Workforce Innovation and Opportunity Act

Title I

Comprehensive Four-Year Title I Plan for PY 2020 July 1, 2020 – June 30, 2024

North Carolina Department of Commerce
Division of Workforce Solutions
4316 Mail Service Center
313 Chapanoke Road, Suite 120
Raleigh, NC 27699-4316
Local Title I WIOA Instructions Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. The WIOA Program Year (PY) 2020 Plan is to provide current information and be effective July 1, 2020 - June 30, 2024 and will include all current local policies. The local and regional 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, Workforce Development Boards shall comply with WIOA Sections 106 through 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


Plan Submission and Due Date

The Local Plan must be submitted through Workforce Information System Enterprise (WISE), the Division’s web-based financial system. **The due date is May 18, 2020.** Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may be mailed to the local Board’s assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316. Hand delivered documents may be left at 313 Chapanoke Road, Suite 120, Raleigh, NC 27603.
I. Workforce Development Board Overview

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

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

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

   The Local Area’s official (Legal) name as it appears on the local Consortium Agreement established to administer the Workforce Innovation and Opportunity Act (WIOA) is the Mountain Area Workforce Development Consortium. Attached is a copy of the current Consortium Agreement.

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

<table>
<thead>
<tr>
<th>Name: Nathan Ramsey</th>
<th>Title: Executive Director of LOS &amp; Local Area Workforce Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone number: 828-251-6622</td>
<td>Email address: <a href="mailto:nathan@landofsky.org">nathan@landofsky.org</a></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name: Craig Goforth</th>
<th>Elected Title: Commission Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government: Madison County Board of Commissioners</td>
<td>Address: Post Office Box 579,, Marshall, North Carolina, 28753</td>
</tr>
<tr>
<td>Phone number: 828-206-1405</td>
<td>Email address: <a href="mailto:craiggoforth@madisoncountync.gov">craiggoforth@madisoncountync.gov</a></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name: Mandy Bradley</th>
<th>Title: County Clerk</th>
</tr>
</thead>
</table>
5. Provide the name, address, telephone number, and email address of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds. This is the entity responsible for the disbursal of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>Charlotte Sullivan</td>
<td>Finance Director</td>
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</table>

<table>
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<tr>
<th>Organization:</th>
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<tbody>
<tr>
<td>Land of Sky Regional Council</td>
<td>339 New Leicester Highway, Suite 140, Asheville, NC 28806</td>
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<tr>
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<tbody>
<tr>
<td>828-251-6622</td>
<td><a href="mailto:charlotte@landofsky.org">charlotte@landofsky.org</a></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>Danna Stansbury</td>
<td>Deputy Executive Director</td>
</tr>
</tbody>
</table>

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<tr>
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<td><a href="mailto:danna@landofsky.org">danna@landofsky.org</a></td>
</tr>
</tbody>
</table>

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

A copy of the Administrative Entity/Fiscal Agent’s organizational chart with an effective “as of date” is attached.

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

The Data Universal Numbering System (DUNS) number is 1133470250000. The “System for Award Management” (SAM) status is current.

9. Provide the name of the local Workforce Development Board’s equal opportunity officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (PS 07-2018)
Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at Appendix D.

10. Provide each Workforce Development Board members’ name, business title, business name and address, telephone number and e-mail address on the provided form. The first block is reserved to identify the Board chairperson (form provided). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List. See Appendix D for Local Area Workforce Development Boards membership requirements.

Note: Check the block on provided form certifying compliance with required WIOA local Workforce Development Board business nomination process. If the Board membership is not in compliance currently, provide the statement here.

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

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

MAWDB Local Area Workforce Development Board’s Membership List is attached in WISE.

11. Attach the Workforce Development Board by-laws including date adopted/amended. Bylaws must include the required elements found in Appendix A. Name document: Local Area Name WDB by-laws.

A copy of the Mountain Area Workforce Development Board’s bylaws, including date adopted/amended and required elements is attached.

12. To demonstrate that the attached Workforce Development Board By-laws comply, complete By-Laws Required Elements – Crosswalk chart.

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

A copy of the Mountain Area Workforce Development Board’s Cross Walk Chart is completed and attached in WISE.

13. Describe how the Workforce Development Board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

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

The Local Area Plan is posted to the website of the Mountain Area Workforce Development Board at www.mountainareaworks.org and to the website of Land of Sky Regional Council at www.landofsky.org. The Local Area Plan is distributed via electronic mail to the Mountain Area Workforce Development Board distribution list, to the LOSRC Board distribution list, local elected officials and to local media outlets.

14. Attach a copy of the Local Workforce Development Board’s organizational chart with an ‘effective as of date.’ Include position titles. Name document: Local WDB Name Organizational Chart.

A copy of the Mountain Area Workforce Development Board’s organizational chart with an effective date of July 1, 2020 is attached in WISE.

15. Complete the following chart for the PY2020 Local Workforce Development Board’s planned meeting schedule to include time, dates and location. [Expand form as needed.]

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location (address and room #)</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 25, 2020</td>
<td>3:00pm</td>
<td>Land of Sky Regional Council 339 New Leicester Hwy, Suite 140  Asheville, NC 28806  French Broad Conference Room</td>
</tr>
<tr>
<td>October 27, 2020</td>
<td>3:00pm</td>
<td>Land of Sky Regional Council</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>December, 2020</td>
<td>TBD</td>
<td>AB Tech Conference Center</td>
</tr>
<tr>
<td>(Not a regular meeting)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 26, 2021</td>
<td>3:00pm</td>
<td>Land of Sky Regional Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>339 New Leicester Hwy, Suite 140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Asheville, NC 28806</td>
</tr>
<tr>
<td></td>
<td></td>
<td>French Broad Conference Room</td>
</tr>
<tr>
<td>March 23, 2021</td>
<td>3:00pm</td>
<td>Land of Sky Regional Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>339 New Leicester Hwy, Suite 140</td>
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<tr>
<td></td>
<td></td>
<td>Asheville, NC 28806</td>
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<tr>
<td></td>
<td></td>
<td>French Broad Conference Room</td>
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<tr>
<td>May 25, 2021</td>
<td>3:00pm</td>
<td>Land of Sky Regional Council</td>
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</tr>
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<tr>
<td>June 22, 2021</td>
<td>3:00pm</td>
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<td>French Broad Conference Room</td>
</tr>
</tbody>
</table>

**Note:** All local Workforce Development Board meetings should be held in accessible facilities. All materials and discussions should be available in an accessible format upon request.

16. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ ([form provided](#)). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants’ responsibilities.] Name document: *Local Area Name Certification Form.*
The Certification Regarding Debarment, suspension, and other Responsibility Matter – Primary Covered Transactions is attached in WISE and the original document has been mailed to the Local Area’s Planner.

Note: Document must bear the original signature of the Administrative Entity signatory official. Mail the signed Certification form (page 27) original to Division Planner.

17. Submit the original Workforce Development Board and Chief Elected Official (CEO) Signatory Page (form provided), bearing the original signatures of the Chief Elected Official(s) and the Workforce Development Board Chairman, and attach a copy of the signed document. Name document: Local Area Name Signatory Page.

Note: Mail the signed original Signatory Form to the assigned Division Planner.

The original Mountain Area Workforce Development Board and Chief Elected Official (CEO) Signatory Page bearing the original signatures of the Chief Elected Official and the Mountain Area Workforce Development Board Chairman has been mailed to the Local Area’s Planner and a copy attached in WISE.

II. Local Area Strategic Planning

Each local Workforce Development Board (WDB) shall develop and submit a comprehensive four year local Plan. The local Workforce Development Board is required to the keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local 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 these 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 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. With low unemployment rates, Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.
1. Describe how the local Workforce Development Boards and partners address local challenges for job growth and business expansions?

The Board works with economic development organizations, chambers of commerce, county and city governments, community college advisory councils, and other workforce partners to discuss challenges for job growth and business expansion. The Board is brought into the conversation when talent acquisition and recruitment, as well as training and development strategies are developed. The Board supports ensuring a diverse and educated labor pool through partnerships with K-12 schools, community colleges, public and private four year colleges and universities, virtual credentialing partners, military and veteran’s organizations, NCWorks Centers, and numerous community partners who have a vested interest with supplying skilled labor.

When challenges arise that impact job growth and business expansion, the Board’s Business Services Staff meets with businesses individually or in sector groups to gain an understanding of the issues and to offer planning and resources to assist them with their challenges. The Board acts as a referral source to organizations and their expertise provides solutions and often acts as the convener and facilitator for meetings.

To support area recruitment efforts, the board supports and promotes the WNC Career Expo twice a year, job fairs offered through the NCWorks offices, veteran’s job fairs, company sponsored job fairs, high school and community college sponsored career fairs and for COVID19, a Companies Hiring List on www.mountainareaworks.org. Several social media platforms are used for recruiting talent and announcing events including: Linked-In, Facebook, Constant Contact, along with print and radio ads, as appropriate.

As a result of Covid19, many virtual platforms are being discussed, such as virtual job fairs, meetings, training, and such. The Board has already implemented Virtual Enrollment with “Capture Documents” for obtaining required documentation for the enrollment of participants. The State has rolled out LIVE CHAT on NCWorks for the Career Centers to communicate with customers and participants virtually.

All the virtual platforms developed will be used continually, as appropriate.

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

The Mountain Area Workforce Development Board’s focus is on growth sectors of our local and regional economy, including the Certified Career Pathways of advanced manufacturing, healthcare, hospitality and tourism, skilled trades, and technology and IT. The mission of the Mountain Area Workforce Development Board is to provide employers and job seekers a fully integrated system of employment, education, and training services for the purpose of developing the economic strength and global competitiveness of the local area. The Mountain Area Workforce Development Board’s strategic vision is consistent with the premises of the Workforce Innovation and Opportunity Act and the
NCWorks Commission’s Strategic Plan. The emphasis will be on upgrading the skills of the under skilled population of the region. The Mountain Local Area consistently remained the lowest unemployment rate of any of NC’s 23 workforce development regions and the Asheville metro has consistently remained the lowest unemployment rate of any NC metro and Buncombe County has remained consistently the lowest unemployment of any NC county, until the recent outbreak of corona virus causing a Pandemic. At this point, we have one of the highest unemployment rates. The Pandemic has caused many closures of businesses. Our focus will be to get the businesses opened, while keeping staff and customers safe, as well as getting people back to work in the community. Due to Covid19, we do not know where we will stand at the end of this crisis. We will have the virtual aspect implemented into our programs, after this crisis, and will continue to use this virtual aspect in reaching out to digital literacy customers who prefer this technology and are more responsive to it.

Healthcare growth has continued unabated as healthcare needs expand due to an aging and growing population base in the region and now Covid19. Mission Health is the largest private employer in WNC. Hospitality and Tourism was exploding as the region sees over 2000 hotel rooms being developed, but due to Covid19, this sector may see an economic down turn long term, as well as the rest of the tourism and hospitality sector.

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

The Mountain Area Workforce Development Board, consistent with the legislative purposes of the Workforce Innovation and Opportunity Act, is working to integrate the core programs with integrated service delivery through the one stop NCWorks Career Centers in the region. The contractors that provide Adult and Dislocated Worker WIOA services are integrated with Title III WIOA Wagner Peyser staff at the NCWorks Career Centers in the region. Each Career Center in the four counties are certified as NCWorks Career Centers by the NCWorks Commission. The NCWorks Career Centers in Henderson and Transylvania Counties are located on the campus of Blue Ridge Community College in Flat Rock and Brevard. The Madison County NCWorks Career Center is located on the Madison campus of Asheville Buncombe Technical Community College (AB Tech). The Buncombe County career center, referred to as the Asheville NCWorks Career Center, is located in downtown Asheville and hosted by DWS. The community colleges offer Title II Adult Education and Literacy WIOA services at these sites. The Asheville NCWorks Career Center offers Title II WIOA services through HRD classes being offered on site and through referrals to AB Tech. Public transportation is available in this part of the Local Area so clients can easily obtain these WIOA services. Title IV Vocational Rehabilitation WIOA services are offered through the career centers on a weekly basis and by referral as needed. These core programs are aligned in the Local Area to meet the need for in demand occupations in the region to address workforce skill gaps and to transition Adults, Dislocated Workers, Youth, Individuals who are Basic Skills
Deficient, Individuals who are not literate, and Individuals with Disabilities towards skills gains, leading to self-sufficient employment.

Due to Covid19, the Board has implemented many virtual avenues. We foresee one of our many goals to be continuing with the virtual use of platforms for training, meetings, job fairs, etc. The State has developed a LIVE CHAT for the Career Centers to connect with customers and participants. This will become more detailed in the near future and our goal will be to develop more usage of this format.

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

The Mountain Area Workforce Board works closely with the community college system, the public school system, and other core program contractors to support alignment and provision of services of core programs. These programs include the Adult and Dislocated Worker Program for attainment of certificates, diplomas, and two-year degrees at the local community colleges. The Mountain Area Workforce Board also supports the In-School and Out of School Youth Programs which include core programs such as: HRD, GED, Adult Basic Ed, Pre-employment classes and dual enrollment through the community colleges and Career and Technical Education programs in the area’s public schools.

The Mountain Area’s Workforce Development System includes the following organizations at the adult and dislocated worker level:

Wagner Peyser services, Workforce Innovation and Opportunity Act programs, NC Community College System programs (including adult basic skills), Vocational Rehabilitation, Veterans Services programs, Community Action Opportunities Life Skills program and Goodwill.

Partners in Youth Services include each of the public school systems, especially the Career and Technical Education Programs (funded under the Carl D. Perkins Career and Technical Education Act of 2006), the community college programs (including the high school/college articulation programs e.g. branded in North Carolina as “College and Career Promise”), Goodwill, Vocational Rehabilitation.

The Mountain Area’s youth programs include out-of-school youth programs operated through the public school systems in Madison and Henderson Counties are operated in close affiliation with the Career and Technical Education departments. These programs provided career guidance to low income youth with barriers to employment and the programs work to encourage high school graduation. Under the Workforce Innovation
and Opportunity Act (WIOA) close affiliation with Career and Technical Education continues and the OSY programs focus on dropout recovery, career planning and the achievement of high school graduation along with the attainment of post-secondary credentials which are industry recognized leading to higher wage employment opportunities. In Buncombe and Transylvania Counties, the out-of-school youth program is operated by Goodwill Industries and focuses on eligible youth/young adults aged 18-24 to provide career coaching, short and long-term training and work experience opportunities to prepare participants for self-sufficient, unsubsidized employment.

The Career and Technical Education Directors have been fully involved with the Mountain Area’s target sector strategies including service on work groups for each of the five target sectors (advanced manufacturing, healthcare, hospitality and tourism, skilled trades, and technology/IT). Planning is underway for the Construction work group, comprised of sector employers, educators, and other interested parties with the focus on developing the talent in the region for in demand jobs in each of the target sectors. The initiative in Buncombe and Madison Counties has been named “Raising Awareness of Manufacturing Possibilities” (RAMP). In Henderson County, the economic development organization Henderson County Partnership for Economic Development is working with the local community college, public school administrators, career and technical education director, and others on the “Made in Henderson County” initiative. Both of these efforts are involved in the development of career pathways, education articulation arrangements, the promotion of apprenticeships, and other services that will encourage youth to consider high skilled careers in advanced manufacturing. Community colleges are supplementing these efforts through Carl Perkins Act funds by providing services to students in need of additional assistance and by working to attract more students with diverse backgrounds into the programs. Similar efforts will be made as we continue to develop sector strategies for attracting students into other growth industries in the regional economy, such as Construction. Nationally and in the Local Area, traditionally advanced manufacturing and technology/IT jobs have been male dominated. A “Women in Technology” initiative will engage females about the career opportunities. Eliminating gender and other barriers are proven strategies to resolve workforce skill gaps.

5. Provide a description of how the Workforce Development Board, working with the entities carry out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

The core providers for Mountain Area Workforce Development Board include: AB Tech and Blue Ridge Community College, (HRD, Adult Basic Education, GED, Literacy), Goodwill Industries (training and employment readiness).
The Mountain Area Workforce Development Board works to expand access to eligible individuals, especially those with barriers by:

1.) Educating career center staff on each program (purpose, eligibility requirements, content, end goal, attainment of credentials), and
2.) Educating staff on barriers and referral sources for various barriers to employment (assistance available for food, housing, clothing, transportation, child care, mental health, physical health, domestic violence, criminal history, basic skills), and
3.) Cross-agency marketing of offerings and services, and
4.) Cross-agency marketing of career pathways and enrollment in core programs, and
5.) Offering on the job training and work experience opportunities for eligible individuals completing core programs.

The Mountain Area Workforce Development Board has convened career sector meetings for aggregating the partners who can develop post-secondary credentials aligned with career pathways. The sectors identified for career pathways include: advanced manufacturing, healthcare, hospitality and tourism, skilled trades, and technology/IT and soon to be construction.

Based on sector strategies in the high demand sectors of the local economy the Mountain Area Workforce Development Board will work with local education agencies, community colleges, NCWorks Career Centers, Vocational Rehabilitation, adult basic skills programs and literacy councils, veterans’ services programs and apprenticeship programs to develop career pathways for in demand occupations.

Mountain Area Workforce Development Board plans to continue access to employment and training programs by using the NCWorks Career Centers to provide recruitment, screening, referral and pre-hire training services for employers who are hiring in the growth sectors of the economy. This process of recruitment, screening, and referral for high demand occupations provides opportunities for NCWorks Career Center staffs to identify clients who have an interest in an occupation but may not have the necessary skill set to acquire employment at that time. This process can also be used to identify clients who have specific skill deficits or lack the necessary credentials to secure employment in the field. Most of the higher paying employment opportunities in the region require, at a minimum, a post-secondary credential. In many cases, clients can be encouraged to take advantage of opportunities to learn the occupational skills necessary to achieve employment in their chosen field. In addition to the Workforce Innovation and Opportunity Act (WIOA) funds other sources of support such as Pell grants, State Employee Credit Union (SECU) and other private scholarships, including employer assistance, for short-term training, and other sources of financial aid can be used to help interested jobseekers pay for the occupational skills courses and credentials that are necessary for employment.

