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

July 1, 2021 – June 30, 2022

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

Local Title I WIOA Instructions

Introduction

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

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

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

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

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

Plan Submission and Due Date

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

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I. WDB Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

Name: Anthony Starr	**Title & Salutation**: Executive Director
Organization: Western Piedmont Council of Governments	**Address**: PO Box 9026 (1880 2nd Ave NW, 28601) Hickory, NC 28601
Phone number: 828-485-4272	**Email address**: anthony.starr@wpcog.org

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

Name: Anthony Starr	**Title & Salutation**: Executive Director
Organization: Western Piedmont Council of Governments	**Address**: PO Box 9026 (1880 2nd Ave NW, 28601) Hickory, NC 28601
Phone number: 828-485-4272	**Email address**: anthony.starr@wpcog.org

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

9. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website www.sam.gov to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7]. **DUNS # 602653529 / SAM 3/11/2021 – 3/11/2022**

10. Provide the name of the Local Area WDB's Equal Opportunity Officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (PS 07-2018) – **Elizabeth Hilliard, WDB Staff, Program Coordinator**

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

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

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

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

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

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

2. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the local Area WDB.
The WPWDB staff ensure that any vacancies on the board are presented to the WPCOG Policy board for consideration of their recommendations. Upon adding any WPWDB members, the WPCOG Policy board approves any new member appointment as well as reappointments.

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

3. Attach the WDB by-laws including date adopted/amended. By-laws must include the required elements found in Appendix A. Name document: **Uploaded - Western Piedmont WDB by-laws.**

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

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

5. Describe how the WDB will make copies of the proposed Local Area Plan available to the public. If stating the Plan will be on the Board website, provide link. [WIOA Section 108(d)]
The local plan is made part of the boards meeting agenda items and will be listed on www.westernpiedmontworks.org for the required 30 days for public comment. WP Jobs Training Consortium/CEO and WD Board members will be made aware via meeting and email that the plan is available on the www.westernpiedmontworks website for comment. The local area plan will be updated, if applicable, after the 30 day public comment period. Given any revisions stemming from public comment, the updated plan will be reposted in WISE.

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

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

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

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

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

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

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

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

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

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II. Local Area Strategic Planning

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

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

1. Provide a description of the WDB's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]
   The WDB continues to work diligently to create and increase use of social media resources, such as Facebook, Twitter and Instagram, as a means to highlight available recruitment events, hot jobs, current labor market information, educational training, and many other workforce opportunities in our four counties (www.westernpiedmontworks.org). This is especially important to the strategy of reaching our youth and young adults, as well as people outside our region. The Western Piedmont area suffered during the recession seeing a steep decline in population. We continue to rebound, but it is imperative that we continue to seek new ways to reach people to entice them to come to the WPWDB to live & work. We continue to look at new ways of reaching people through social media by learning more about new platforms. We recently added SnapChat, TikTok and YouTube to our outreach toolbox. WPWDB staff have also become well versed in the use of Virtual platforms such as Zoom, GoTo, Microsoft Teams, and Cisco Webex to reach more people for training on writing resumes, interviewing skills and an Expungement workshop just to name a few. The Workforce Development Board Director currently sits on various boards and taskforce in all four counties. The focus varies by county, board or taskforce purpose ranging from Furniture, Manufacturing and/or Healthcare training to direct employer engagement, and K-12 parenting outreach.
   Goals relating to performance accountability measures are an ongoing integrated service delivery (ISD) leadership team topic. Now that we have two separate sets of goals to monitor and strive to meet, this requires another level of involvement and monitoring. One set of goals focuses on WIOA-USDOL measures, and another performance tracking mechanism focuses on our NCWorks Career Center performance operations, which wass developed by our ISD management team. During the past four years, we have seen our performance on our WIOA-DOL goals

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improve greatly. This is due to the hard work of our contractor staff in serving our participants and the multilevel and continual monitoring that has become part of our process at the contractor level and the WDB staff level.

