Plan Instructions

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

Confirmed

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

Attachment Checklist from Local Area Plan Instructions

- Local Area WDB Transitional Jobs Policy (*optional*)N/A
- Local Area WDB Youth Incentive Policy (*optional*)
- Memorandum of Understanding
- Customer Flow Chart

*Mail signed and unfolded originals to assigned DWS Planner at

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

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

Appendices

NC Local Area WDB By-Laws Required Elements	<u>Appendix A</u>
By-Laws Guidance	<u>Appendix B</u>
Guidance Regarding Meetings and Conferencing via Electronic Means	<u>Appendix C</u>
Local Area WDB Membership Requirements	<u>Appendix D</u>

NC Local Area WDB By-Laws Required Elements

At a minimum the Local Area WDB by-laws must include the following items for DWS approval. When submitting the Local Area WDB by-laws, please specify the section (provide a clear crosswalk) where the following required elements are located within the submitted by-laws.

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

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

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

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

By-Laws Guidance

This template is provided for guidance purposes only. It contains sample language that may be used in by-laws development. It is not required that Boards utilize this template or language within. This template reflects multiple counties within a Consortium. Single-county Boards and non-Consortia will need to adjust their by-laws accordingly.

Article 1

Name and Purpose

Section 1. Name

The name of this organization shall be the **Click Here to Enter WDB Name. Board** (hereinafter referred to as the “Board”).

Section 2. Purpose and Responsibilities

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

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

The Board responsibilities shall include:

1. Develop and submit Local Area Plan annually to the Governor, a comprehensive 4-year Local Area Plan, in partnership with the Chief Local Elected Official.
2. Perform workforce research and regional market analysis.
3. Convene local workforce development system stakeholders to assist in the development of the Local Area Plan and identify non-federal expertise and resources to leverage support for workforce development activities.
4. Lead efforts to engage with a diverse range of employers and with entities in the region involved.
5. Lead efforts with representatives of secondary and postsecondary education programs in the Local Area to develop and implement career pathways within the Local Area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers.

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

Article 2

Board Members

Section 1. Appointment

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

The number of business sector nominees shall be at least 51% of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a member of the nominating organization. A majority of the Members shall be representatives of businesses in the local area (including small businesses or organizations representing businesses that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area) and are owners, chief executives or

By-Laws Guidance

operating officers, or other business executives or employers with optimum policy making or hiring authority. The members of the local Board shall represent diverse geographic areas within the local area.

Section 2. Composition

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

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

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

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

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

- i. shall include a representative of economic and community development entities;
- ii. shall include an appropriate representative from the State Employment Service Office under the Wagner-Peyser Act serving the local area;
- iii. shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;

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

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

Section 3. Tenure

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

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

By-Laws Guidance

Section 6. Vacancies

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

Article 3 Meetings

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

By-Laws Guidance

Section 5. Open Meetings

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

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4 Organization

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

By-Laws Guidance

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5 Committees

Section 1.

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

Section 2.

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

By-Laws Guidance

Section 3.

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

Article 6 Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7 Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

Board Director, Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

Board Chair, Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

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

Guidance Regarding Meetings and Conferencing via Electronic Means

- F. When a motion is made, and seconded, and discussion regarding the motion begins, the Chair will check that the connection with remote location(s) where members are present is active. Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.

- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.

- H. The procedures outlined above shall also apply to each Board and its Committee members.

Local Area WDB Membership Requirements

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

Who May Satisfy the Requirements:

The majority of the members of the Local Area WDB must be representatives of private sector business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Area WDBs may also serve on the State Board. Each business representative must meet the following criteria:

- be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority;
- provide employment opportunities in **in-demand** industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and
- are appointed from among individuals nominated by local business organizations and business trade associations.

In North Carolina, examples of allowable business organizations may include chambers of commerce, trade organizations, large non-profit organizations, such as Rex Hospital, and for-profit organizations, such as Duke Hospital, depending on the specific circumstances. Examples of unallowable business organizations include the N.C. Department of Public Safety or other state or municipal agencies.

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

Who May Satisfy the Requirements:

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

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

Employee representatives must come from organizations that advocate, enhance, or protect the rights of a group of employees. In North Carolina, such examples include the North Carolina Association of Educators (NCAE), the State Employees Association of North Carolina (SEANC), and the National Guard Association). The National Council for Accreditation of Teacher Education (NCATE) is an example of an organization that is not allowable as a labor organization.

Local Area WDB Membership Requirements

- **must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship program** within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.

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

- one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and

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

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

Community College representatives would not be appropriate for this category.

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

Who May Satisfy the Requirements:

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

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

Local Area WDB Membership Requirements

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

- Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment;
- Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- Philanthropic organizations serving the local area;
- and Other appropriate individuals as determined by the Chief Local Elected Official (CLEO).
- The board chair shall be elected among the business representatives.

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