Each of the NCWorks Career Centers has lists of local support service providers. The Memorandum of Understanding between each of the NC Works Career Centers and partners helps provide a unified working relationship between the NC Works Career
Centers and supportive services. Access to child care services are still a major challenge because of scheduling, costs, and waiting list for services. Satisfactory alternatives are only available to those clients who have trusted family members or friends in close proximity to their homes or workplaces. Public transportation services are generally available in the cities of Asheville and Hendersonville. There are very limited transportation services for work opportunities available outside of the larger urban areas. Most of the Mountain Area region is considered “urbanized” with most of the population concentrated in Buncombe County/the City of Asheville and Henderson County/the City of Hendersonville, the City of Brevard in Transylvania County and the City of Marshall in Madison County. The urbanized areas have adequate public transportation systems that service areas where employment is concentrated. Outside of the urbanized areas, there remain very rural areas in each county in the local area, which struggle to provide adequate public transportation services. Land of Sky Regional Council, through its Transportation Demand Management program is continuing to work on encouraging large employers that have facilities in close proximity to one another and to develop carpools for their employees. Mapping the routes the employees use for driving to work and the addresses of other employees permits the opportunities for ridesharing. The project could also be used for helping prospective new hires access transportation to work.

Although there are several points of entry into career pathways, the NCWorks Career Centers are the primary point of entry for adult job seekers seeking training and/or employment opportunities. NCWorks Online allows jobseekers to register remotely through the online portal. NCWorks Online includes job postings from many private employment websites to offer the job seeker a more seamless job search opportunity. High school students in career and technical education programs can enter into several pathways that usually include progression through the community college curriculum or continuing education programs. For adult jobseekers who are considering a career transition or seeking to advance their skills and/or credentials in their chosen career field, the NCWorks Career center is an ideal place to start. Career counselors at the NCWorks Career Centers can provide job seekers with in-depth information about the skill requirements and credentials needed for successful entry into the career field of their choice. Career counselors are also able to provide clients with information on the availability of training courses and activities, appropriate work-based learning opportunities, labor market information about job demand and wages, assessments that will be useful in determining job skill weaknesses and strengths, local employers who have job opportunities in the field, and other important labor market and education/training information.

6. Describe the Workforce Development Board’s use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)].
The Mountain Area Workforce Development Board oversees the On-the-Job Training Program (OJT) for Adults and Dislocated Workers. The program develops training opportunities for individuals in the board’s five targeted areas. Adequate funding is necessary for the local area to operate an effective and efficient OJT program. During low unemployment periods the program has fewer participants than in high unemployment periods. Post COVID-19, there will be opportunity to train dislocated workers to overcome skills gaps as they seek re-employment in a similar or different field. From 2003–2016, the Board participated in the state incumbent worker training program and in 2018, the Board offered a local incumbent worker training program called the Business Accelerator Grant. There has been strong interest in this program which is open to applications one-two times per program year, depending on funding. In program year 2018, the Board approved 9 grants for a total of approximately $62,000 and in program year 2019, the Board approved 7 grants for a total of approximately $32,000. The grants represent businesses in manufacturing, skilled trades, information technology, hospitality and tourism, healthcare, information technology and business services. The funding amount can be up to $10,000 per application and training must be completed in one year. The Board publishes a Call for Submissions, Application Guidelines, and the Application on www.mountainareaworks.org, www.landofsky.org and through email communications.

The Board has four certified NC Works Career Pathways: Advanced Manufacturing, Healthcare, Hospitality and Tourism and Skilled Trades. Through periodic sector meetings, the Board works to maintain the relationships that were created during the development and implementation of the pathways and to discuss the challenges each sector faces in hiring the talent they need.

The Board has implemented virtual platforms, due to Covid19, to assist businesses more in this crisis with social distancing. These platforms will continue to be part of the customized training for staff, as we reach out to our businesses in the community. The Board will continue to provide the virtual aspects, especially to the digital literacy customers to entice more communication and engagement.

7. Describe how the Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108(b)(5)]

The Mountain Area Workforce Development Board has approved Entrepreneurship training that is available at the community colleges in the four-county region for WIOA-supported training. The business services staff work with individuals who are entrepreneurs, providing resources for mentoring. Beyond the community colleges, there are numerous nonprofit small business startup and economic development organizations in the region that provide entrepreneurial support for startups.

8. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals’ career advancement. [WIOA Section 108(b)(5)]
The Mountain Area Workforce Development Board has built a partnership with the US Department of Labor's state approving agency for Registered Apprenticeship in North Carolina, referred to as NCWorks Apprenticeship, as well as the NCWorks Apprenticeship local apprenticeship consultant for the Western Prosperity Zone. Registered apprenticeships have been integrated into advanced manufacturing and the skilled trade initiatives across the region. There are over two hundred registered apprenticeships in the region with more employers adopting this training model on a regular basis.

The RAMP (“Raising Awareness of Manufacturing Possibilities”) is a collaborative partnership established in 2014 between the Mountain Area Workforce Development Board, NCWorks Apprenticeship, advanced manufacturers, Asheville-Buncombe Technical Community College (AB Tech), Asheville High School, Buncombe County and Madison County high schools, and the Buncombe County Board of Commissioners. One of the major goals of this sector initiative is to increase the awareness and sponsorship of Registered Apprenticeship and Pre-Apprenticeship programs as well as provide valuable career pathways to high school and community college students through apprenticeship opportunities in high demand advanced manufacturing occupations such as CNC machinist and industrial maintenance technician. AB Tech is establishing a Pre-Apprenticeship program for these two occupations to assist students in being selected to participate in Registered Apprenticeship programs. The local apprenticeship consultant for the Western Prosperity Zone serves an active role on the RAMP leadership team. RAMP, Madison High School, and NCWorks Apprenticeship have assisted Atlas Precision Products, Advanced Superabrasives, GE Aviation, Borg Warner Turbo, and other employers in establishing Registered Apprenticeships.

Blue Ridge Community College is working with “Made in Henderson County”, NCWorks Apprenticeship, and local manufacturers to grow their own industrial maintenance technicians. Blue Ridge Community College is working with Clement Pappas, Putsch, GE Lighting Solutions, Meritor, Alpha Tech, and other advanced manufacturers on Registered Apprenticeships for industrial maintenance, CNC machining, and other advanced manufacturing occupations.

It is the intent of this initiative to promote skilled trades and Registered Apprenticeship opportunities in the region.

Mountain Area WDB is working with NC Department of Commerce Division of Workforce Solutions, NCWorks Registered Apprenticeship, local community colleges, and local economic developers to host a “Work Based Learning” summit to allow employers who are already utilizing Registered Apprenticeship and other work based learning opportunities to speak to other employers in the region as an employer to employer dialogue.

9. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)] In addition, specifically describe the coordination and delivery of services to businesses to include the following [WIOA Section 108(b)(8)]:

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a. Systems that are used to determine economic trends and partners within your Early Warning Network to help identify those businesses that are expanding and/or struggling.

b. Local resources that are provided to help struggling businesses avert or prevent layoffs, and

c. Explain coordination with TAA to maximize resources and prevent duplicative services.

Mountain Area Workforce Development Board coordinates workforce investment and opportunity activities carried out in the Local Area with statewide rapid response activities in two different ways:

First, the Worker Adjustment and Retraining Notification Act (WARN) notices may be filed by employers directly with the Governor’s Rapid Response Team and/or with the NC Department of Commerce, Division of Workforce Solutions Dislocated Worker Unit. These two units share WARN information at the state level; the Division of Workforce Solutions Dislocated Worker Unit then notifies the affected Local Area Director(s) with the WARN information.

Second, employers may contact NCWorks Career Center Manager and/or the Local Area Director with questions regarding the WARN process and/or with a WARN notice. In this case the NCWorks Career Center Manager and the Local Area Director share information and coordinate services and with the employer’s permission, inform the state level WARN Unit of the business closing or layoff. The affected employees are also given information regarding employment and training services and products offered through the Career Center in the Local Area.

In either case, employment and training services and products are provided to WARN affected workers by the Local Area’s NCWorks Career Center, including registration in NCWorks Online, career planning and/or counseling, skill development, referral to jobs and WIOA training assistance. Mountain Area Workforce Board works collaboratively with the Local Area economic development organizations, NC Department of Commerce Division of Workforce Solutions, NC Community Colleges, and others in the region to provide the best services possible to dislocated workers.

10. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

The NCWorks Career Center staff cross training, including both WIOA and Wagner Peyser staff, will help maximize coordination and strengthen services to both job seekers and employers. The use of the NCWorks Online system by all staff providing services minimizes the duplication of services. The NCWorks Online system tracks services provided to all clients who are registered in the system. This enables staff to review all
services that have been provided to each client as they prepare to provide additional services to the client.

Under WIOA, Wagner Peyser career center staff have the same performance goals as the WIOA funded staff. This encourages a teamwork atmosphere since everyone is seeking to attain the same outcomes for both job seeker clients and employer customers. The participants are required to be enrolled in both programs.

LIVE CHAT has been created in NCWorks for Wagner Peyser and will soon be used in the WIOA program. The Career Centers will be able to use this process to communicate with more customers and participants.

11. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

The Mountain Area Workforce Development Board values our partnerships with adult basic skills programs and literacy councils in the region. Since three of the NCWorks Career Centers are located on community college campuses, adult basic skills programs are readily available and in close proximity. Currently Human Resource Development classes are offered onsite, which include the development of the job seeker’s communication skills. If the job seeker needs additional assistance, the individual will be referred to the Adult Literacy services at the nearby community college.

The centers coordinate with the local area’s community colleges, various county literacy councils and/or related entities. Informal and formal referral processes are in place to facilitate this coordination. There is ongoing communication in the Local Area between the Mountain Area Workforce Development Board, the Title II Adult Education and Literacy programs at the community colleges, the Title II funded nonprofit organizations that provide literacy training and with the NCWorks Career Centers. The lack of appropriate literacy skills is a significant barrier to employment with English Second Language (ESL) individuals and as well as adults who failed to acquire sufficient literacy skills during their educational experience.

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

All career centers are required to provide auxiliary aids and accommodations to clients with disabilities upon request. Vocational Rehabilitation provides technical assistance in
these and other areas to the NCWorks Career Centers in the Mountain Area region. Vocational Rehabilitation and career center business services staff will share information on how to effectively work with employers to provide employment opportunities for individuals with disabilities. These discussions occur on an ongoing basis and are supported through the memorandum of understanding.

13. Provide a detailed description of the competitive process used to award sub-grants and contracts in the Local Area for activities carried out under WIOA Title I. [WIOA Section 108(b)(16)]

Mountain Area Workforce Development Board procurement methods comply with the procurement policies of Land of Sky Regional Council, Mountain Area WDB and the NC Department of Commerce Division of Workforce Solutions (including DWS Policy Statement Number PS 22-2015).

Procurement Methods

Procurement by Competitive Proposals – Competitive procurement shall be the method of procurement of workforce WIOA services, except as provided for in situations described under the noncompetitive procurement section.

Requests for Proposals (RFPs) shall be publicized for a minimum of three (3) consecutive days in a sufficient number of newspapers, public meetings, websites, etc. (including minority publications where feasible) that will provide for a general circulation throughout the area served. The public notice will be made at least three (3) days prior to the release of the RFP. This public notice shall also contain information on the bidders’ conference. A bidders’ list shall be maintained of all entities that have indicated in writing an interest in providing workforce services in the Mountain Area Workforce Development Board’s service area. This list shall be updated biannually. A notice indicating the service or activity being procured, date, time, location of the RFP release, etc. shall be sent to the individuals on the list, all existing service providers, and others as applicable.

All RFPs shall be released with language which shall include:

• Name and address of the Mountain Area Workforce Development Board and Land of Sky Regional Council.
• Name, address, and phone number of person(s) to contact regarding the solicitation.
• General description of the sub-grant program, including identification of the applicable Federal and State laws and regulations with which the selected contractor must comply. [Note: At a minimum, the Mountain Area Workforce Development Board should reference the WIOA; USDOL Regulations 20 CFR Parts 626-631; and any appropriate NC Department of Commerce Division of Workforce Solutions policy issuances.]
• The population to be served and minimum service levels to specific target groups.
• An estimate of the number/range of individuals to be served and expected performance results in each activity.
• Requirements for coordination with other workforce entities, as applicable.
• Funding parameters by activity.
• A detailed description of the training and/or services to be provided.
• The period of performance.
• Applicable monitoring and reporting requirements, including, but not limited to, data entry, performance, and financial reporting.
• Other services or requirements (e.g., responsibility for eligibility determination, Workforce Development Board policy on support payments, audit requirements and work statement requirements) that will affect proper budgeting by the offeror.
• Prohibition against subcontracting without Mountain Area Workforce Development Board approval.
• Line item budget of proposed costs, including any profit to be realized and/or funds to be contributed.
• Documentation to be supplied by the offeror to establish its programmatic and financial capability to perform the work.
• Requirements for the preparation and submission of the proposal, due date and time, content and format, number of copies and location/person where the bid should be submitted.
• Process and procedures by which proposals will be evaluated for competitiveness, including identification of specific criteria which will be used.
• Description of the procedures for responding to bidder inquiries and a schedule for the receipt of proposals, approximate dates for review and award.
• Conditions under which the completed contract may be modified and extended for additional years, if applicable.
• Grievance procedures for contesting the procurement process.
• Affirmative action assurance that the offeror will fully comply with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA); the Nontraditional Employment of Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 34.
• Affirmative action assurance that the offeror will comply with N.C.G.S. 147-86.59 and certify that the offeror is not identified on the Final Divestment List of entities that the State Treasurer has determined engages in investment activities in Iran and that the offeror shall not utilize on any contract with the State agency any subcontractor that is identified on the Final Divestment List.
• Affirmative action assurance that the offeror, and any subcontractors of the offeror, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization for its employees through the federal E-Verify system. E-Verify System Link: www.usic.com
At the Mountain Area Workforce Development Board’s discretion, the Workforce Development Board may procure either single or multi-year contracts. Multi-year contracts may not exceed a three (3) year period. Such multi-year contracts shall include provisions for first year funding and activity levels and provisions and conditions for the negotiation of subsequent year funding and activity levels.

Proposers will be required to submit their qualifications to be a service provider. The provider, at a minimum, shall submit a brief description of the following: 1) organizational structure and experience; 2) personnel standards; 3) financial system; 4) latest audit; 5) bonding coverage; 6) procurement procedures; and, 7) monitoring procedures.

A log will be maintained of all bidders that have requested and been sent a RFP.

A potential bidders’ conference may be held after the Request for Proposals becomes publicly available. To maintain fair and open competition, the answers to the questions that arise from the bidders’ conference will be provided to all entities on the bidders’ list and all entities that have requested a RFP.

Amendments to solicitations will be accepted if submitted within the time frames of the original solicitation requirement. The closing submission date must be clearly stated in the RFP. Where late proposals come in, these shall be accepted and the date and time recorded. A letter shall then be sent to the proposer returning its proposal package and explaining why it is not being considered. The Mountain Area Workforce Development Board reserves the right to accept or reject any and all proposals received in response to the RFP. Obligation to the bidder is contingent upon the availability of grant funds. No legal liability on the part of the Mountain Area Workforce Development Board for payment of any money shall arise unless and until funds are made available to the Mountain Area Workforce Development Board for procurement. The bidders shall be responsible for all costs involved in the development of the proposal.

The intent of the evaluation process is to certify that each proposal received meets the basic submission requirements (Proposal Review Criteria) and to determine the quality of each proposal. The Youth Committee will evaluate eligible providers of youth activities and shall submit a recommendation to the full Mountain Area Workforce Development Board for their review.

The evaluation process may be divided into the following major steps: 1) a general review of the proposals; 2) an evaluation of the vendor’s qualifications; 3) an evaluation of the technical aspects of the proposal; 4) an evaluation of the cost aspects of each proposal; and 5) an evaluation of demonstrated performance, effectiveness, potential for meeting performance goals, costs and quality of training.
This proposal review will be conducted by Mountain Area Workforce Development Board staff and the members of the Workforce Development Board Planning and Procurement Committee. The committee will be familiar with the programs/activities being solicited and understand what is being requested of the bidders. Workforce Development Board staff shall provide training, guidance, and/or technical assistance on an as-needed basis to the review committee.

After evaluation and recommendation of the proposals received by the Board staff, Board Planning and Procurement Committee, and the Workforce Development Board Youth Committee, the final selection of providers will be made by the Workforce Development Board. The Workforce Development Board shall have the final authority for the selection of service providers.

Final selections will be primarily based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services.

A letter will be sent to each successful and unsuccessful bidder that contains the Workforce Development Board decisions related to procurement.

Intention to Bid Option. The Mountain Area Workforce Development Board may use this option when there is a high level of uncertainty regarding the number of proposals which will be received for a workforce service or activity and whether there will be a sufficient number of bids to justify the development of the solicitation. This competitive method maintains the integrity of a competitive procurement process by identifying, through public notice, potential bidders to determine the feasibility of procurement.

Procedural Requirements. When using this option, the Mountain Area Workforce Development Board will develop a set of preliminary training/service specifications for which the Workforce Development Board intends to request bids. The specifications will include the following parameters:

- date the proposed solicitation will be issued
- specific type of training/services to be performed
- estimated number of participants and/or available funds or ranges, if preferred
- expected period of performance
- geographic area to be served
- specific target groups to be served
- type of contract to be awarded
- expected performance

A public notification will be issued in the same manner as that used for issuance of RFPs. In addition, letters or e-mail notifications will be sent to all applicable organizations on
the bidders’ list, requesting an indication of whether the organization intends to bid on specific training/services which are described in the letter, consistent with the specifications developed. The letter will indicate the date by which a response is to be received.

If the intention to bid process is used and no interest is received, noncompetitive sole source procurement may be used. When one intention to bid is received, every effort will be made to negotiate the desired training/services with that provider. However, if acceptable training/services cannot be negotiated, the Workforce Development Board may use sole source procurement to obtain the training/service. A complete history of this process will be documented in the procurement file.

Limitations—Sole source procurement will not be used if more than one organization indicated its intent to bid. In this case, a RFP solicitation for the training/services advertised must be developed and transmitted to all who respond to the intention to bid.