All NCWorks Career Center staff are aware that the local performance accountability measures apply to all of us, not just workforce board staff and contractors. It will take all workforce team members contributing to the goals in order to meet the expectation. This is also true of the Adult WIOA - DOL goals which apply to both Title I and Title III of the Workforce Innovation and Opportunity Act. Through ISD, as we empower all center staff and involve everyone, we know this will only improve our customer services levels to each other, and to the community. The Workforce Board Director and Regional Ops Director coordinate and facilitate the WPWDB NCWorks all staff meetings, which are held quarterly, and include training, personal and professional development and team building. The COVID-19 pandemic put a hold on this for a time, but we are working hard to get this back on track virtually and then in-person when allowed. In the WPWDB area our NCWorks Career Centers close to the public as 12:00pm every Friday so we can set aside those afternoons for training and industry tours. This develops our overall team, improves business relationships, and increases our capacity to serve the community. We continue to strengthen our workforce partnerships with K-12, community colleges, local universities, vocational rehab., chambers, EDC's, and behavioral health to help where we can, in upgrading the skills of the workforce and better understand the needs of employers. (This is currently being done by engagement with SHRM groups, employer taskforce, HIRE meetings and both local and regional business services team meetings) In addition, NCWorks Career Center staff are out in the community meeting the customers where they are in local agencies, county libraries and other locations throughout the area. The COVID-19 pandemic has limited some of the activity discussed here, but we expect to pick these practices back up as we are able to do so. Title I Youth (NEXTGEN) staff work closely with the six local school systems, and are strengthening relationships with the Career and Technical Education (CTE) staff, Adult Basic Education (ABE) staff, and Communities in Schools of Caldwell County. NEXTGEN staff collaborate with the CTE staff on internships, marketing of the NCWorks Career Center to students, and resume development and interviewing. CTE staff make referrals to NEXTGEN when they see a student who could benefit from the intensive services offered by NEXTGEN in order to be successful and reach the goal of high school graduation. The collaboration with CTE staff creates a connection where NEXTGEN Career Advisors can build relationships with current students so that once they graduate high school they will come to the NCWorks Career Center and seek additional assistance with job search, career planning, and scholarships for post-secondary training. The relationships with ABE at the community colleges fosters referrals for those seeking to complete their high school equivalency and who may have additional barriers to employment that the intensive services of NEXTGEN may provide.

Another goal of the WPWDB is to encourage lifelong learning with our customers. In the workplace today, skills and knowledge required for jobs is constantly changing due to changes in technology, equipment, and work environments. NCWorks Career Center staff work with customers to determine their career goals and discuss what it will take to get to the next level on their career path. It is critical to stay abreast of changes in the workplace which may mean improving their resume, or interviewing skills, or it may be seeking additional education such as a third party credential, diploma or an associate's degree. Improving skills and education leads to better wages, resulting in self-sufficiency and a desire to contribute to the community. The goals of the WPWDB will result in an increased educated and skilled workforce for the area and will help recruit new businesses and sustain current ones.

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2. Provide a description of how the WDB, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]
industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]
The WPWDB continues to enhance and develop our social media presence, newsletters, and website outreach including our core program & services to include local area workforce partner updates. Each year since implementing our broad social media outreach we have seen a significant increase in our in-center recruitment events for employers. Our local area staffing agencies also recruit through us as we assist them with their recruitment, advertising and the ability to get more jobseekers to their events. We have also implemented quarterly After Hours recruitment events which has yielded increased employer and jobseeker turnout. The COVID-19 pandemic has and continues to limit our ability to continue some of these activities, however, we will provide what we can virtually and look forward to continuing these activities in the future.
Through our outreach efforts we are expanding public awareness of employment, training, education, and support services that are an available service of our career center programs. We continue to try and cross-train all NCWorks Career Center staff and involve other workforce partners when relative. We also seek the prospects from these partner to be trained and have knowledge on their programs and training opportunities. We partner with Voc Rehab every two years for Disability Awareness training (Windmills), and when available encourage NCWorks Career Center staff to participate in area Poverty Simulations. Understanding partners agency resources provides them with the knowledge to assist those with barriers to employment in a more efficient and effective process. NCWorks Career Center staff can use this knowledge to make better referrals for the customer, which removes a level of frustration for everyone involved.
We know that Mechatronics, Furniture Mfg., Healthcare, Transportation, Electrical Lineman, and Supervisor Roles are still, key in-demand occupations for our area. The training certification process for these occupations have been addressed and the classes remain full with waiting list growing. Our relationship with our local community colleges is very strong, which allows us to provide information about access to post-secondary credentialing to our workforce through an easy streamlined process at our NCWorks Career Centers. In regards to short term trainings and certifications, our Upskill Grant (incumbent worker) has been very beneficial for businesses looking to grow their current employees (Supervisor training) to make room for future workforce, new hires.

3. Describe the WDB's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)]
Upskill Western Piedmont, an initiative of the Western Piedmont Workforce Development Board (WPWDB), offers competitive training grants to businesses in addressing employees' skill gaps, improving employee retention, helping stabilize the business, and increasing the competitiveness of the employee and business. Customized Training Programs is led mainly by our community college partners. NCWorks Certified Career Pathways are seamless systems of education and training that

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prepare workers for high-wage, high-demand careers. They are created in collaboration by a team of engaged employers, K-12 school systems, colleges and community partners, and the Local Area workforce development board. In the WPWDB Local Area, we have developed the Advanced Manufacturing Career Pathway and the Nursing and Allied Healthcare Pathway. The WPWDB partnered with 5 other WDBs to develop the Energy Worker Pathway. The WPWDB is current working on the Human Services Career Pathway. The Business/Employer Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The members of the Business/Empoyer Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, WIOA Service Provider, and Voc Rehab. Work-based learning opportunities are often coupled with training which results in the third party recognized credentials allowing movement on the career pathway and increased wages. The youth program has a great relationship with the local school systems and works in concert with the Career & Technical Education staff to continue the development along the career pathways following graduation. The WPWDB and its workforce partners (Community Colleges, Voc Rehab, K-12 Public Schools Systems) including WIOA Adult/DW Service Provider, NCWorks Career Centers and Regional Veteran Employment Consultant,) have a coordinated marketing outreach plan to promote and offer services to businesses and job seekers through onsite visits, promotional phone calls, speaking engagements, and K-12 involvement with ncworks.gov. The WPWDB do partner with the community colleges apprenticeship representatives to assist business explore talent pipeline strategy. Depending on business needs, the Business Services Representative may refer and connect the business with the community college and the Apprenticeship Program. Business/employer Services Representatives for the career center are in constant contact with businesses in the local area discussing the business needs and the skill sets needed by their prospective employees. Staff then work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area developing a pipeline of talent for local businesses. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative shares information on the characteristics of the local workforce to businesses. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The Business Service Representative provides industry wage rate information about the local workforce to local employers.

4. Provide a description of how the WDB coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]
Since WIOA Title II Adult Ed/Literacy and Title 1 performance measures are more closely aligned, the WPWDB staff have had more conversations with this group to discuss client opportunities. The WPWDB's local community college ABE directors consistently attend the WPWDB meetings every other month. We also share training and recruitment event information. The ABE staff also consistently attend the monthly NCWorks HIRE (Helping Individuals Regain Employment) meetings. We will continue to strengthen this partnership and develop a consistent referral process to each other's programs/services.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the WDB and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29

U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts to include cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

At this time WPWDB does not have a specific cooperative agreement with local workforce entities such as VR, but in our One-Stop Required Partner MOU we have input and shared accountability from partner agencies, especially Voc Rehab. Voc Rehab provides all NCWorks Career Center staff with Disability Awareness training on a consistent basis. The Voc Rehab business service representatives are team members of the Local Business/Employer Services Team and attend our monthly local business services meetings so we ensure we have plans in place for good communication and strategies when contacting and engaging with employers. The Title I Career Advisors work closely with Voc Rehab counselors when clients are shared between the two agencies to provide the best wrap-around services for the client and to help them achieve success.