Procurement by Noncompetitive Proposals – Noncompetitive procurement (solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is deemed inadequate) shall be used only when the award of a contract is not feasible under small purchase procedures, sealed bids or competitive proposals, and one of the following circumstances applies:

• The service is available only from a single source.
• The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.
• The awarding agency authorizes noncompetitive proposals.
• After solicitation of a number of sources, including the current bidders’ list, competition is determined inadequate.

The WDB staff will conduct a cost analysis and contract negotiation process for all non-competitive procurements. The termination or suspension of a current contractor shall be considered as an emergency under certain conditions; however, termination of an existing contract should not be used to circumvent competitive solicitation. Final approval will be made by the Workforce Development Board. The Board staff is responsible for fully documenting this method of procurement. Special attention shall be given to code of standards of conduct, conflict of interest, and safeguarding values normally achieved through competition and competitive procurement.

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

Board members are encouraged to attend new board member orientation sessions, when those are scheduled. The Board is in the process of adopting amended bylaws, which
should be in place by July 1, 2020. Included in the bylaws are standards set under WIOA for Board membership. Members who retire or leave their positions of optimum policy or hiring authority with their businesses may be replaced, at the earlier date of the following, within one year or upon the expiration of their term. Private sector members must represent companies or sectors that hire for jobs that are “high-quality” and jobs that require work relevant training for in-demand occupations. (WIOA Section 107(b)(2)(A))

The Board has been engaged in the development of the WIOA regional/local area strategic plan. This has helped them broaden and strengthen their understanding of the dynamic and diverse local economy, allowing them to become familiar with the accountability and performance expectations of the Workforce Development System in the region. Board members are serving on committees that involve executives and leaders from workforce partners and related organizations that serve both employers and jobseekers in the Local Area. The Board will work at a high level and provide guidance that will focus the workforce system on meeting the skill needs of the sectors they represent. In addition to the standing committees of the Mountain Area Workforce Development Board, most Board members are serving on one of three committee work groups representing Youth, Business Services and Work Based Learning. Board members are bringing their private sector experience in human resources to assist the work groups in developing strategies for each sector to develop the skilled talent needed. Board members also are utilizing their industry contacts to bring additional business leaders to join in this effort as we develop our Local Area and regional workforce plans. Board members keep the workforce system looking forward and preparing clients for changes in the industry. They provide insights concerning the skills that are required to adapt to the changing demands of the workplace. Board members represent employers who are the largest employers in the region in advanced manufacturing, healthcare, hospitality, and technology. The Workforce Board contributes significantly to and reviews the effectiveness of sector strategies and career pathways developed by the staff and workforce partners.

### III. Regional Strategic Planning

*North Carolina is defined by an expansive geography that covers over 53,000 square miles and spans from the mountains in the west, to the piedmont region in the state’s center to the coastal plain region in the east. This expansive geography contributes to the state’s diverse mix of rural communities, small towns, cities, metropolitan areas and regional economic centers, each with its own unique industrial composition. Part of North Carolina’s economic development strategy includes organization of the state’s 100 counties into eight multi-county regions called Prosperity Zones, which are intended to help ensure economic growth across all areas of the state, by leveraging regional economic, workforce and educational resources. Overlying the eight prosperity zones are North Carolina’s 23 Local Workforce Development Board areas that facilitate the delivery of workforce services to the state’s citizens and employers.*
Local Workforce Development Boards are to continue, or begin, formal interaction based on regional geography aligning with labor market areas. The following regional configurations will be used for submission of this Regional Plan:

- **Western Region**: Southwestern and Mountain Areas WDBs;
- **Northwest Region**: High Country, Western Piedmont, and Region C WDBs;
- **Piedmont Triad Region**: Piedmont Triad Regional, Guilford County, DavidsonWorks, and Regional Partnership WDBs;
- **Southwest Region**: Centralina, Charlotte Works, and Gaston County WDBs;
- **North Central Region**: Kerr-Tar, Durham, and Capital Area WDBs;
- **Sandhills Region**: Lumber River, Cumberland County, and Triangle South WDBs;
- **Northeast Region**: Rivers East, Northeastern, and Turning Point WDBs; and
- **Southeast Region**: Eastern Carolina and Cape Fear WDBs.

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

The Local Area has experienced relatively strong job growth following the recovery from the Great Recession. Now we have Covid19 to contend with. The pace of job growth that was accelerating in many sectors including the target sectors of advanced manufacturing, healthcare, hospitality and tourism, skilled trades, and technology/IT, are now devastatingly low, due to Covid19 closures.

Adequate public transit service is limited in the Local Area to the urbanized areas, most of the commuting is in single occupancy vehicles. Now with Covid19, a lot of the public transportation is minimal in order to conform to social distancing guidelines issued through declaration by county commissions. Based on employment growth, jobs are being concentrated in the more urban areas, which require those living in more suburban or rural communities to travel a greater distance to their place of employment. Covid19 has caused these areas more suffering than others. The commuting patterns demonstrate our Local Area is becoming more of an interconnected regional economy and counties are becoming more dependent on each other for employment and for workers. For most employers, the number of counties represented by their workers home residence is increasing. Transportation is cited as a significant barrier to employment for many workers throughout the Local Area. With a public transit service that is limited to the urbanized areas of the region, employers are seeking additional resources, both public and private, to expand access to transportation for workers. Mountain Area Workforce Development Board is working to expand workforce transportation connections. The strategies being utilized involve park and ride lots, ride sharing, expanded regional public transit
connectivity, and route design, which will respond to the needs of employers and job seekers. Mountain Area collaborates with the Transportation Demand Management initiative offered through Land of Sky Regional Council.

Hospitality and tourism is one of the growth sectors for this region and with Covid19 closures, bankruptcy, social distancing and travel restrictions, this economy may not recover to the maximum growth it was at one point with 2.4% unemployment. There are an alarming amount of furloughs, layoffs, bankruptcy, closures and unemployment, due to Covid19. The WARN list is longer each day as this crisis moves forward at an unobstructed pace with no cure and no end in sight. Healthcare sectors are anticipated to lead job growth in the Mountain Local Area with Covid19 leading the charge. This sector has traditionally accounted for significant job growth in the region and that trend is expected to continue. Increased demand for healthcare services is driven by the rapid growth of an aging population and Covid19. The Local Area has been considered to be a tourism mecca for over a century and the annual economic impact of tourism in the region exceeds two billion dollars annually based on data from NC Department of Commerce, but this sector will not resume maximum strength for the next 18 months and may not resume anywhere near the capacity the past has shown us. The Local Area is anticipated to see strong growth in educational services, administration and professional scientific and technical services. Many of these jobs will require a post-secondary credential. These sectors reinforce the target sectors of the Mountain Area Workforce Development Board as the source of in demand and high growth jobs.

The focus of the Mountain Area Workforce Development Board is to increase the workforce skills of the population in the Local Area to provide for increased self-sufficiency and better wages for workers in the region. Upskilling more individuals will raise wages and provide employers with the skilled workforce that they need. At a time when most every economic sector in the Local Area is experiencing workforce skill gaps, there is an opportunity to meet that employment need by deploying more training to individuals who are already employed. Combined with providing more opportunities for dislocated workers, the Local Area can meet the workforce skill demands of our region’s employers.

2. Describe how the regional strategic vision aligns with the NCWorks Commission’s 2019-2021 Strategic Plan.

The Mountain Area Workforce Development Board’s regional strategic vision aligns with the NCWorks Commission’s Strategic Plan in that our mission is to ensure the region has an innovative, relevant, effective and efficient workforce system that develops adaptable, work ready, skilled talent to meet the current and future needs of job seekers and employers to achieve and sustain economic growth now and futuristically.
3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108 (b)(1)(C)].

The local area Board’s current labor force employment and unemployment data is falling across the board with the Covid19 crisis and uncertainty. The Board has developed career pathways to develop the local labor market needs. There are several points of entry into career pathways, the NCWorks Career Centers are the primary point of entry for adult job seekers seeking training and/or employment opportunities. NCWorks Online allows for job seekers to register remotely through the online portal. NCWorks Online includes job postings from many private employment websites to offer the job seeker a more seamless job search opportunity. High school students in career and technical education programs can enter into several pathways that usually include progression through the community college curriculum or continuing education programs.

For adult job seekers who are considering a career transition or seeking to advance their skills and/or credentials in their chosen career field, the NCWorks Career center is an ideal place to start. Career counselors at the NCWorks Career Centers can provide job seekers with in-depth information about the skill requirements and credentials needed for successful entry into the career field. Career counselors will also be able to provide clients with information on the availability of training courses and activities, appropriate work-based learning opportunities, labor market information about job demand and wages, assessments that will be useful in determining job skill weaknesses and strengths, local employers who have job opportunities in the field, and other important labor market and education and training information.

Services to individuals with barriers to employment are customized to meet the individuals’ needs. Generally, we have partners that specialize in helping people with different barriers: Adult Basic Skills staff at the community colleges can help individuals with basic skills deficiencies, limited English language abilities and a need for a high school diploma. Vocational Rehabilitation can help with physical, emotional and mental health challenges. The NCWorks Career Center Asheville also houses the regional coordinator for the former offender re-entry program.

The barriers to employment in the local area create obstacles for job seekers to obtain living wage. These barriers are largely attributed to transportation, housing and childcare. The local Board is committed to continually working with local employers to develop programs for transportation and childcare to assist employees. The Covid19 will leave the area with an unrecoverable hit for some businesses and this will affect the economy in the future with a cure not yet in sight. At this time, Covid19 is another barrier to job seekers who may worry about health concerns. The local Board will continue to reach out to help employers, job seekers, career centers and contractors as much as we possibly can. All Career Center staff are familiar with the local support network for temporary shelter, transportation food,
clothing, and medical services. Similarly, staff can assist referrals for transportation and child care assistance. However, support resources available are not always in sufficient to meet everyone’s needs. Working together with all community partners of the best opportunity to meet the needs of those with barriers to employment.

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

The Board’s primary strategy to facilitate engagement of businesses and employers is through activities with sector consortia: Advanced Manufacturing, Hospitality & Tourism, Allied Healthcare, Construction and Skilled Trades and Information Technology. These consortia consists of small, medium and large employers of in-demand, high growth and higher wage occupations. The employers are involved with workforce events, on-going initiatives, WIOA work based learning programs, planning groups, and committee work. The Board seeks to facilitate linkages between businesses and workforce partners to share best practices and introduce key personnel to each other. The Board and the NCWorks Centers provide services to employers in four primary categories.

Recruitment & Screening
- NC Works job posting and virtual recruiter.
- Referral of qualified applicants.
- Employer interview days at NCWorks Career Centers.
- Marketing support for company job fairs
- Regional job fairs.
- Veteran’s job fairs.
- Work Opportunity Tax Credit information.
- Federal Bonding information.
- Labor Market information.
- Workforce needs assessments.
- Job Profiling.
- Justice Involved-Former Offender.
- Skill assessments.
- Recovery-to-Work. Training
- Internet accessible skill building software.
- Workforce needs assessments.
- On-the-Job Training Program.
- Work-Based Learning.
- Customized Training and Pipeline Development
- Sector Partnership events.
- Business Engagement.
- Business Accelerator Grant.
• Work-Ready Communities information.
• Liaison with businesses and workforce partners. Transition Services
• Assistance to companies that are downsizing or closing.
• Layoff/closure aversion.

Methods of delivery for these services include: in-person visits, printed material, resource listings on websites, referrals to contacts, email, conference calls, Zoom and other Internet-based meetings.

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

The Local Area is home to a growing metropolitan region, there still remains many isolated communities in rural parts of the region. It has been an ongoing challenge to serve these communities with the workforce services needed. The Regional Council of Governments as the administrative entity for the workforce development board is particularly advantageous when it comes to identifying the workforce and economic development needs of cities, towns and rural areas. Both Councils of Government in the Western Region periodically submit and update the Comprehensive Economic Development Strategy (CEDS) plans for the region of the US Economic Development Administration. These plans, along with the economic development plans that are created for each county, provide useful information for the development of workforce strategies to be implemented by the region’s Workforce Boards. Understanding the planned direction of economic development, especially in rural counties, helps guide the development of training opportunities that will assist in preparing skilled workers for existing and future rural enterprises. The Local Area also works with the NC Department of Commerce Rural Division to assist our rural communities.

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

**Regional Transportation Patterns relevant to the Mountain Local Area:**

<table>
<thead>
<tr>
<th>Employers</th>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Buncombe</td>
</tr>
<tr>
<td>Buncombe</td>
<td>5655</td>
</tr>
<tr>
<td>Haywood</td>
<td>1877</td>
</tr>
<tr>
<td>Henderson</td>
<td>6966</td>
</tr>
<tr>
<td>Madison</td>
<td>887</td>
</tr>
<tr>
<td>Transylvania</td>
<td>662</td>
</tr>
<tr>
<td>McDowell</td>
<td>919</td>
</tr>
<tr>
<td>Jackson</td>
<td>910</td>
</tr>
</tbody>
</table>
The local Board recognizes one of the main barriers for job seekers and employees is transportation. Public transportation services are generally available in the cities of Asheville, Marshall, Brevard and Hendersonville. There are very limited transportation services for work opportunities available outside of the urbanized areas. Most of the Mountain Area region is rural with small towns and suburban communities that have few public transportation services generally. Land of Sky Regional Council is continuing to work on encouraging large employers that have facilities in close proximity to one another to develop carpools for their employees. Mapping the routes the employees use for driving to work and the addresses of other employees permits the opportunities for ridesharing. The project could also be used for helping prospective new hires access transportation to work. Land of Sky Regional Council has recently hired a Transportation Demand Management (TDM) Coordinator who can promote alternative transportation options. Mountain Area Workforce Development Board is working with the TDM Coordinator and initially hospitality employers in the region to develop collaborative solutions to assist their workforce with transportation.

7. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services. [WIOA Section 108(b)(10)].

The NCWorks Career Centers participate in local and regional job fairs and provide space and assistance on an individual basis to area employers looking to fill positions.
and to connect with job seekers. Every effort will be made to assure that all individuals make improvement toward obtaining training goals. With more virtual tools available, access to services has expanded. There will be efforts made to engage with job seekers and employers to offer assistance and personal contact. Continuous improvement is a team effort and it focuses on customer service to job seekers and employers. Additional focus is placed on customizing services for the customer’s convenience and level of comfort with personal or virtual services. The NCWorks system has been maintained for many reasons, but one major reason is to avoid duplication of services. This system allows all staff to see all services provided for the participants.

8. Provide details on how the region addresses workforce issues specifically related to its a) cities and/or towns; b) suburban areas; and c) rural areas.

Mountain Area Workforce Development Board addresses workforce issues specifically related to cities, towns, suburban areas and rural areas by expanding access to employment and training programs while using the NCWorks Career Centers to provide recruitment, screening, referral and pre-hire training services for employers who are hiring in the growth sectors of the economy. This process of recruitment, screening, and referral for high demand occupations and career pathways provides opportunities for NCWorks Career Center staffs to identify clients who have an interest in an occupation, but may not have the necessary skill set to acquire employment at that time. This process can also be used to identify clients who have specific skill deficits or lack the necessary credentials to secure employment in the field. Most of the higher paying employment opportunities in the region require, at a minimum, a post-secondary credential. In many cases, these clients can be encouraged to take advantage of opportunities to learn the occupational skills necessary to achieve employment in the field. In addition to the Workforce Innovation and Opportunity Act (WIOA) funds, other sources of support such as Pell grants, State Employee Credit Union (SECU) and other private scholarships, including employer assistance, for short-term training, and other sources of financial aid can be used to help interested jobseekers pay for the occupational skills courses and credentials that are necessary for employment.

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

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

10. Provide details on how the region is prepared to respond to serve victims of national emergencies or hurricane disasters.

All of the NC Works Career Centers have worked with numerous area Companies to provide Rapid Response or Dislocated Worker Services including Trade Adjustment Act (TAA) due to facility site closings or downsizings. The Centers work in cooperation with the NC Division for Workforce Solutions Rapid Response staff to meet with management, listen to the needs of the company and together with company representatives, develop a system of services that can be provided to individuals before a layoff occurs. After a plan is developed with management, the partners meet and create an agenda for meeting with the workers and informing them about the services and support available. We tailor each plan to the number of employees, their schedules and their needs.

Affected workers can receive WIOA dislocated worker services while awaiting determination of eligibility for TAA services. Clients can be dual enrolled in TAA and WIOA.

Rapid Response is advertised as one of the Career Centers’ business services, in part because of the work up-front with the company to assist them preparing for the layoff or closing. Due to Covid19, Rapid Response has been very beneficial. Employment and training services and products are provided to WARN-affected workers by the Local Area’s NCWorks Career Center(s), including registration in NCWorks Online, career planning and/or counseling, skill development, referral to jobs and WIOA training assistance. Mountain Area Workforce Development Board works collaboratively with the Local Area economic development organizations, NC Department of Commerce Division of Workforce Solutions, NC Community Colleges, and others in the region to provide the best services possible to dislocated workers.

IV. 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 Workforce Development Board under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 33-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.
Mission of the NCWorks Commission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity; and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

The NCWorks Commission developed its 2019-2021 Strategic Plan based on four overall goals:

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

Education is the foundation to a strong workforce. As the skill requirements of jobs increase and change rapidly, businesses need to find people with the right skills for the jobs they create, and North Carolinians need access to training so they can be ready for those jobs.

1. Briefly describe how the local Workforce Development Board plans to prepare workers to succeed in the North Carolina economy by increasing skills and education attainment. Think about the myFutureNC goal of increasing the total number of additional postsecondary credentials by 400,000 by the year 2030. What strategy does the local Workforce Development Board have to support this goal?

Strategies for MyFutureNC

1. The Board will use its relationships to promote the benefits of Career and College Promise classes in the K-12 school systems. Students in high school are able to take tuition-free community college courses that can lead to an Associate’s degree. Students who take these courses benefit greatly as they are able to earn dual credit (high school and college credit) and could graduate with numerous college credits absolutely free. There are multiple pathways students may pursue depending on their career interest.