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

   The informative and collaborative relationships that the WPWDB has worked to develop with the One-Stop Operator, Title 1 Contractor, Wagner-Peyser staff, community colleges, Voc Rehab, Economic Development, Chambers of Commerce, Goodwill NWNC, other area workforce partners, as well as business/industry, will continue to sustain us as a high performing board. Through our NCWorks Career Centers monthly HIRE meetings, and ISD management leadership conversations we work to continuously improve all services within the NCWorks Career Centers. We track NCWorks Career Center monthly operations through a comprehensive performance tracking spreadsheet. This data is shared monthly with all NCWorks Career Center staff, and five core key performance indicators (KPI) are posted for public knowledge on www.westernpiedmontworks.org. These core KPI's were determined by the WPWDB performance sub-committee in collaboration with NCWorks Center Managers. Each individual NCWorks Career Centers KPI's are also posted monthly on a bulletin board in the respective center. NCWorks Career Center staff are knowledgeable about how we are performing as the local NCWorks System in the Western Piedmont region.

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

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

   At best, it has highlighted the lack of our virtual capabilities and capacity to provide services by virtual tactics. Learning from this pandemic, we know there is a need to have our virtual mobility stabilized with increased laptops for all NCWorks Career Center staff to take home or abroad, wi-fi (jetpacks), virtual meeting license and possibly a mobile/vehicle unit to better address a local/state/national emergency. With no forewarning prior to the COVID-19 pandemic and shutdown, we did the best we could with what we had available.

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III. NCWorks Commission

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

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

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

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

1. Briefly describe how the Local Area WDB engages with local employers and informs them of the wide array of business services offered.
Outreach includes, but is not limited to face-to-face contacts, handouts, or electronic media. Collaborate with economic development agencies, Chambers of Commerce, SBTDC, Community Colleges, public school districts, and other community agencies to promote and market solutions that meet the business' needs. Utilize a strategic marketing mix, via multiple platforms such as but not limited to email blasts, surveys, direct mailings, postcards, newspaper advertisements, billboards, flyers and posters, press releases, and social media, public service announcements, presentation at local organizations, and other suitable venues to identify business needs and offer business services. Our promotional materials are business-focused and business-driven with clear, concise, and professional in appearance, ensuring that promotional materials are consistent and available electronically through the WPWDB's website. We collaborate with our workforce partners to promote business services to Local Area businesses. The Business/Employer Services team meets monthly to discuss best practices, challenges, and any new resources to help businesses. The members of the Business/Empoyer Services Team consists of business services representatives from the local WDB, NCWorks Career Centers, WIOA Service Provider, and Voc Rehab. The WPWDB do partner with the community colleges apprenticeship representatives to assist business explore talent pipeline strategy. The Business Service Representative shares information on the characteristics of the local workforce to businesses. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The

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Business Service Representative provides industry wage rate information about the local workforce to local employers.

2. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness (consult NCWorks Commission new 2021 Strategic Plan).
   Western Piedmont has consistently worked to increase NCWorks brand awareness even though our budgets continue to decrease. We have increased this awareness through low cost means of using social media outlets: Facebook, Twitter, Instagram, TikTok and recently the development of Youtube Channel. We work to ensure our workshop and recruitment flyers are professional looking and reflect the NCWorks American Job Center logo, in conjuction with the logo our Workforce Develoment Board.

3. Describe how the Local Area WDBs and partners identify and address local challenges for job growth and business expansions?
   We work with our local EDCs, Chambers of Commerce and community colleges to ensure we identify challenges and collaborate where each partners strength addresses the challenges. Our region, as is many others, is experience a shrinking labor force due to the aging population retiring. This started well before the pandemic, and has become more of challenge because of the pandemic. Our WPWD/NCWorks management team attends meetings to ensure we have a finger on the pulse for workforce challenges, potential job growth issues, and business expanstions. A resource of the WPWDB is the quarterly Economic Indicator Newsletter that provides up to date workforce information on areas such as the civilian labor force, housing demands, communiting patterns, educational attainment….etc. Currently the WPWDB is working on a comprehensive State of the Workforce Report that will provide insight and strategies for the addressing local labor market challenges.

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

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

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

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5. Briefly describe how the Local Area WDB plans to enhance work-based learning projects to a broader range of local employers.
   Upskill Western Piedmont, an initiative of the Western Piedmont Workforce Development Board (WPWDB), offers competitive training grants to businesses in addressing employees' skill gaps, improving employee retention, helping stabilize the business, and increasing the competitiveness of the employee and business. A specific outreach focus for this grant will focus on businesses that are aligned to the growing industries and in-demand occupations of our region, which may include: Transportation, Manufacturing, Health Care and Allied Health, Biotechnology, Pharmaceutical, IT, Hospitality and/or Professional/Business Services). Small businesses are also a specific focus of this grant. The trainings in which this grant may fund should have an impact on the business's stability, and competitiveness as well as the employees' opportunity for career growth. The WDB Business Services Representative works with the NEXTGEN Business Services Representative to promote NEXTGEN Work Experiences to businesses for offering youth/young adults ages 16-24 with a paid internship. The NEXTGEN Work Experiences provide opportunities for interns to gain valuable and applicable work experiences while providing the business with an opportunity to highlight their industry and engage a young person in their career path.

IV. NCWorks Career Centers

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

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

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

2. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]
   The WPWDB NCWorks Career Centers provide a host of workforce programs that prepare our local area citizens for employment, and builds retention for our employers. Work within the NCWorks Career Center is focused on the following functional areas: Welcome, Skill Development, Employment Services, and Employer Services. The Western Piedmont Local Area NCWorks Career Center system is made up of three comprehensive centers (Burke, Caldwell, & Catawba Counties) of which all three are Certified NCWorks Career Centers. There is one small branch office in Alexander County housed in one office space in the Alexander DSS Office. Two WIOA Title 1 contractor staff rotate time at the CVCC Alexander Center for Education (ACE) to

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help assist customers. Each of the NCWorks Career Centers offers service to our customers through an integrated service delivery model. NCWorks Career Center staff offer comprehensive career services to customers who visit the centers. They receive a NCWorks Orientation which covers the services available within the Center. The orientation further discusses training and scholarship opportunities available through the Center, as well as information about workshops, labor market info, and recruitment events. Once the customers understand the services of the career center they are then able to better discuss their options and career desires. NCWorks Career Center staff can use both online, written and verbal career assessments to get a thorough determination of the customer's situation and their immediate needs. When the assessment shows that the customer has skills, abilities and aptitudes for work, they proceed to resume preparation and job search activities. If the assessment shows a lack of work experience, skills and/or abilities to find self-sustaining employment, then the customer can be referred to training opportunities. Once eligibility and suitability for training is determined, the customer may enter more intensive evaluations and assessment to find the training that best suits their situation. Training opportunities are available for occupations that are in high demand in the local area. They may also be available in other areas if the customers are willing to relocate to an area where the occupation is in demand.

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

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

The request for Letters of Intent was issued on January 4, 2021. Letters of Intent must be submitted no later than 4:00pm on February 4, 20201. Acceptable Letters of Intent must include the following:

- **The county(ies) to be served**
- **What type of organization is intending to bid**
- **Where the agency, or consortium is located**
- **Acknowledgement that the period of performance is July 1, 2021, through June 30, 2022**
- **The LOI is signed by the authorized signatory for the agency/consortium**
- **The completed and signed LOI is received at the Western Piedmont Workforce Development Board offices by the required time/date.**

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

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4. Describe how Local Area WDBs determine the need for enrollment in Training Services.
When an individual comes to the NCWorks Career Center, staff will assist them with basic career services. If they (staff) determine through working with the individual that additional skills are needed and training may be required, they then refer them to Title I staff to determine eligibility and suitability for a training program. NCWorks Career Center staff determines the need due to the inability of the individual to obtain employment, or to obtain employment at a self-sufficient wage, or at a wage equal to what they were making prior to their unemployment. NCWorks Career Center staff may specifically refer individuals who are under-employed, or who have been long-term unemployed, to WIOA Title 1 for training services as well. However, a NCWorks Career Center Career Advisor referral is not required. An individual may self-refer if they deem themselves as unable to obtain employment that will lead to self-sufficiency, or if they have been long-term unemployed. Further assessment as listed above will determine if this is true.