2. Promote Career and Technical Education Regional Articulation agreement between K-12 partners and AB Tech and Blue Ridge Community College.

Students taking selected Career and Technical Education classes are able to receive college credit which can lead to a certificate or a degree. By helping promote this CTE initiative, students can advance to credential attainment.

3. FAFSA Data Use Agreement

Working with MyFutureNC, members of the Board staff will work to ensure all schools systems in the four-county area Superintendents sign a FAFSA “data use agreement”. The benefit to signing the agreement is that the high school counselors
are able to see their student’s FAFSA forms that have been started but not completed. This allows the counselors to know who is completing FAFSAs and who might be struggling with the completion such that they can reach out and offer assistance. Research shows that students who complete FAFSAs are more likely to go on to a postsecondary educational experience.

Also, working with K-12, post-secondary and business partners on an intense and focused marketing campaign and using the state’s data dashboard will be key in the success of the counties reaching their desired goals. The local Workforce Board is working with PAYA (Partnership to Advance Youth Apprenticeship) Youth apprenticeships link the education and training needs of young people with the talent demands of employers, through mutually beneficial partnerships across schools, industry and communities. Through these partnerships, students finish high school, start their postsecondary education at little to no cost, complete paid work experience alongside a mentor, and begin a journey that broadens their future career options.

2. Briefly describe how the local Workforce Development Board plans to promote access to job training for high-demand fields.

Access to training for high demand fields is promoted through the workforce board, the NCWorks Centers, the chambers of commerce, the university and community colleges systems, economic development entities, career fairs, workforce events, sector consortia, and business channels. The high demand jobs in our local area are publicized on several websites and many jobs are highlighted in Virtual Job Shadow and other media. The Board is supporting and promoting company based and registered apprenticeships for both youth and adults. Business service staff participate in meetings aimed at identifying current and emerging high-demand fields and aligning curriculum with those fields. The On-the-Job and Business Accelerator Grant programs provide opportunity to train in high demand fields as does online training and certification. Recent expansion of the Board’s education and training options have included online programs for certifications in Information Technology, human resources, auditing, and project management.

3. Briefly describe how the local Workforce Development Board plans to increase access to education for individuals with barriers.

The local Board decreases some portion of barriers with supportive services. The Memorandum of Understanding between each of the NC Works Career Centers and partners helps provide a unified working relationship between the NC Works Career Centers and supportive services. This service allows payment of tuition, books, fees and other emergency services. Access to child care services are still a major challenge because of scheduling, costs, and waiting list for services. Satisfactory alternatives are only available to those clients who have trusted family members or friends in close
proximity to their homes or workplaces. The local Board is working with business to solve the lack of childcare by bringing it in-house.

The local Board reaches out to job seekers through job fairs and training can increase the value of an employee to the employer. Land of Sky Regional Council is continuing to work on encouraging large employers that have facilities in close proximity to one another to develop carpools for their employees. Mapping the routes the employees use for driving to work and the addresses of other employees permits the opportunities for ridesharing. The project could also be used for helping prospective new hires access transportation to work. Land of Sky Regional Council has recently hired a Transportation Demand Management (TDM) Coordinator who will promote alternative transportation options. Mountain Area WDB is working with the TDM Coordinator and initially hospitality employers in the region to develop collaborative solutions to assist their workforce with transportation.

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

*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.*

4. Briefly describe how the local Workforce Development Board makes local employers aware of the wide array of business services offered.

*The Board’s Business Services Staff and the NCWorks Career Center Managers and Employer Service Teams make employers aware of the business services offered through print materials, emailed information, websites, media interviews, phone calls and site visits. Also Board sponsored events and meetings provide an opportunity to share information about business services. Due Covid19, many of the events and meetings are provided virtually.*

5. Briefly describe how the local Workforce Development Board plans to enhance work-based learning projects to a broader range of local employers.

*The Workforce Development Board obtained additional funding to support a Work Based Learning Coordinator at A-B Tech and Blue Ridge Community Colleges. The coordinators work closely with the Workforce Development staff at the colleges and in some cases, economic development to place youth and adults in internships, pre-apprenticeship and apprenticeship programs. The Board’s youth contractors, both in-school and out-of-school, place WIOA students in paid work experience and job shadowing opportunities. Board staff place WIOA participants in on the job training and incumbent worker training. Plans to broaden the range of employer involvement in work based learning, include the Partnership to Advance Youth Apprenticeship*
Readiness Grant, which will initially focus around the manufacturing sector and will include youth apprenticeship programs in Hospitality and Tourism, Early Childcare Education, Banking and Finance, Information Technology, Skilled Trades and Automotive Technology.

In addition, the Board has a pilot project in process with Friday Services for placement of four WIOA eligible apprentices in their Manufacturing Technician and Maintenance Program. Friday Services is the “employer of record” and Demmel and Arcadia Beverage are the “host employers.” Blue Ridge Community College is providing the educational component. WIOA is providing 800 hours of the on the job component. There is potential to expand this project.

6. Briefly describe how the local Workforce Development Board works with local elected officials to ensure viable local business representatives are appointed to the local Workforce Development Board?

The Workforce Development Board has a process for ensuring that viable local business representatives are appointed to the board. When a private sector board vacancy occurs, the Workforce Director works with the relevant business association in the county, contingency has the vacancy, to develop a recommendation for a knowledgeable private sector representative. The recommendation from the business association should include someone with executive level experience with a local business and optimally, who resides within the county. Once a recommendation has been made to the Workforce Director, the recommended business representative is contacted and encouraged to submit an application to the County Commissioner for membership on the local Workforce Development Board. It is the responsibility of the County Commissioner to approve the applicant for Board membership and to determine the length of term of service (one, two, or three years), if the vacancy is for an expired term or to fulfill an unexpired term.

7. Does the local Workforce Development Board currently have any sector partnerships established with local or regional businesses? If so, please cite an example.

Partnerships exists in the Manufacturing, Hospitality and Tourism, Healthcare, Construction, and Information Technology Sectors. The employers and workforce partners for each sector meet regularly. RAMP (Raising Awareness of Manufacturing Possibilities) is the manufacturing partnership for Buncombe and Madison Counties, Made in Henderson County is the manufacturing partnership for Henderson County, and the Transylvania Economic Alliance has an Advanced and Niche Manufacturing group. The Board has Certified Career Pathways in Manufacturing, Hospitality and Tourism, Healthcare and Energy with a goal to have the Construction and Skilled Trades pathway ready for review within this year.
GOAL 3: Promote replication of creative solutions to challenging workforce problems by supporting local innovation.

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

8. Briefly describe how the local Workforce Development Board provides new and innovative solutions to support growth of the local workforce system.

The local Board encounters many employers who face obstacles in building and developing their workforces. Local Hospitality and Tourism has been one of the most promising career pathways, experiencing rapid growth while others are declining. Then the Covid19 crisis occurred and now the Medical career pathway, even though one of the most needed employers in the area in the past, is now the most promising to job seekers. More workers with specific skills and credentials to support a particular industry may be needed, but local training providers may not offer relevant programs. The local Board supports relevant programs and establishes certified career pathways. Large numbers of adults may lack basic skills or have other personal challenges to work, such as a lack of affordable childcare or adequate transportation. The local Board offers supportive services through the schools and colleges, in conjunction with training, as well as working with businesses to provide in-house childcare, car pools, support for transportation, etc. Young people may receive the college and career guidance and professional experience they need to prepare them for success in the workplace through the highly trained WIOA Case Managers at the schools, colleges and employers. The local Board is committed to the service provided through workforce.

Due to Covid19, it has come to the attention of the Board for the need of virtual platforms. This will be a main innovative solution to support growth of the local workforce system now and in the near future. Since there are many digital literacy customers, this would open a better avenue to communication and engagement moving forward.

9. Has the local Workforce Development Board received any (Federal, State or Local) funding for local innovative projects? If so, please list these grants.

The Mountain Area Workforce Development Board received one of the Governor’s Innovation Grants for $400,000 to develop a pipeline of certified early childhood teachers for childcare facilities in the region. The programs supported by these grant funds are contracted to Buncombe Partnership for Children (serving Buncombe and Madison Counties) and the Children and Family Resource Center (serving Henderson and Transylvania Counties). The programs provide pre-service training for participants, allowing them to become substitute teachers in local childcare facilities to gain experience in the field. By collaborating with the community colleges,
program participants enroll in EDU-119, a curriculum course from the Early Childhood Development program. After completing EDU-119, program participants become eligible for certification as early childhood teachers. The Innovation Grant programs are in their first year of funding. During the second year of operation, the programs plan to encourage more individuals from the rural counties (Madison and Transylvania) to become engaged with the early childhood education programs.

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

*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.*

10. Briefly describe how the local Workforce Development Board plans to increase NCWorks brand awareness.

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

11. Briefly describe and local area best practices on modernization of local career centers.

A best practice for the modernization of the local career centers is virtual meetings, training and virtual enrollment. This will save time for staff and potential participants. The NCWorks system has added “Capture Documents”, so the potential participant can upload their documents or a customer can upload their resume from home. “Live Chat” has been added to the NCWorks system, so customers and participants can reach career center staff when they need them for assistance or need to ask questions.

12. Briefly describe how the local Workforce Development Board plans work toward increased alignment with other local workforce system partners. How will you work together to ensure North Carolinians receive more comprehensive services across a broader range?

The local Workforce Development Board plans to continue to reach out to local businesses and the chambers to be involved in apprenticeships, job shadowing, on the job training, job fairs and advertising to keep increasing alignment for our community.
More comprehensive services will continue to be discussed with local workforce system partners to provide more services across a broader range. These services will support North Carolinians in job seeking, training, supportive services, and barriers, such as transportation, child care and housing.

The local Board is committed to its State and community.

13. Briefly describe how the local Workforce Development Board is supporting Executive Order No. 92--Employment First for North Carolinians with Disabilities. Employment First is a national movement which recognizes that all citizens, including individuals with significant disabilities, are capable of full participation in integrated employment and community life.

Vocational Rehabilitation is a key partner in the success of our center operations. We have an active referral process between our NCWorks Career Center offices and VR. Routinely VR staff will come to the NCWorks Career Center offices and use available space, also career center staff have provided off sites services at VR as requested.

In addition with the Henderson and Transylvania County NCWorks offices being located on the campus of Blue Ridge Community College, we are able to access staff at BRCC specifically designated to serve individuals with disabilities. Specifically, the Director of Disability Services has become a great resource for our NCWorks Career Centers in both counties.

At most of the NCWorks Career Centers the offices now have access to the following assistive technology:
#1 Screen reading software for the blind Job Access with Speech (JAWS)
#2 Zoom Text-screen reading capacity for seeing impaired
#3 Headphones for hearing related needs.

V. NCWorks Career Centers

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

Mountain Area Workforce Development Board Local Area Career Center Chart is attached in WISE.

2. Provide the date and process for when the competitive procurement of the One-Stop Operators(s) occurred. Include the expected length of the contract (one-four years).
Mountain Area Workforce Development Board released a Request for Proposals (RFP) for One-Stop Operator(s), which was integrated in the Request for Proposals (RFP) for WIOA Adult, Dislocated Worker and Youth Services on February 18, 2019. Contracts were awarded at the June 28, 2019 MAWDB meeting. The contract term is for one year (July 1, 2019 to June 30, 2020), renewable in one-year increments for up to three years. PY20 is the second year of the contracting cycle. Beginning July 1 2020, due to funding limitations, Youth programs have been reduced to one in each county of the local area. This was accomplished by contractors self-selecting not to renew their contract with the local area. The expense for contracted Adult and Dislocated Worker programs have been reduced through attrition.

3. What strategies have been used to better meet the needs of individuals with barriers to employment and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills, and leveraging resources and capacity within the local workforce development system?

The Local Area has many on-going strategies to assist individuals with barriers to employment and to increase access to services and programs of the one-stop delivery system. NCWorks Career Centers in the Local Area have partnerships with Title II providers (AB Tech, Blue Ridge Community College, Literacy Council of Asheville-Buncombe, Blue Ridge Literacy Council) as well as public libraries in the region to more effectively support those who have literacy challenges and who are basic skills deficient. The Local Area has integrated soft-skill training like Working Smart which includes improving individual digital literacy skills. This is a very important skill, especially with Covid19 and social distancing. Also, the Local Area has partnerships with the Department of Social Services and the Court System established during “Upskill WNC.” Many of the individuals we serve now have significant barriers to employment and our partnerships with local community colleges, local government and nonprofits are helping those individuals overcome barriers to employment.

4. How are training programs such as apprenticeship, incumbent worker training, on-the-job training, and other work-based learning opportunities leading to industry-recognized credentials aligned with employers’ needs, and marketed to support talent development?

The Local Area’s sector strategies are focused on the following sectors: Advanced Manufacturing, Healthcare, Hospitality and Tourism, Skilled Trades and Construction and Tech/IT. The Local Area employers in these sectors have led the development of NCWorks Certified Career Pathways in Advanced Manufacturing, Healthcare and Hospitality and Tourism. Currently the Local Area is in the process of developing a Career Pathway in Skilled Trades and Construction. As soon as that process is complete, the Local Area will begin the development of a Career Pathway for the Tech/IT sector. Employer leadership is critical and these pathways have
integrated work-based learning opportunities including registered apprenticeship and on-the-job training. Employers lead the sector initiatives and direct the training as needed for their in-demand occupations. Outreach to job seekers is critical and the Local Area has developed “Mountain Area Careers” (accessible at www.MountainAreaCareers.org) to share our region’s career pathways available to job seekers and youth. Outreach is a focus at hiring events, job fairs, school functions focused on K12, community colleges and universities. The Local Area has a Constant Contact subscription that is utilized to share these opportunities with about 10,000 people who are registered as job seekers on NCWorks. Also, the Local Area utilizes social media platforms including Facebook, Twitter, Instagram and LinkedIn to share the career pathways available in the region.

5. Provide a brief description of the NCWorks Career Center system in your local area and include how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

WIOA Case Managers work with the NCWorks Career Center and the local partners, such as the STEP Program and others, to serve customers and participants to the best of the community’s ability. The WIOA Case Managers and others employed by the NCWorks Career Center assist the customers and participants with computer access and guide them in the direction they need for employment, such as training in the local colleges to lead to better employment and a better employee for the employers.

Due to Covid19, the Board has implemented virtual avenues to assist the Career Centers in career and training services, such as online training, live chat, virtual enrollment with capture documents and coming soon a mobile application to assist those without access to a computer.

6. Describe how local Workforce Development Boards determine the need for enrollment in Training Services.

The local Workforce Development Boards determine the need for enrollment in Training Services by an initial interview process with a potential participant to develop the individual employment plan with an objective assessment by discussing their needs and goals to guide them to their future career after Training Services are implemented and Follow-Up Services applied.

The virtual enrollment, due to Covid19, has been put in place to social distance and still be able to assist participants in their goals to receive training.

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

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

8. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system model and at what point do they have full access to NCWorks.gov and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

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

9. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.

The Workforce Development Board holds the NCWorks Career Center Contractors accountable for activities with customer and participant outcomes by Performance and Measurable Skills Gains reported on NCWorks and FutureWorks.

10. Describe how the Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system, including remote areas, using technology and through other means. [WIOA Section 108(b)(6)(B)]

The Workforce Development Board facilitates access to services and programs through NCWorks Career Centers by one-stop partners identified in WIOA.

- WIOA Title I
Adult, Dislocated Worker, Youth, Job Corps, Youth Build, Indian and Native American program, National Farmworker Jobs programs/Migrant & Seasonal Farmworker programs

- WIOA Title II - Adult Education and Family Literacy program
- WIOA Title III – Wagner Peyser Employment Services program
- WIOA Title IV - Rehabilitation Act Title I Programs (Vocational Rehabilitation)
- Local Veterans’ Employment Representatives and Disabled Veterans’ Outreach Program
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs (UI)
- Reentry Employment Opportunities (REO) - Second Chance Act programs

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

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

12. Describe how the Local Workforce Development Board has implemented a business services team and how they are supported by NCWorks Career Center integrated services staff.

The Local Workforce Development Board has implemented a Business Services Team on the Board with three members, including the NCWorks Career Centers, who reach out to employers regarding work based learning opportunities and encouragement to organize apprenticeships, job shadowing and on the job training for potential employees. Job fairs and Meet and Greets are organized for employers to meet potential employees. This is also being done virtually, due to Covid19. These opportunities assist participants in obtaining their individual employment goals while both training and working in some circumstances.

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

The NCWorks Career Center with operators and partners comply with Section 188 of non-discrimination and the Americans with Disabilities Act regarding the physical and programmatic accessibility of facilities, programs and services by providing technology and materials for individuals with disabilities.

The Local Board provides Equal Opportunity Training on an annual basis and more frequent when requested, as well as online information review during the year. The virtual activities that are being implemented by the State, such as LIVE CHAT and “Capture Documents”, will be more helpful in assisting more individuals with disabilities, especially for those that may have difficulty in visiting the office regularly.

14. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Local Area Name Service Flow Chart 2020.

The local Board flow charts for services is completed and attached in WISE.

The Performance and Accountability Specialist and the NCWorks Career Center Managers provide training to newly hired staff. The Performance and Accountability Specialist first gives information on access to the NCWorks training site and provides step-by-step how-to instructions for setting up a staff account, setting up staff alerts, individual registration, how to find individuals, and enrolling in WIOA. Then the On Boarding Process allows the newly hired staff to go through additional training on their own timeframe, but maximum completion is one year. Staff is asked to practice on the training site and an appointment for one-on-one training is set as soon as schedules allow. A staff member is not given full access to NCWorks until it is assured that they have been thoroughly trained in the NC Works system.

Staff are trained to be part of a career center team that is focused on an integrated service delivery (ISD) model. WIOA Title I and Title III Wagner Peyser staff are cross trained to serve job seekers and employers.

Staff development activities are provided on an ongoing basis. Quarterly staff meetings provide the opportunity for internal training or outside speakers, so career center staff will be aware of the latest developments for the labor market, training providers, and the skills required by local employers. As funding and staff scheduling allow, staff are encouraged to attend conferences and professional development meetings locally or throughout the state. Occasionally career center staff are provided the opportunity to attend regional conferences when funding and schedules allow.
15. If applicable, attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix X). [WIOA Section 121(b) (A) (iii)]. Name document: Local Area Name NCWorks Career Center MOU.

Memorandum of Understanding (MOU) among the Mountain Area WDB and partners concerning operation of the NC Works Career Center system is attached in WISE.

16. Describe how the Workforce Development Board uses a portion of funds available to the Local Area to maintain the NCWorks Career Center system, including payment of the infrastructure costs of Career Centers. [WIOA Section 121(b)(1)(A)(ii) and (h)]

A significant portion of the Adult and Dislocated Worker funding received by the Mountain Area Workforce Board is utilized for program operations to maintain the NCWorks Career Center system in the Local Area. A-B Tech and Blue Ridge Community Colleges operate three of the centers in the Local Area, and the NC Department of Commerce – Division of Workforce Solutions hosts the NCWorks-Asheville center. Mountain Area Workforce Board contracts for Adult and Dislocated Worker WIOA services with A-B Tech and Blue Ridge Community College. Staffing for WIOA Adult and Dislocated Worker programs are included in contracts for those WIOA services with A-B Tech for Buncombe and Madison Counties and Blue Ridge Community College for Henderson and Transylvania Counties. Infrastructure costs include the purchase and maintenance of some of the technology for the centers, including subscription services for ACT WorkKeys Curriculum, CustomGuide (skills development tutorials for Office programs), OPAC testing software and Virtual Job Shadow, among others. The Workforce Development Board also assists the centers with the purchase of marketing materials, staff development and training products and other miscellaneous supplies.

The Local Workforce Development Board, with the agreement of the CEO, develops and enters into signed memorandums of understanding (MOUs) with the one-stop partners. MOUs must, at a minimum, describe the services to be provided, contain the one-stop operating budget, outline how infrastructure and additional costs will be funded, and contain several other elements outlined in the WIOA program. An Infrastructure Funding Agreement (IFA) is established that describes a reasonable cost allocation methodology, where infrastructure costs are charged to each partner based on partnership’s proportionate use of the one-stop center, relative to the benefits received from the use of the one-stop center consistent with Federal Cost. The IFA must be consistent with the partner programs’ authorizing laws and regulations, and other applicable legal requirements. Changes in the one-stop partners or an appeal by a one-stop partner’s infrastructure cost contributions will require an update of the MOU. The IFA is a part of the MOU; it is not a separate document.
17. Describe the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 108(b)(6)(D)]

NCWorks Career Centers are user-friendly facilities which provide job seekers, training seekers and employers access to a variety of employment and training services all under one roof. NCWorks Career Centers provide employers a single place to address their employment and training needs.

18. Describe the Workforce Development Board’s method for planning oversight, review process and frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service. [WIOA Section 121(a)(3)]

The Workforce Development Board’s method of oversight and review is frequent monitoring on a weekly basis and reaching out to the WIOA Case Managers for discussion. Training is providing on a quarterly basis and more frequently, if requested. Customer Service Training is provided at the NCWorks Career Centers periodically and Equal Opportunity Training is provided on an annual basis and more frequent as requested. LIVE CHAT recently added to NCWorks will also better serve our customers and participants, along with “Capture Documents” to be able to assist them in uploading documents and resumes.

19. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108(b)(21)]

The NCWorks Career Centers are using the integrated, technology-enabled intake and case management information systems for WIOA programs to collect participant information for reporting. This enables the WIOA Case Manager to understand and better assist the customers with services. Due to Covid19, the Board has implemented new virtual technology for WIOA enrollment, including “Capture Documents” and LIVE CHAT. This assists in better case management and to reach more customers and participants, especially during the Pandemic.

VI. Employer Services -

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
   Promoting work-based learning opportunities to employers
The Mountain Area Workforce Development Board’s (MAWDB or the Board) business services staff promote and manage the On-the-Job Training Program for Adults and Dislocated Workers and the Business Accelerator Grant Program for incumbent worker training. These two programs serve employers in the local area’s five targeted sectors: manufacturing, healthcare, technology, hospitality and tourism, and skilled trades. Many employer relationships have been developed through these programs which in turn have helped sustain our Board’s certified career pathways. Formula funds and in some cases, special grant funds, have supported these programs.

The Board’s business service staff interface with the Adult/Dislocated Worker and Youth contractors and promote the work they are doing with employers in the areas of pre-apprenticeships, apprenticeships, internships, work experience and job shadowing opportunities. Special grant funding obtained by the Board helps support work-based learning positions at A-B Technical Community College and Blue Ridge Community College, as well as, work-based learning (WBL) initiatives of partner organizations. Currently the Board is acting as the convener for the development and implementation of the PAYA (Partnership for Youth Apprenticeships) Hospitality and Tourism youth pre-apprenticeship and apprenticeship programs to be launched fall 2020 in the K-12 system. The program will be branded as H&T 4 Me and will be scalable across other regions as well. The Board’s Education and Business WBL Coordinator has been deeply involved with this project.

This year Board’s members selected one of three committees on which to serve: Business and Sector Career Pathways Committee, Work-Based Learning & Apprenticeships, and Youth Programs and Services. The Board anticipates that the committee work will further engage employers in work-based learning opportunities and will allow for a deeper commitment from employers.

Exploring/ promoting sector strategies with employers

Securing information on job requirements and providing employers with One Stop staff support for candidate screening and pre-employment interviews at the One-Stop Career Center (or affiliate site) or on site at the place of business.

NCWorks staff work with local businesses and employers in every step of the job posting process. At the employer’s request, staff can assist with writing job descriptions and requirements based on O*NET summary reports as well as a company’s existing HR profiles and policies. When posting job openings on NCWorks.gov, employers have the opportunity to “suppress” a job order. Suppressing a job will not allow the job seeker to apply for the opening without
first being screened or vetted by NCWorks staff. Career Center staff use this opportunity to meet with an applicant to review the requirements of the job to verify that all minimum qualifications are met. If those conditions are satisfied, a successful referral is generated, and the applicant is given the name of the employer and how to apply. In another example, employers who still use paper applications have given Career Center staff permission to distribute those applications to job seekers, and once completed, staff will review to ensure that minimum qualifications. Only appropriate referrals are submitted back to the employer. By request, the career center staff assist with screening and scheduling qualified candidates for interviews with employers at the NCWorks Centers or at the employer’s place of business.

Utilizing employer data to inform priorities

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

Making employer referrals to Agricultural Services and/or Foreign Labor staff

The Board and the NCWorks Centers do not have a formal system for recruiting out of the area but the WNC Career Expos do attract job seekers from surrounding counties and from Upstate South Carolina, East Tennessee and Northern Georgia. Several staff utilize Linked-In and occasionally acquire resumes of individuals wishing to move to the Asheville area. The individuals are contacted by the Regional Business Services Coordinator (RBSC) and in many cases referred to job openings or to companies who may have interest in their skill set. The NCWorks’ staff and the Board’s business services representatives are able to use the virtual recruiter feature on NCWorks.gov in order to expand the recruitment of candidates that may reside in areas outside of the workforce development local area. When a company expresses interest in a specific skill set, the Board’s business services staff may do a search in NCWorks and/or refer the company to a recruiter, a
university contact or a professional association. In most cases the company is already using social media and web-based portals such as Indeed.com.

2. Please describe the efforts the Workforce Development Board has made to deliver business services on a regional basis. (possibly duplicative of items above)

a. Supporting employers’ search for qualified candidates.

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

b. Securing information on job requirements and providing employers with One Stop staff support for candidate screening and pre-employment interviews at the One-Stop Career Center (or affiliate site) or on site at the place of business.

NCWorks staff work with local businesses and employers in every step of the job posting process. At the employer’s request, staff can assist with writing job descriptions and requirements based on O*NET summary reports as well as a company’s existing HR profiles and policies. When posting job openings on NCWorks.gov, employers have the opportunity to “suppress” a job order. Suppressing a job will not allow the job seeker to apply for the opening without first being screened or vetted by NCWorks staff. Career Center staff use this opportunity
to meet with an applicant to review the requirements of the job to verify that all minimum qualifications are met. If those conditions are satisfied, a successful referral is generated, and the applicant is given the name of the employer and how to apply. In another example, employers who still use paper applications have given Career Center staff permission to distribute those applications to job seekers, and once completed, staff will review to ensure that minimum qualifications. Only appropriate referrals are submitted back to the employer. By request, the career center staff assist with screening and scheduling qualified candidates for interviews with employers at the NCWorks Centers or at the employer’s place of business.

c. Taking job order information and promoting the employment opportunities (e.g., advertising the opening to the workforce).

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

d. Conducting special recruitment efforts including out-of-area or out-of-state recruitment for candidates with special skills.

The Board and the NCWorks Centers do not have a formal system for recruiting out of the area but the WNC Career Expos do attract job seekers from surrounding counties and from Upstate South Carolina, East Tennessee and Northern Georgia. Several staff utilize LinkedIn and occasionally acquire resumes of individuals wishing to move to the Asheville area. The individuals are contacted by the Regional Business Services Coordinator (RBSC) and in many cases referred to job openings or to companies who may have interest in their skill set. The NCWorks’ staff and the Board’s business services representatives are able to use the virtual recruiter feature on NCWorks.gov in order to expand the recruitment of candidates that may reside in areas outside of the workforce development local area. When a company expresses interest in a specific skill set, the Board’s business services staff may do a search in NCWorks and/or refer the company to a recruiter, a university contact or a professional association. In most cases the company is already using social media and web-based portals such as Indeed.com.

e. Organizing, conducting, and/or participating in job fairs.
The Board’s business services team assists in organizing, conducting and participating in the WNC Career Expos and participates as a vendor or support staff to NCWorks and employer-hosted job fairs in other counties and local areas. Our board also enlists help from DWS offices and workforce boards for the WNC Career Expos. The Board is exploring hosting virtual job fairs for sectors and/or companies in the current COVID-19 environment. The Board invested in several banners and displays that are used in job fairs. These display materials can be used by other NCWorks Centers upon request. NCWorks Centers also conduct job fairs and hiring events at their offices for local, regional and out-of-state employers who wish to participate. Outreach for these events is extensive, offered to registered NCWorks.gov individuals through their calendar portal to a job seeker database of over 13,000 residents in the four-county area. The Centers also use social media, television and print ads to ensure a good turnout.

f. Providing employers with meeting/work space at the One-Stop Career Center (or an affiliate site) for screening or interviewing.

The NCWorks Career Centers in each county offer employers meeting space and space for interviewing candidates. Each center has a conference room or a classroom with Internet access. The two larger centers in Buncombe and Henderson County, offer a computer lab and AV equipment that can be used for company orientations, training, or presentations. The NCWorks Center—Asheville offers employers private cubicles for screening and interviewing and routinely has companies request this space. The Center produces a monthly schedule of employer recruiting days and distributes the schedule to job seekers in the NCWorks database.

g. Conducting pre-employment testing, background checks and assistance in Completion of the I-9 paperwork.

Pre-employment testing, background checks and I-9 completion are not done by NCWorks staff or the Board’s business services staff. If these services are requested, the business service staff refer the employer to staffing agencies that do pre-employment testing and to agencies that do background checks and drug testing. The WIOA case managers do offer several assessments for evaluating job candidates. They administer the TABE for the Fundamentals of Automated Machining continuing education program and utilize on-line assessments for additional information on skills and interests. The Business Service Representatives (BSRs) may also use the TABE, the SDS interest inventory, the COPS system and the Bennett-Mechanical for OJT placement for certain occupations. The NCWorks Center-Asheville offers the Myers Briggs Personality Type Indicator as a workshop and on-line tutorials for business software skills. DWS employment consultants use the interest inventory in NCWorks and My Next Move for career guidance. On occasion the Board’s RBSC will assist employers with their I-9 forms, as this form is required for the OJT Program and the Business Accelerator Grant Program. The RBSC is a
member of national SHRM and the local WNC HR Association and stays abreast of HR regulations to assist employers.

h. Providing employers with job and task analysis services, and absenteeism analysis.

The Board defers to the community college system for job profiling services for employers. Job profiling provides task analysis for jobs. The results can be used to determine what Career Readiness Certificate (CRC) is aligned with each profiled job. The CRC is a legally defensible instrument for measuring the knowledge necessary for a particular job. Job profiling has been used more for entry level manufacturing positions than in other sectors. For absenteeism analysis, the Board refers to staffing agencies or to ERP (Enterprise Resource Planning) software that can calculate absenteeism rates and the cost of absenteeism. Upon request, the RBSC does on-site visits to conduct informal needs assessments which often include a discussion about recruiting, onboarding, retention and turnover. The RBSC makes suggestions and recommendations to professionals who can assist them with improving the HR life cycle.

3. Describe how the Board partners with employers and other organizations to promote work-based learning activities.

The Board is very active in partnering with employers and other organizations to promote work-based learning opportunities. For the manufacturing sector, the Board partners with the K-12 school systems, the area’s Chambers of Commerce, and economic development entities to sponsor Manufacturing Day and Students@Work Week on a yearly basis. Manufacturing Day is a large event held at a manufacturing company with invited guests including K-12, local and state officials, other manufacturers and workforce partners. Students@Work week provides tours of manufacturers by middle and high school students. This event is coordinated with the CTE Directors of area schools. The RAMP Consortium, created in 2016, represents manufacturers from Buncombe and Madison Counties who want to change the perception of careers in manufacturing. This employer group is involved in providing tours, job shadowing, internships, apprenticeships, teacher training, guest speaking, STEM club support, and On-the-Job Training.

Hospitality and Tourism is a very large part of the local area’s economy. Hospitality and Tourism employers offer opportunities for job shadowing, On-the-Job Training, internships, tours, and Students@Work Week. A-B Tech and Blue Ridge Community College offer short-term training for this sector and A-B Tech offers certificate, diploma, and degree programs in Hospitality and Tourism. Goodwill Industries, the Board’s Out-of-School youth contractor, offers H&T classes and certifications at their training center in Asheville. Through the PAYA Program, the Board is currently convening employers to develop an H&T 4 Me youth
apprenticeship. As part of H & T, the Board supports job fairs hosted by the Asheville Independent Restaurant (AIR) group.

ApprenticeshipNC and the Board have joined forces to apply for a grant from the USDOL for youth apprenticeship expansion. The grant is called the Youth Apprenticeship Readiness Grant and grant funds allow for expenses such as: covering up to 50% of apprentice’s wages; funding to help support childcare, housing, and transportation for participants; funding for professional development for educators; and funding to support students who are at-risk or disabled that could benefit from completing an apprenticeship program.

Currently, youth apprenticeships focus around the manufacturing sector. However, with this grant, the Board will work to promote and build apprenticeship programs for youth in Hospitality and Tourism, Early Childcare Education, Information Technology, Skilled Trades, Banking and Finance, and Automotive Technology.

The Healthcare Consortium was reinvigorated in February 2020 and four teams were created to promote work-based learning and to address areas of concern. The work teams include Recruiting, Training, Retaining, and Rules and Regulations. Each team developed several goals with supportive activities. COVID-19 caused cancellations of the CNA job fair and a CNA/employer breakfast for high school students. Employers will be involved with judging projects for the Virtual Healthcare competition planned for May 2020. The Board also has healthcare employers participating in the OJT Program, the Business Accelerator Grant Program, and Students@Work Week. Pardee Hospital, Advent Health (previously Park Ridge), and HCA (previously Mission) are workforce partners that have sponsored events, hired dislocated workers, provided tours and job shadowing.

Land of Sky Regional Council and five other councils of government received an ARC planning grant for a Recovery to Work initiative. Region C has led the development of the implementation grant application which will be submitted this year.

In 2018, the Board began work on the Construction and Skilled Trades Career Pathway by convening a diverse employer group to discuss their workforce needs. The employer group wanted to be involved with attracting youth to their field. To address this goal, the business services staff worked with the employers and the K-12 system from 11 western counties to hold a large scale Construction Career Day in October 2019. The employers donating 25,000K to sponsor the event. Forty employers and 850 high school students experience hands on activities at the Haywood County Fair Ground over a two day period. A Construction Camp for graduating high school students was being planned for summer 2020 but was put on hold. Currently the Board’s business services staff and key employers are discussing a potential virtual job fair for construction and skilled trades companies.
The Board continues to develop relationships with Information Technology employers and will work to create a career pathway within the next year. The Board has hosted non-traditional IT hiring events, such as the Talent Jam and Techathon. Most recently the Board convened an employer group to foster support of the CS4NC initiative. The initiative’s goal is to train teachers to facilitate a computer science class in each middle and high school in NC. Several IT companies have utilized the OJT Program and two IT companies received incumbent worker grants in the most recent round.

The Board financially supports work-based learning for In-School and Out-of-School WIOA Youth and WBL staff at A-B Tech and Blue Ridge Community College. In addition, the Board promotes WBL opportunities with education and training partners including the University of North Carolina-Asheville, Western Carolina, Appalachian State, and Montreat Universities, and South College, ApprenticeshipNC, Job Corps, and Goodwill.

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

The Board has developed many partnerships with education, economic development and employers both within and outside the local area.

A-B Tech and Blue Ridge Community Colleges are the Board’s Dislocated Worker and Adult contractors. The Board has an MOU with each college for delivery of services for short- and long-term education and training, and the administration of the Governor’s Finish Line Grants initiative. The Board has made a concerted effort to acquire additional grants for funding the UpSkill WNC Program, the Early Childhood Education Program, and staff support for Work-based Learning/Apprenticeships, the Earth Fare closure, and Continental’s projected closure.

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

1. Examine the local Board’s current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2019 and previous Program Years (reports available via FutureWorks).

a. What are some of the factors in the local area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment rate, factory closures/openings, weather events & natural disasters that may have impacted the area, as well as internal operational factors that may impact the local area’s performance.

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

b. What strategies are in place to maintain or improve performance?

The ability of Mountain Area Workforce Development Board to meet all Federal and State Adult and Dislocated Worker performance outcomes and training expenditure requirements begins with the Request for Proposal process. Macro-economic and social conditions beyond the control of the Board in the Local Area will have a material impact on performance in the Local Area, especially with the closures due to Covid19. WIOA Service Providers and NCWorks Career Centers in the Local Area are monitored on a weekly basis to determine compliance with all relevant regulations and policies. Board staff and WIOA service providers meet on a quarterly basis for training, to review performance, share best practices and to develop strategies to improve performance. The Mountain Area Workforce Development Board Performance & Accountability Specialist reviews
participant’s files to determine compliance with eligibility, that all documents are uploaded into NCWorks system and that case notes are comprehensive and appropriately detailed. The Mountain Area Workforce Development Board reviews performance reports on a monthly basis and discussion occurs continually on possible opportunities to improve performance outcomes and to meet training expenditure requirements.

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

The Local Area reviews performance on an on-going basis through NCWorks and FutureWorks. WIOA Case managers are notified on a regular basis of any issues with performance. The Local Area holds quarterly case managers meetings where performance is reviewed and information is shared on how to improve performance, along with the training. The Mountain Area Workforce Development Board Performance & Accountability Specialist reviews the individuals in the performance pool and emphasizes to the Case Managers the importance of follow up. Individuals are offered follow-up services and provided other opportunities to maintain employment, earn a post-secondary credential and to increase their wages.

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

Performance is shared among the Board and Stakeholders in each of the board packets for the Local Area Board Meetings. Performance is shared with WIOA Case Managers on an on-going basis. Contractors are encouraged to take proactive steps to improve performance and contracts demand that the Local Area meet or exceed all relevant performance measures including federal performance measures. Follow-up services are critical in achieving performance measures and contractors are expected to provide follow-up services which the employment is recorded in the 2nd and 4th quarters, which impact performance numbers positively.

2. In recent years, many Workforce Development Boards have seen decreasing population counts for the number of Dislocated Workers served. Please describe the strategies the Board has in place to ensure this population is sufficiently (proportionately) represented in the performance pool. Be sure to include whether the Board makes use of the nontraditional Dislocated Worker definitions (such as any individuals who are long-term unemployed and can, therefore, be considered Dislocated Workers) in the response.
The Local Area has seen a decline in the number of Dislocated Workers served based on data from NCWorks and FutureWorks. Despite the decline in the number of Dislocated Workers, there are still individuals in the Local Area who are unemployed, per the most recent data available from the NC Department of Commerce, Labor and Economic Analysis Division. Due to the Covid19, there will be an onslaught of dislocated workers when the economy reopens. The Local Area is focused on using alternative definitions, already in progress, of Dislocated Workers including Stop-Gap employment and those who have not been employed for thirteen (13) consecutive weeks due to unemployment or continuous training. Part of the decline in Dislocated Workers is due to the fact that fewer individuals are willing to enter training and to seek additional education when they are laid off. Most Dislocated Workers find alternative employment, even if they are often making far less than in their previous job. Most individuals cannot afford to take the time from working full time to train. The Local Area regularly contacts those registered on NCWorks receiving unemployment insurance.

3. The Measurable Skill Gains measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the local Board makes use of the information the Measurable Skill Gains measure provides as a means of ensuring the Board reaches its Credential Attainment indicator goal.

The Local Area Performance and Accountability Specialist constantly monitors the Board’s performance measures, including the Measurable Skills Gain to meet the Credential Attainment and reviews opportunities to increase measurable skill gains of participants, including direct communication with WIOA Case Managers to remind them to enter a Measurable Skills Gain, which they are much more proficient at now.

4. Please describe the process for monitoring service providers in the local area. Include details such as how it is conducted, who is involved, how often, et cetera.

There is ongoing monitoring of service providers in the Local Area by the Board’s Performance and Accountability Specialist. Files are reviewed on a daily basis to ensure compliance with all local, state and federal mandates and WIOA Case Managers are contacted on a weekly basis to discuss the information. With the NCWorks and FutureWorks Performance Management System, all files are reviewable by the Local Area at any time. The Board’s Performance and Accountability Specialist will perform on site monitoring at least once annually.

VIII. Equal Opportunity

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

The process to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin is through training and review. The training process
is scheduled on an annual basis and more frequent if requested. There are assigned online information review during the year as well. The review process is covered in FutureWorks where the Case Management and individuals can be drilled down to research enrollments by various avenues.


A copy of the Mountain Area Workforce Development Board’s Equal Opportunity Complaint Grievance Procedure is attached in WISE.

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

The Performance and Accountability Specialist ensures that Local Equal Opportunity procedures are updated by visiting the Contractors on an annual basis to verify materials and services are in place and files are monitored frequently for Equal Opportunity procedures and documentation along with discussion among the WIOA Case Managers.

IX. Adult and Dislocated Worker Services

1. Describe the local Workforce Development Board’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

The local Workforce Development Board’s vision for serving WIOA eligible Adults and Dislocated Worker includes excellent customer service with training when needed, high level goals in performance and measurable skills gain areas, continual training in NCWorks and WIOA, continual Equal Opportunity training, expanded dislocated worker vision with stop gap and 13 consecutive weeks, even if the participant has been in class, one on one training in these area when needed and weekly discussions with WIOA Case Managers on maintaining participant files. These objectives will increase and improve employment outcomes in this population due to more knowledgeable staff and increase in service.

2. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]
The strengths of the existing Adult and Dislocated Worker education and training services are the ability for the WIOA Case Manager to develop the individual training plan and provide the participant with Labor Market Statistics, as well as complete information on programs at the colleges. The recognized Career Pathways are used to encourage training that could lead to jobs in in-demand sectors and provide businesses with trained employees and provide the employee with a better opportunity. The ability to serve more Dislocated Workers has been a weakness in the past with the low unemployment, but this will change due to Covid19 and performance numbers will increase. With the new virtual technology implemented, the staff will be able to assist more customers and participants.

3. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm’s-length relationship between the Workforce Development Board and service delivery. Identify any service provider contract extensions.

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

Mountain Area Workforce Development Board released a Request for Proposals (RFP) for One-Stop Operator(s), which was integrated in the Request for Proposals (RFP) for WIOA Adult and Dislocated Worker Services on February 18, 2019. Contracts were awarded in June 1, 2019 for program operations beginning July 1 2019. The initial contract term is for one year, renewable in one year increments for up to three years. Beginning July 1, 2020, current contractors, providing programs in PY20/21 will be operating under a contract modification to extend current contracts through June 30, 2021, which is the second year of the local area’s three-year contracting cycle.

4. Attach the Local Workforce Development Board’s Adult and Dislocated Worker (DW) service providers chart effective July 1, 2020 using the Adult/Dislocated Worker Service Provider List provided. Name document: Local Area Name Adult and DW Providers 2020.

A copy of the Mountain Area Workforce Development Board’s Adult/Dislocated Worker Service Provider List is completed and attached in WISE.

5. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what “significant number of competent providers” means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to
evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers Policy.

[PS 06-2019]

A copy of the Mountain Area Workforce Development Board’s Eligible Training Providers Policy is attached in WISE.

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

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

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

The NCWorks Career Centers in the Local Area currently provide follow-up services for Adult and Dislocated workers who have completed WIOA Title I short term or long-term training and are seeking employment or have entered employment. Staff conduct these follow-up contacts in person, by telephone and/or
by email if the individual is seeking employment, and by phone and/or email once the individual has entered employment. Follow-up services continue for a minimum of 12 months after the first day of employment. Mountain Area Workforce Development Board places significant emphasis on providing follow-up since we recognize most of our clients have many barriers to employment. Working with the clients proactively can help the individual maintain employment, making progress on their self-selected career pathway.

Basic career services are available to all Adult and Dislocated Workers in the Local Area seeking career center services. These services are made available via the Welcome, Employment and Skills functions and are easily accessible to all career center customers.

The Welcome function includes 1) dual enrollment (whenever appropriate) in NCWorks Online and orientation to information and services available through the Local Area career centers; 2) an initial, informal assessment of various skill levels, including job seeking skills; 3) referral to supportive services as appropriate 4) job search assistance and provision of local labor market information; 5) recommendations for next steps and referral(s) to center and partner products and services; 6) an initial determination of eligibility to receive assistance from the adult, dislocated worker and/or youth programs and referral to training services as appropriate.

The Employment function includes 1) job search and placement assistance; 2) information on local occupations in demand and the earnings, skill requirements and opportunities for advancement for those jobs; 3) labor market information, including wage, availability of particular occupations and/or industries in the Local Area and/or region; 4) information on and referral to organizations providing self-employment assistance; 5) recommendations for next steps and referral(s) to center and partner products and services; 6) referral to training services as appropriate.

The Skills function includes 1) administering of informal and formal skill assessments; 2) referral to and assistance with various skill development tools; 3) assistance with identifying transferrable skills and addressing skills gaps; 4) career counseling; 5) information on and referral to eligible training providers; 6) recommendations for next steps and referral(s) to center and partner products and services; 7) referral to training services as appropriate. Local Area career center staff are cross-trained in the Welcome, Employment and Skills functions so customers have easy access to information and activities associated with each of the functions. In addition, all center staff can provide general information regarding the state’s UI program and can effectively refer individuals that need more specific assistance to the state’s UI website and customer assistance center. The ISD model implemented in Local Area centers calls for continuous engagement with individuals accessing center services, and center staff use phone calls and emails to follow-up with those individuals currently engaged in job seeking and skill
assessment/development activities. As the centers begin a new program year, the Mountain Area Workforce Development Board Director, in conjunction with the Mountain Area Workforce Development Board Performance and Accountability Specialist, the Regional Operations Director and Career Center Managers and Leadership Teams, will have procedures in place to provide follow-up services, as appropriate, to individuals who obtain unsubsidized employment. These procedures will cover methods of contact, frequency of contact and appropriate case notes and activity codes to be used. The populations identified as benefiting most from follow-up services at this time are SBE Program veterans and TANF recipients entering employment. Other priority of service populations will also receive follow-up services as appropriate.

X. Youth Services

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

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

USDOL also focuses on the following WIOA Performance Indicators:

- Employment, education, or training during the 2nd quarter after exit
- Employment, education, or training during the 4th quarter after exit
- Median earnings during the 2nd quarter after exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in serving employers (system-wide measure, not program specific) NOTE: Performance is Section VII.

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

   The general overview of the local current total population, with the 2020 Census not applied, within the last 5 years in Local Workforce Development Board area is a total population of four counties at 422,000.
Youth Analysis

a. Approximately, what number of the Youth are ages 14-21?

Title I WIOA eligible in school youth percentage for ages 14-21 is 57%.

b. Approximately, what percentage of these youth are low-income (eligible for WIOA In-school program)?

Title I WIOA eligible in school youth percentage for low income is 47%.

c. Approximately, what number of these Youth are in the current school dropout statistics?

Title I WIOA eligible in school youth percentage in current school dropout is 2.74%

Out-of-School Analysis

a. Approximately what number of Youth ages 16-24 of the current total population (within five years) make up the population?

Title I WIOA eligible out of school youth percentage for ages 16-24 of the population is 57%.

b. Youth ages 16-24 represent what % of the population?

Title I WIOA eligible out of school youth percentage of the population 16-24 is 57%.

c. What are the general educational levels of this age group?

Title I WIOA eligible out of school youth general education 16-24 is 10th grade.

d. What is the general employment status of this age group?

Title I WIOA eligible out of school youth general status of employment 16-24 is underemployed.

2. Based on the assessment above, does the local Workforce Development Board plan to serve In-School Youth?

Yes, the local Workforce Development Board plans to serve In-school Youth.

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

Youth Workforce activities in the local area being used for all youth including youth with disabilities are summer employment, tutoring, alternative secondary service, dropout recovery, job shadowing, leadership development, mentoring, individual service strategy with assessment and goal, counseling and training. The Youth Committee has planned for several engagements with the youth for job fairs and meet and greets, but due to Covid19, they have been delayed until Fall, depending on the crisis.

Due to Covid19, the Board has implemented virtual activities that will include individuals with disabilities.

4. Describe the local area’s broad Young Adult (NextGen) Program design to include:
   a. Providing objective assessments;
      
      It includes a review of basic and occupational skills, prior work experience, employability potential, and developmental needs. Assessments must also consider a youth's strengths rather than just focusing on areas that need improvement.
   b. Supportive service’s needs;
      
      A Support Service should be reasonable and necessary to enable a participant to take part in other services and activities related to the Individual Service Strategy. A Support Service should not duplicate a service a participant could receive from another program in the community.
   c. And developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]
      
      Developmental needs are presented with the testing and individual service strategy with objective assessment in workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

5. How does the local area ensure the Individual Service Strategy (ISS) identifies appropriate services based on the objective assessment and is linked to youth performance indicators, career pathways and program elements? [WIOA Section 129(c)(1)(B)]

   Each youth has a comprehensive Individual Service Strategy (ISS) for the youth based on their career goals. The objective assessment will help the youth reach
their career goals by obtaining their High School Equivalency (HSE), earning a postsecondary credential and entering into a rewarding career pathway. NCWorks NextGen Youth career advisors work closely with the youth and employers to help the youth find the right career pathway for them. The fundamentals of the NCWorks NextGen Youth Program are Intake, Objective Assessment, Individual Service Strategy (ISS) and Information and Referrals. Based on individual needs identified through the Objective Assessment and Individualized Service Strategy, youth and young adults are served through an array of Workforce Development services that fall within the fourteen (14) required program elements of the Workforce Innovation and Opportunity Act (WIOA). The focus on serving youth and young adults is education, career pathways, career experience, leadership development and wrap around services. Youth performance indicators for postsecondary credential attainment, employment and earnings will be met or exceeded by following this framework. Work experience is a fundamental part of the NCWorks NextGen Youth Program since it allows youth and young adults to explore career options and to determine what occupations they like and what roles that are not a good fit for them. Work experience also provides employers an opportunity to see the youth and young adults perform in real life jobs to determine if the youth and young adults could be offered full-time, unsubsidized employment. Work experience is the most effective training tool available and increasing the work-based learning opportunities available to youth and young adults will help the Local Area more effectively meet performance measures as well as connect them with rewarding career pathways.

6. Describe the local area’s broad Young Adult (NextGen) Program design to include:
   a. Employment Goals, and
   b. Education Goals.

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

7. Where does the local area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service Provider Offices, or Hybrid situations. Explain if it is both NCWorks Career Centers and Provider Offices or some other option.

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

8. What new local higher-level goals (not traditional performance measures) are in place to serve the young adult (NextGen) population to include new outreach strategies and interactions with this population outside of the office/NCWorks Career Center setting? Do these improve employment outcomes and retention (or other identified local needs) for this population?

Outside of the normal, new strategies and interactions are continually represented and put in place by the Youth Committee in conjunction with the Contractors to assist the NextGen in new and more interacting processes that they can relate, such as technology, job fairs, social events, etc.

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

The Local Area’s NCWorks NextGen Youth Program design is focused on helping all youth, including but not limited to WIOA eligible in school and out of school youth, obtain the necessary education and training with an industry recognized post-secondary credential to be able to earn a wage that will lead to self-sufficiency. This Program design is consistent with the NCWorks NextGen framework which has been adopted by the Youth leads committee of the NC Association of Workforce Development Boards. To accomplish this purpose, the Local Area works with employers, educators and other community organizations serving youth to Mountain Area Workforce Development Board is working with our contractors to improve performance and to meet and exceed all performance standards including Youth Performance Measures. Contractors and Workforce Board staff take advantage of educational opportunities offered by DWS to learn best practices to meet the performance targets. Mountain Area Workforce Development Board strives to meet and exceed all performance targets. The Workforce Board utilizes all available
technology to monitor performance and validate data. The Performance and Accountability Specialist for the Mountain Area Workforce Board provides training on a quarterly basis and review performance, to share information on best practices and areas for improvement and has emphasized to contractors the need for comprehensive follow-up services and other strategies to improve performance. The Youth Committee meets on an as needed basis to review performance and to focus on areas for improvement in the youth program. The Youth Committee has invited youth contractors and other youth service providers to make presentations and to provide their input on the progress needed to meet and exceed performance. At the quarterly meeting of the Youth Committee, the Youth contractor staff, Mountain Area Workforce Development Board staff review issues that have arisen and work to make sure every contractor is aware of what work is needed to meet performance measures. With the recent implementations of virtual activities, including LIVE CHAT, this will be more helpful to customers, participants and individuals with disabilities.

10. Provide the Workforce Development Board’s approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

Mountain Area Workforce Board is contracted with two service providers who will serve only Out of School Youth. Goodwill provides career counseling and planning services for WIOA eligible out-of-school youth. They provide work experience opportunities for WIOA eligible youth participants. They will also refer clients for short and long-term training opportunities, on the job training funded by WIOA. When possible these participants will also be provided with registered apprenticeship opportunities when arrangements with employers can be made. The Local Area has faced significant challenges in convincing Out of School Youth to enroll in WIOA. In addition to the 100% Out of School Youth Programs, Madison County Schools operates blended Youth program that is 25% In-School and 75% Out-of-School youth services. The OSY portion of the program focuses on dropout recovery to meet their Out of School Youth service goals. The career readiness coaches work with youth and help them determine their best option to improve their skills and employment opportunities. In some cases, the youth may choose not to re-enroll in the public school system and will work to obtain their high school equivalency diploma. All of the programs emphasize work experience, short term skills training focusing on earning an industry recognized post-secondary occupational skills credentials and on the job training to assist with placement into unsubsidized employment. Contracted funds for work experience should meet the 20% required spending level for work based learning.

Henderson County Schools has a proven track record of operating a successful 100% Out of School Youth program for several years. All public school systems in the region are working to eliminate barriers between the Title II Adult Education
providers at the community colleges and area literacy councils. Improving collaboration would help reach more Out of School Youth and provide them many different career pathways that will provide self-sufficient wages.

11. Describe how the local Workforce Development Board 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 Boards as the creation of career pathways for youth. [USDOL TEGL 8-15]

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

Title IV Vocational Rehabilitation staff is out posted on a weekly basis at the Asheville NC Works Career Center. At the other three NCWorks Career Centers in the region, there is a process of informal and formal referrals to Vocational Rehabilitation. The Vocational Rehabilitation office is served by limited public transportation access and out posting staff allows for more accessibility for career services for individuals with disabilities.

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

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

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

Youth program operators, in the Mountain Area region, provide follow-up services to Youth for a minimum of twelve months after program exit. Youth in follow-up may be provided with supportive services to assist them in attaining or maintaining employment. Youth in follow-up are contacted by their WIOA Career Coach at least once per quarter but often, more frequently, to determine if they are engaged in post-secondary training, employment or have entered military service.

When supportive services are provided to youth in follow-up, those are provided consistent with the local area’s supportive service policy.

Youth Career Coaches provide counseling to participants in follow-up to encourage them to attain or continue employment, to enter post-secondary education, or to enlist in the military; whichever is determined through counseling, to be the best path forward for exited youth participants.

13. Specify if the Local Workforce Development Board 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 Workforce Development Board has internal controls to safeguard cash/gift cards. Name document:  [Local Area Name] Youth Incentive Policy.

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

The Local Workforce Development Board does not offer incentives for youth due to the lack of funding.

14. If the Local Workforce Development Board does not offer incentives for (NextGen) youth, please explain why.

The board will continue to evaluate whether to adopt an incentive plan for youth. At this time, the board does not have adequate funding to offer incentives. The board has made significant cuts to our youth contractors budgets including reducing youth contractors by one contractor this program year and the board anticipates that
another youth contractor would not continue operating a youth program in PY20/21. The local area plans to maintain one Youth program in each county of the four-county region.

15. Describe the local area strategy to ensure youth (NextGen) program activities lead to a High School Diploma or its equivalent or a recognized post-secondary credential and postsecondary education and training opportunities. [WIOA Section 129(c)(1)(C)]

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

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 Local Area is focused in the NCWorks NextGen Youth Program on the target sectors of Advanced Manufacturing, Healthcare, Hospitality and Tourism, Skilled Trades and Construction and Tech/IT. The Board has determined that these sectors are the source of high-demand, high-wage jobs in the Local Area. As a result, with employer leadership the Local Area has developed career pathways for three of these sectors and is in the process of developing a career pathway in the fourth sector. As soon as possible, the Local Area will have developed career pathways for all five target sectors. These career pathways are focused on diverse populations including
Youth. Helping youth connect with these career pathways will lead to careers that offer self-sufficient wages.

17. Please complete the Youth Program Elements chart provided to demonstrate how the local Workforce Development Board ensures each of the 14 youth program elements is made available to youth participants.[WIOA Section 129(c)(2)(A)] Name document: Local Area Name Youth Program Elements

A copy of the Mountain Area Workforce Development Board’s Youth Program Elements Chart is completed and attached in WISE.

18. How does the local area ensure that the minimum of 20% of funds is spent on work experience and is the local area expending the 20% minimum on work experience to include an estimate of expenditures that will be paid wages to youth.? [WIOA Section 129(c)(4)]

The Local Area is committed to meeting the federally mandated 20% of all Youth funds to be spent on work experience. It is the intent of the Local Area to maximize youth work experience to the greatest extent possible. The Local Area has previously met the 20% requirement in prior program years. Due to the Pandemic Covid19 crisis, youth work experience programs operating in the region during PY19/20 have faced tremendous challenges. At this time, it is unknown if the region could meet the 20% mandate to expend Youth funds on work experience. The full expenditure rate on wages paid to youth participants engaged in work experience may not be available until all of the financial reports for the current program year are available in August 2020.

During the 2019 program year, the local area worked with its Youth contractors to reduced program expense to match our current funding environment. For PY20/21, the local area anticipates that there should be adequate funding available for youth work experience activities, offered through contracted programs, to meet the 20% mandate on WIOA Youth funds.

The NCWorks NextGen Youth Program WIOA Case Managers are always connecting with the Local Area business services team to increase opportunities to expand work experience. Board staff monitors youth work experience spending on a monthly basis to determine if the Local Area is on target to meet the 20% mandate. If youth contractors are not reporting sufficient youth work experience, staff will meet with contractors to determine strategy needed to increase their youth work experience. Also, the Local Area financial reports are shared with the Board at each regularly scheduled board meeting and the Board is informed about the progress being made to meet the 20% work experience mandate.
19. Does the Workforce Development Board have a standing committee to provide information to assist with planning, operational and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]

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

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

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

c. Provide the committee’s purpose/visibility.

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

d. Provide the committee’s top three goals or objectives for PY 2020.

The Local Area’s NCWorks Next Gen Youth Committee top three objectives are to more effectively connect youth with career pathways, to exceed 20 percent youth work experience expenditures and to collaborate with agencies in the region serving youth to increase economic mobility and opportunity.

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

f. Complete the following chart for the PY 2020 Youth Committee’s planned meeting schedule to include dates, time and location. [Expand form as needed.]

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location (include address and room #)</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 28, 2020</td>
<td>2:00 PM</td>
<td>Land of Sky Regional Council, 339 New Leicester Hwy, Ste 140, Asheville, NC 28806</td>
</tr>
<tr>
<td>May 26, 2020</td>
<td>2:00 PM</td>
<td>Land of Sky Regional Council, 339 New Leicester</td>
</tr>
</tbody>
</table>
20. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions.

Mountain Area Workforce Development Board released a Request for Proposals (RFP) for Youth Services on February 18, 2019. Contracts resulting from that RFP began July 1, 2019. The contract term is for one year, renewable in one year increments for up to three years. The current contracts with existing service providers (including youth) were awarded in Program Year 2019 and PY20/21 is the first one-year extension of those contracts.

21. Attach the Local Workforce Development Board Youth service provider’s chart, effective July 1, 2020, using the Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers 2020.

A copy of the Mountain Area Workforce Development Board’s Youth Service provider List is completed and attached in WISE.

XI. Local Innovations

1. List additional funding received by the local Workforce Development Board to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, Foundation, outside funding and others to include a brief description the source and the amount.

<table>
<thead>
<tr>
<th>Grant Name/Kind</th>
<th>Description</th>
<th>Beginning and End date</th>
<th>Source and Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation Grant Funding for Early Childhood</td>
<td>Funding for Early Childhood Educators to develop their skills to be substitute teachers and are qualified for the FLG supportive</td>
<td>February 22,2019- April 30, 2020</td>
<td>Early Childhood Development Grant(Innovation Grant)</td>
</tr>
</tbody>
</table>
2. Describe one local Workforce Development Board best adult/dislocated worker program practice.

One best adult/dislocated worker program practice in the Local Area is our partnership and collaboration with our region’s Title II providers. Our region has engaged our Title II providers in our Local Area’s sector strategies and career pathways as a tool to meet employer workforce needs. The individuals participating in Adult Basic Education and Literacy programs are a significant group of potential hires. This collaboration has led to Title II programs being offered on site at various work sites in the region.

3. Describe one local Workforce Development Board best youth program practice.

One best youth program practice in the Local Area is our partnership and collaboration with our region’s public schools, community colleges, Title II providers and other organizations serving youth to increase educational attainment and career opportunities for youth. The out-of-school youth population has many barriers, such as transportation, housing, Justice System involvement and childcare. Many of the youth are already working, normally in relatively low-wage jobs, and they are struggling to meet basic needs. While there is funding available to meet their educational needs, we often have difficulty in meeting their supportive service needs. Even with WIOA funding for supportive services for youth, it is still a challenge. Public transportation is limited, childcare slots are scarce and housing is very expensive. The Local Area recognizes that our youth funding is very limited and we cannot meet the demand to serve youth with just WIOA youth formula funds. A regional Youth Summit was held in September 2019 to better connect all of the organizations serving youth so that the Local Area can more effectively deploy limited resources.

4. Describe one local Workforce Development Board regional strategy that has yielded positive results.

UpSkill WNC was an initiative that intended to extend the services available at our region’s NCWorks Career Centers out into the community to meet individuals where they currently may be. As the Local Area’s unemployment rate declined, the number of job seekers entering the NCWorks Career Centers also declined. This trend was consistent with statewide and national trends, but due to the Covid19, this will have an effect.
5. Describe one local Workforce Development Board Incumbent Worker or other business services best strategy.

The Local Area Incumbent Worker Training Grant program referred to as “Business Accelerator” grants has been well received by employers in the region. For the current program year, the Board has funded Business Accelerator Grants for fourteen (8) employers in diverse sectors.

XII. Program Year 2020 Local Workforce Development Board Plan Required Policy Attachments

1. The following policies are required to be attached as separate documents in WISE as part of the PY2020 Comprehensive Regional Plan. Name documents: Local Area Name, Policy Name.

In the first column, state if it is attached or why it is missing and when it can be expected. In the second column mark only if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

<table>
<thead>
<tr>
<th>Required Local Policies and DWS Reference</th>
<th>Attached (Yes/No)</th>
<th>Revised for PY2020 (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Competitive Procurement Policy (PS 19-2017, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. Conflict of Interest Policy (PS 18-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>6. Individualized Training Account Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7. On-the-Job Training Policy (PS 04-2015, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. Oversight Monitoring Policy, Tool and Schedule</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9. Priority of Service Policy (PS 03-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
2. Designate whether the following local Optional Policy is included and used at the local Workforce Development Board and is included in the Plan or write “N/A” implying “Not Applicable”, the Workforce Development Board does not have this policy and therefore does not use these services.

In the second column mark only if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

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

<table>
<thead>
<tr>
<th>Optional Local Policies</th>
<th>Yes- the Board has a policy or N/A (Not Applicable)</th>
<th>Revised for PY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Local Area Incumbent Worker Training Policy (PS 17-2017, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Local Area Needs-Related Policy</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>3. Local Area Transitional Jobs Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Local Area Youth Incentive Policy</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Individual Training Accounts (ITA) Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar Amounts</td>
</tr>
<tr>
<td>$1,750 per semester/$3,500 per year/$7,000 per two years</td>
</tr>
<tr>
<td>Time Limits</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>Degree or Certificates allowed (Associate’s, Bachelor’s, other)</td>
</tr>
<tr>
<td>Procedures for determining case-by-case exceptions for training that may be allowed</td>
</tr>
<tr>
<td>Period of time for which ITAs are issued (semester, school year, short term, etc.)</td>
</tr>
<tr>
<td>Supportive Services covered by ITA (uniforms, tools, physical exams, etc.)</td>
</tr>
</tbody>
</table>

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

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

**Required Attachment Checklist from Plan Instructions**

Please confirm all required attachments are loaded in WISE. If not, provide an expected date of arrival.
Signed copy of Consortium Agreement *(if applicable)*
Local Administrative Entity Organizational Chart
Local Workforce Development Board List *(form provided)*
Local Workforce Development Board By-laws
Local Workforce Development Board By-laws Required Elements Crosswalk *(form provided)*
Local Workforce Development Board Organizational Chart
Local Administrative Entity Certification Regarding Debarment * *(form provided)*
Local Workforce Development Area Signatory Form* *(form provided)*
Workforce Development Board NCWorks Career Center System *(form provided)*
Local Area Adult and Dislocated Worker Services Providers *(form provided)*
Local Area Eligible Training Provider Policy
14 Youth Program Elements Chart *(form provided)*
Local Workforce Development Board Youth Committee Meeting Schedule *(optional)*
Local Workforce Development Board Youth Committee Members *(optional)*
Local Workforce Development Board Youth Services Providers *(form provided)*
Local Workforce Development Board Youth Incentive Policy *(optional)*
Local Innovations Template/Outline

* Mail signed and unfolded *originals* to assigned Division Planner at N.C. Division of Workforce Solutions at: 313 Chapanoke Road, Suite 120, 4316 Mail Services Center, Raleigh, NC 276994316.

**Certification Regarding Debarment, Suspension, and Other Responsibility Matters**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participant’s Responsibilities.
(Before completing this certification, read the instructions on the following page which are an integral part of the certification.)

1) The prospective primary participant certifies, to the best of its knowledge and belief, that it and its principals:

   a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;

   b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

   c) are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

   d) have not within a three-year period preceding this certification had one or more public transactions (federal, state or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

__________________________________________________________
Printed Name and Title of Authorized Administrative Entity Signatory Official

__________________________________________________________
Signature  Date

Instructions for Certification

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out above.

2. The inability of a person to provide the certification required above will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out above. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible or voluntarily excluded from participation in this covered transaction.

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled “A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction,” provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, ineligible or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
[Local Area Name] WIOA Board List*
Effective July 1, 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Name and Business Title</th>
<th>Name and Business Address</th>
<th>Phone Number</th>
<th>Email Address</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Business, Chair</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Can be one of the required small business seats.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Name and Business Title</td>
<td>Name and Business Address</td>
<td>Phone Number</td>
<td>Email Address</td>
<td>Term</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------</td>
<td>---------------------------</td>
<td>--------------</td>
<td>---------------</td>
<td>------</td>
</tr>
<tr>
<td>9. Small Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Small Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Labor Organization, or where none exists, other representative of employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Identify representative’s affiliation- select one)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Labor Organization, or where none exists, other representative of employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Identify representative’s affiliation)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. Joint Labor-Management, or union affiliated, registered apprenticeship program. Or where none exists, representative of registered apprenticeship program *(Identify representative’s affiliation)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Name and Business Title</th>
<th>Name and Business Address</th>
<th>Phone Number</th>
<th>Email Address</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>Labor or Apprenticeship or Community Based Organization or organizations addressing needs of eligible youth <em>(Identify choice of category represented)</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Adult Education and Literacy eligible under WIOA Title II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Higher Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Vocational Rehabilitation Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Name and Business Title</td>
<td>Name and Business Address</td>
<td>Phone Number</td>
<td>Email Address</td>
<td>Term</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------------</td>
<td>---------------------------</td>
<td>--------------</td>
<td>---------------</td>
<td>------</td>
</tr>
<tr>
<td>18. Economic Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Wagner-Peyser Act</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Notes:*
- Use the form provided and identify categories as indicated on the form. Do not change required category names, but clearly indicate the category.

- In obtaining nominations and making appointments, follow Workforce Innovation and Opportunity Act Section 107(b)(2) and US Department of Labor Training and Employment Guidance Letter (TEGL) 27-14.

- If Local Workforce Development Board Area has more than 19 total members: 1) add lines to chart and complete all columns for additional members; 2) ensure required percentages are still met.

- By submission of this form, the Workforce Development Board certifies its compliance with the appointment and nomination process of business representatives from among local business organizations and business trade associations. [WIOA Section 107(b)(2)(A)]

**If not in compliance with WIOA Section 107(b)(2)(A), note missing requirements here such as missing Business sector majority, two small businesses, two or more labor organizations, et cetera.**
Workforce Innovation and Opportunity Act of 2014

Program Year 2020 Local Plan Signatory Page for

Local Workforce Development Area Name

Boards affirm that the Local Area Workforce Development Board (WDB) and the Chief Elected Official(s) of the Local Area, in partnership, have developed and now submit this update to the Comprehensive, Strategic Regional and Local Area Plan in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

________________________________________ Submission Date

Workforce Development Board Chair

______________________________
Typed or Printed Name

______________________________
Typed or Printed Title

______________________________
Signature

______________________________
Date

Chief Elected Official

______________________________
Typed or Printed Name

______________________________
Typed or Printed Title

______________________________
Signature

______________________________
Date
Directions for Completing Attachment NCWorks Career Center System

Complete Attachment to describe the Local Area’s One-Stop Career Center system.

Column A- include each One-Stop Career Center(s)’ name and street address, host facility and hours of operation.

Column B- specify the type of Career Center and list all counties served by site. *Type of Center Designation: Tier 1, Tier 2, Specialized, Affiliates

Add location of Youth Sites if not included with above designations.

Column C- list the on-site partners, identify funding source and agency name such as Title I (Adult, Dislocated Worker, Youth, Job Corps, Youth Build, National Farmworkers and Native American Programs), Wagner Peyser, Trade Act, Career and Technical Education. Career Center Partners should, at a minimum, reflect required WIOA partners (WIOA 121(b)(1)(B).

Column D- list the Center Operator (agency name), functional manager (manages the day-to-day operations) and Method of Selection (Competitive, Sole Source to include if contract was extended).

Column E- list the WIOA Providers of Career Services (agency name) and method of selection. (Method of Selection: Competitive Procurement Sole Source Contract Extended)

Column F - Functional Manager (manages the day-to-day operations)

Column G- indicate whether youth services are provided on-site. Column H- indicate additional on-site partners.
# [Workforce Development Board Name] NCWorks Career Center System
(Effective July 1, 2020)

<table>
<thead>
<tr>
<th>A. One-Stop Location(s) (Address, Phone number and Hours)</th>
<th>B. Tier 1 or Tier 2 Specialized or Affiliate</th>
<th>C. On-site Partners</th>
<th>D. Career Center Operator and Method of Selection</th>
<th>E. Provider(s) of WIOA Career Services and Method of Selection</th>
<th>F. Functional Manager (manages the day-to-day operations)</th>
<th>G. Provider(s) and Type of On-site Youth Services</th>
<th>H. Additional Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCWorks Buncombe County Career Center 48 Grove Street Asheville, NC 28801 M-F 8:00am – 5:00 pm</td>
<td>Tier 1</td>
<td>Title I Title II Title III Title IV</td>
<td>AB Tech RFP</td>
<td>AB Tech RFP</td>
<td>Rodney Embler Goodwill OSY</td>
<td>LVER DVOP</td>
<td></td>
</tr>
<tr>
<td>NCWorks Madison County Career Center 4646 Hwy 25/70 Marshall, NC 28753 M-F 8:00am–5:00pm</td>
<td>Tier 1</td>
<td>Title I Title II Title III Title IV</td>
<td>AB Tech RFP</td>
<td>AB Tech RFP</td>
<td>Stacy Peek Madison County Schools OSY</td>
<td>LVER DVOP</td>
<td></td>
</tr>
<tr>
<td>NCWorks Henderson County Career Center 130 Eagles Reach Flat Rock, NC 28731 M-Th 730-530/F8-4</td>
<td>Tier 1</td>
<td>Title I Title II Title III Title IV</td>
<td>Blue Ridge Community College RFP</td>
<td>Blue Ridge Community College RFP</td>
<td>Jason Chappell Henderson County Schools OSY</td>
<td>LVER DVOP Job Corps</td>
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<tr>
<td>Type of Center Designation:</td>
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<td>- Specialized</td>
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<tr>
<td>- Affiliates – At locations where A, DW and WP services are provided</td>
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</tbody>
</table>

**Method of Selection:****
- Competitive Procurement
- Sole Source
- Contract Extended

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**PY 2020 WIOA [Board Name] Adult & Dislocated Worker Service Providers List**

*(RFP Conducted: date here)*

**Note where Services are provided: at the One-Stop Centers, the Office location provided, combination. Be specific.*
<table>
<thead>
<tr>
<th>WIOA Adult/Dislocated Worker Service Provider (Organization Name, Address and Telephone Number)</th>
<th>Contact Person (Name, Title and E-mail Address and Telephone Number)</th>
<th>County/Counties Served and where services are provided** (One-Stop, Office, Both)</th>
<th>Type of Organization (State Agency, For-profit, Non-profit, other-specify)</th>
<th>Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, otherspecify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asheville Buncombe Technical Community College 340 Victoria Road Asheville, NC 28801 828-398-7900</td>
<td>Deborah Wright Vice President Economic &amp; Workforce Development/Con Ed AB Tech 340 Victoria Road Asheville, NC 28801 828-398-7937</td>
<td>Buncombe County (One-Stop/NCWorks Buncombe County Career Center and AB Tech Victoria Road Campus) Madison County(One-Stop/NCWorks Madison County Career Center and AB Tech Madison Campus)</td>
<td>High Education Public Institution</td>
<td>Cost Reimbursement</td>
</tr>
<tr>
<td>Blue Ridge Community College 130 Eagles Reach Drive Flat Rock, NC 28731 828-694-1700</td>
<td>Dr. Chris English Vice President Economic &amp; Workforce Development/Con Ed Blue Ridge Community College 130 Eagles Reach Drive Flat Rock, NC 28731 828-694-1752</td>
<td>Henderson County (One-Stop/NCWorks Henderson County Career Center and Blue Ridge Community College Flat Rock Campus) Transylvania County (One-Stop/NCWorks Transylvania Career Center</td>
<td>Higher Education Public Institution</td>
<td>Cost Reimbursement</td>
</tr>
<tr>
<td>WIOA Youth Service Provider</td>
<td>Contact Person</td>
<td>County/Counties Served and where services are provided**</td>
<td>Type of Organization</td>
<td>Type of Contract</td>
</tr>
<tr>
<td>-----------------------------</td>
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<td>--------------------------------------------------------</td>
<td>---------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>(Organization Name, Address)</td>
<td>(Name, Title and E-mail Address and Telephone Number)</td>
<td>(One-Stop, Office, Both)</td>
<td>(State Agency, For-profit, Non-profit, other-specify)</td>
<td>(Cost Reimbursement, Fixed Price, Performance Based, Hybrid, otherspecify)</td>
</tr>
<tr>
<td>Madison County Schools  5738 Hwy25/70 Marshall, NC 28753 828-649-9276</td>
<td>James Huey CTE Director <a href="mailto:jameshuey@madisonk12.net">jameshuey@madisonk12.net</a></td>
<td>Madison (Both)</td>
<td>Local Agency Education</td>
<td>Cost Reimbursement</td>
</tr>
</tbody>
</table>
| Buncombe County Schools  
175 Bingham Road  
Asheville, NC 28806  
828-255-5921 | Tina Thorpe  
CTE Director (Interim)  
Tina. Thorpe@bcsemail.org | Buncombe (Both) | Local Agency | Education | Cost Reimbursement |
|---|---|---|---|---|---|
| Henderson County Schools  
414 4th Avenue W  
Hendersonville, NC 28739  
270-831-5000 | Matt Gruebmeyer  
Director of Title I Services  
mwgruebmeyer@hcpsnc.org | Henderson (Both) | Local Agency | Education | Cost Reimbursement |
| Goodwill of Northwest NC  
P.O. Box 4299  
Winston Salem, NC 27115  
828-299-3595 | Tara McCracken  
Asheville District Director  
tmccracken@goodwillnwnc.org | Buncombe (Both)  
Transylvania (One-Stop) | Non-profit | Cost Reimbursement |

(RFP Conducted: 2019)

**Note where Youth Services are provided: at the One-Stop Centers, the Office location provided, combination. Be specific.**
**WIOA Youth Program Elements**

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the WIOA Youth Program shall provide elements consisting of the following program elements.

Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area, provided by referral, or both.

<table>
<thead>
<tr>
<th>WIOA Youth Program Elements</th>
<th>WIOA Funded (Specify Provider)</th>
<th>Referral by Agreement (Specify Provider)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and</td>
<td>Buncombe County Schools</td>
<td>AB Tech</td>
</tr>
<tr>
<td>recovery strategies that lead to completion of the requirements for a secondary school</td>
<td>County Schools</td>
<td>Blue Ridge Community College</td>
</tr>
<tr>
<td>diploma or its recognized equivalent (including a recognized certificate of attendance</td>
<td>Goodwill</td>
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<tr>
<td>or similar document for individuals with disabilities) or for a recognized postsecondary</td>
<td>Henderson County Schools</td>
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<tr>
<td>credential</td>
<td>Madison County Schools</td>
<td></td>
</tr>
<tr>
<td>2. Alternative secondary school services, or dropout recovery services, as appropriate</td>
<td>Buncombe County Schools</td>
<td>AB Tech</td>
</tr>
<tr>
<td>3. Paid and unpaid work experiences that have as a component academic and occupational</td>
<td>County Schools</td>
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<tr>
<td>education, which may include (i) summer employment opportunities and other employment</td>
<td>Goodwill</td>
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<tr>
<td>opportunities available throughout the school year; (ii) pre-apprenticeship programs;</td>
<td>Henderson County Schools</td>
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<tr>
<td>(iii) internships and job shadowing; and (iv) on-the-job training opportunities</td>
<td>Madison County Schools</td>
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</tr>
<tr>
<td>4. Occupational skill training, which shall include priority consideration for training</td>
<td>Buncombe County Schools</td>
<td>AB Tech</td>
</tr>
<tr>
<td>programs that lead to recognized postsecondary credentials that are aligned with in-</td>
<td>County Schools</td>
<td></td>
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<tr>
<td>demand industry sectors or occupations in the local area involved</td>
<td>Goodwill</td>
<td></td>
</tr>
<tr>
<td>5. Education offered concurrently with and in the same context as workforce</td>
<td>Buncombe County Schools</td>
<td>AB Tech</td>
</tr>
<tr>
<td>preparation activities and training for a specific occupation or occupational cluster</td>
<td>County Schools</td>
<td></td>
</tr>
</tbody>
</table>
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate

<table>
<thead>
<tr>
<th>Madison County Schools</th>
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<tbody>
<tr>
<td>Buncombe County Schools</td>
</tr>
<tr>
<td>Goodwill</td>
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<tr>
<td>Henderson County Schools</td>
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<tr>
<td>Madison County Schools</td>
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</tbody>
</table>

7. Supportive services

   | Buncombe County Schools |
   | Goodwill |
   | Henderson County Schools |
   | Madison County Schools |

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months

   | Buncombe County Schools |
   | Goodwill |
   | Henderson County Schools |
   | Madison County Schools |

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate

   | Buncombe County Schools |
   | Goodwill |
   | Henderson County Schools |
   | Madison County Schools |

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate

    | Buncombe County Schools |
    | Goodwill |
    | Henderson County Schools |
    | Madison County Schools |

**WIOA Youth Program Elements**

<table>
<thead>
<tr>
<th>WIOA Youth Program Elements</th>
<th>WIOA Funded (Specify Provider)</th>
<th>Referral by Agreement (Specify Provider)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Financial literacy education</td>
<td>Buncombe County Schools</td>
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</tr>
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<td></td>
<td>Goodwill</td>
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</tr>
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</table>

Page 97
<table>
<thead>
<tr>
<th></th>
<th>Henderson County Schools</th>
<th>Madison County Schools</th>
<th>Buncombe County Schools</th>
<th>Goodwill</th>
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</thead>
<tbody>
<tr>
<td>12.</td>
<td>Entrepreneurial skills training</td>
<td></td>
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<tr>
<td>13.</td>
<td>Services that provide labor market and employment information about in demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services</td>
<td></td>
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<tr>
<td>14.</td>
<td>Activities that help youth prepare for and transition to postsecondary education and training</td>
<td></td>
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</tr>
<tr>
<td>NOTE: Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).</td>
<td>The Article/Section Where the Required Elements are Located Within the Current By-Laws.</td>
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</tr>
<tr>
<td>1. The nomination process used by the CEO(s) to elect the local Board chair and members.</td>
<td>Article III Section 1</td>
<td></td>
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</tr>
<tr>
<td>2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year.</td>
<td>Article II Section 4</td>
<td></td>
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</tr>
<tr>
<td>3. The process to notify the CEO(s) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.</td>
<td>Article II Section 5</td>
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<tr>
<td>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).</td>
<td>Article VI Section 4</td>
<td></td>
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</tr>
<tr>
<td>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)).</td>
<td>Article VI Section 2 Section 6</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>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.</td>
<td>Article VI Section 6</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the CEO(s); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.</td>
<td>Article II Section 1</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>North Carolina Specific Requirements That Must be Specified Within the ByLaws.</td>
<td>The Article/Section Where the Required Elements are Located Within the Current By-Laws.</td>
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<tr>
<td>8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Board.</td>
<td>Article VI Section 9</td>
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<tr>
<td>9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.</td>
<td>Article II Section 5</td>
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<tr>
<td>10. The Board’s policy assuring attendance and participation of its members.</td>
<td>Article VI Section 6</td>
<td></td>
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<tr>
<td>11. Quorum requirements to be not less than 51% constituting 51% of the total Board positions.</td>
<td>Article VI Section 3</td>
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</tr>
<tr>
<td>12. Any standing committees the Board has established shall be included in the by-laws.</td>
<td>Article V Section 2 Section 2A, Section 2B, Section 2C</td>
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<tr>
<td>13. The Board’s conflict of interest policy, which may not be any less stringent than the requirements of the Division’s Policy, shall be referenced in the by-laws.</td>
<td>Article VI Section 5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.</td>
<td>Article VI Section 2</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.</td>
<td>Article VI Section 10</td>
<td></td>
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</tr>
<tr>
<td>16. The Board will meet no less than four times per program year.</td>
<td>Article VI Section 1</td>
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</tbody>
</table>

**Appendices**
By-Laws Required Elements
By-Laws Guidance
Guidance Regarding Meetings and Conferencing via Electronic Means
Local Workforce Development Board Membership Requirements
Templates for Local Innovations
Appendix A
By-Laws Required Elements

NC Local Workforce Development Board By-Laws Required Elements

At a minimum the local Workforce Development Board By-laws must include the following items for Division of Workforce Solutions approval.

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

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

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

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

8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Board.
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
10. The Board’s policy assuring attendance and participation of its members.
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
12. Any standing committees the Board has established shall be included in the by-laws.
13. The Board’s conflict of interest policy, which may not be any less stringent than the requirements of the Division’s Policy, shall be referenced in the by-laws.
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.
16. The Board will meet no less than four times per program year.
Note: This template is provided for guidance purposes only. It contains sample language that may be used in by-laws development. It is not required that boards utilize this template or language within.

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

**Mountain Area Workforce Development Board By-Laws Article 1**

**Name and Purpose Section**

1. Mountain Area Workforce Development Board  
The name of this organization shall be the Mountain Area Workforce Development 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 Workforce Development Board 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 Mountain Area Workforce Development Board.

The Board service area shall encompass the counties of Buncombe County, Henderson County, Madison County, and Transylvania County

The Board responsibilities shall include:

1. Develop and submit local plan annually to the Governor, a comprehensive 4-year local plan, in partnership with the Chief Elected Official;

2. Perform workforce research and regional market analysis;

3. Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-federal expertise and resources to leverage support for workforce development activities;

4. Lead efforts to engage with a diverse range of employers and with entities in the region involved;

5. Lead efforts with representatives of secondary and postsecondary education programs in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers;
6. Lead efforts in the local area to identify proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers in the local workforce system, and to identify and disseminate information on promising practices carried out in other local areas;

7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers;

8. Conduct program oversight;

9. Negotiate and reach agreement on local performance accountability measures;

10. Designate or certify one-stop operators, contractors, and service providers and, in appropriate circumstances, terminate for cause the eligibility of such operators;

11. Coordinate activities with education and training providers in the local area;

12. Develop a budget for the activities of the local Board consistent with the local plan and the duties of the local Board and subject to the approval of the Chief Elected Official;

13. Annually review the physical and programmatic accessibility provisions of all one-stop centers, as well as locations for contractors and service providers, in the local area, in accordance with the Americans with Disabilities Act of 1990.

**Article 2**

**Board Members**

Section 1. Appointment

There shall be a Board of no more than 29 Board members. Members of this organization shall be appointed by the following procedure: The Chief Elected Official (Chairman of the XXXX County Board of Commissioners, hereinafter referred to as the CEO) shall appoint members based on nominations from the following: local business organizations; local education agencies; vocational education institutions, community-based organizations, and higher education institutions; and private and proprietary schools; state or local labor organizations and other interested organizations.

The number of business sector nominees shall be at least 51 percent of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a member of the nominating organization. A majority of the Members shall be representatives of businesses in the local area (including small businesses or organizations representing businesses that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area) and are owners, chief executives or operating officers, or other business executives or employers with optimum policy making or hiring authority. The members of the local Board shall represent diverse geographic areas within the local area.
Section 2. Composition

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

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

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

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

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

(i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the state employment service office under the Wagner Peyser Act serving the local area;
(iii) shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;
(iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
(v) may include representatives of philanthropic organizations serving the local area; and

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

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

Letters of resignation must be submitted to the NAME HERE Workforce Development Board Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.

Section 6. Vacancies

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

**Article 3**

**Meetings**

Section 1. Regular Meetings
The Board shall meet at a public location at such time and place as determined by the Chairperson. All meetings must be held in an accessible facility, in accordance with the Americans with Disabilities Act (ADA) requirements. All materials must be in an accessible format (i.e., large print, Braille, interpreter, etc.), as needed or indicated.

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4
Organization

Section 1. Officers

The officers of this Board shall be a Chair, a Vice-Chair, and a Secretary.
Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5
Committees

Section 1.

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

Section 2.

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

Section 3.

The local Workforce Development Board may establish standing committees to provide information and assist the Board in carrying out its responsibilities (20 CFR 679.360).

Article 6
Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7
Severability
In the event that any of the rules, regulations, restrictions, covenants, or conditions of these by-laws are held to be partially or wholly invalid or unenforceable for any reason, such holding shall not affect, alter, modify, or impair in any manner any of the other terms, provisions, rules, regulations, restrictions, covenants, or conditions contained herein.

Adopted This NUMBER DATE Day of MONTH, YEAR.

Signed:

___________________________________  ____________________
Board Director Printed Name and Signature  Date

___________________________________  ____________________
Chief Elected Official Printed Name and Signature  Date

___________________________________  ____________________
Board Chair Printed Name and Signature  Date
Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

A. All pertinent provisions of the Sunshine Provision must be complied with, including specifically the proper notice of any regular or special meeting, the proper record keeping or minutes of each meeting, the appropriate agenda preparation for each meeting, which in addition shall be posted along with the notice of the meeting; and, in particular, any use of closed sessions shall be in compliance with the provisions of WIOA.

B. All Board and Committee members attending meetings by electronic conferencing shall be entitled to vote as if they were personally and physically present at the meeting site so long as a quorum is, in total, present and accounted for, and their votes shall be recorded by the Board Director.

C. A Board or Committee member who attends a meeting by electronic, video, or audio conference must provide notice to the Board Director at least 24 hours prior to the meeting unless such advance notice is impracticable.

D. The location of the meeting included on the notice shall be equipped with a suitable transmission system (e.g., a speakerphone) in order that the public audience, the members in attendance and any staff in attendance will be able to hear any input, vote, or discussion of the conference and that the member attending by electronic means shall have a similar capability of hearing and participating in such input, vote, or discussion.

E. As the Board or its committees begin each new matter of business, the Chair will check with all remote location(s) where members are to ensure that each such connection is active.
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 Workforce Development Boards Membership Requirements

<table>
<thead>
<tr>
<th>Representative of Business</th>
<th>Who May Satisfy the Requirements</th>
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<tbody>
<tr>
<td>(WIOA Section 107(b)(2)(A))</td>
<td><strong>The majority</strong> of the members of the Local Board must be representatives of business in the local area. At a minimum, <strong>two members must represent small business</strong> as defined by the U.S. Small Business Administration. Business representatives serving on Local Boards may also serve on the State Board. Each business representative must meet the following criteria:</td>
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<td>• be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority;</td>
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<td>• 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</td>
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<td>• are appointed from among individuals nominated by local business organizations and business trade associations.</td>
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| Representative of Workforce (WIOA Section 107(b)(2)(B)) | Not less than 20 percent of the members of the Local Board 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; *In North Carolina, such examples include the North Carolina Association of Educators (NCAE) or the State Employees Association of North Carolina (SEANC).*

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

In addition to the representatives enumerated above, the Board may include the following to contribute to the 20 percent requirement:

- one or more representative of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and |
**Appendix D**  
Local Workforce Development Board  
Membership Requirements

| Representatives of Education and Training  
(WIOA Section 107(b) (2)(C)) | The balance of Local Board membership **must include:** |
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<td>• <strong>At least one</strong> eligible provider administering <strong>adult education and literacy</strong> activities under WIOA Title II;</td>
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<td>• <strong>At least one</strong> representative from an <strong>institution of higher education</strong> providing workforce investments activities, including community colleges; and</td>
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<td></td>
<td>• <strong>At least one representative</strong> from each of the following governmental and economic and community development entities:</td>
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<td></td>
<td>• <strong>Economic and community development</strong> entities;</td>
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<td>• The state <strong>Employment Service Office</strong> under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and</td>
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<td>• The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title.</td>
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In addition to the representatives enumerated above, the 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 Elected Official.
Templates for Local Innovations

Attach a brief template/outline to demonstrate how it could be replicated.

Templates may include costs, staffing needs, outreach materials, goals, tools, and contact information in the outlines.