5. Describe how follow-up services are provided through the NCWorks Career Centers. [WIOA Section 134(c)(2)(xiii)]
Customers utilize NCWorks Career Center services for job search and placement. They may attend workshops which, provide employability skills training and job search assistance. They may also utilize center staff assisted services for resume preparation and job search and referrals. These services may be needed if the customer is unemployed and searching for a job, or if they are currently employed and need additional counseling to improve their employment situation. WPWDB has requested that each NCWorks Career Center Manager meet with staff and put together a call back plan for in-center customers. (For example: On Friday afternoons when the center is closed to the public, each staff person will take time to call back at least two customers each, to see how their visit was, and how we can be of continued assistance.) These follow up calls are a jobseeker service measure WPWDB tracks on the monthly career center operations performance spreadsheet.
For customers who receive training services through the Title I Adult or Dislocated Worker scholarships, follow-up for a period of 12 months after finding unsubsidized employment is required in the WPWDB unless the customer opts out of these services. During this time, NCWorks Career Centers offer follow-up services for customers to include career counseling regarding finding employment where applicable.

6. Describe how a) new NCWorks Career Center staff are trained in the integrated services delivery system model, b) at what point do they have full access to NCWorks.gov, c) the timeline for accomplishing the training for new staff, and d) describe the staff development activities that reinforce and improve the initial training efforts.
    a. **The WPWDB provides the NCWorks Employee Handbook for new employees coming to work in our NCWorks Career Centers. The NCWorks Employee Handbook also incorporates material from the "Welcome to Workforce" training material (provided by the NCWorks Training Center) so that new employees can complete the local training, and the state training in tandem. Detailed information about the ISD functional teams, and how they operate in the career center is included in the training guide. A checklist for each ISD area identifies critical activities of each team which, can be used by a new NCWorks Career Center staff person until they are comfortable with the activities of a particular team. A training checklist is found in the NCWorks Employee Handbook. When a new hire takes place, they receive the training checklist and they check off items as they**

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complete them. There is a general section to be signed off by the NCWorks Center Manager which includes; introductions to center staff, phone coverage, how to answer phones, take messages, overview of forms used in the office, and emergency procedures. There is a section for each functional team which is to be signed by the team leader. Items in these sections include; directions on the sign-in process, list of community partners, referral process for partners, basic orientation to the Title I/TAA program, scholarship committee process, enrollment in Wagner-Peyser and Title I, virtual recruiter, and how to complete/review customer profile and background information in ncworks.gov. Once it is signed off by the NCWorks Center Manager and Functional Team Leaders, the new center staff member also signs and dates it and it the signature signed form is held by the center manager. The employer of record will provide center staff development opportunities including on-site training, off-site training and conference attendance as related to the position for which they are hired.

1. **New employees receive initial basic training on ncworks.gov prior to receiving access to the live system. There is a checklist for the basic ncworks.gov training items and when the checklist is completed then a Request for Access can be completed and submitted for a user name and password to the case management capabilities in the ncworks.gov system.**
2. **The expectation is that new center staff should be complete the training checklists within the first two (2) weeks of being on the job. After completing the training checklist, the new center staff person should spend time working in each functional team to learn the basics, before settling into the team in which they are assigned.**
3. **The WPWDB holds a high regard for center staff development. Each Friday the Western Piedmont local area NCWorks Career Centers close at Noon to allow for career center staff training and team building activities. The Board Director and/or ROD provides training once or twice a year on topics that are important to the integrated delivery model such as team building, customer service, conflict management, etc. The NCWorks management leadership team celebrates successes during these trainings as well.**

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.
   In the Western Piedmont Workforce Area, the TAA Coordinator and the Title I Career Advisor work together to provide wrap around services for their participants when they are eligible for both programs. They then work together to provide those services and clearly define which program will provide which services to prevent duplication. When these individuals complete, they may then refer them to the employment services team members or Business Services Representative for assistance in obtaining a position related to their training and which will lead to self-sufficiency.

8. Briefly describe how the NCWorks Career Centers serve military veterans.
   The Western Piedmont Local Area is committed to providing prioritized services to military veterans and their families. The local NCWorks Career Center staff works closely with Local Veteran Employment Representatives (LVER) as well as with Disabled Veteran's Outreach Program (DVOP) Specialists to insure that there is a wide variety of services available to military veterans' and their families. It is vital for the NCWorks Career Centers to insure that local business and employer representatives are aware of a variety of Veteran related subsidies and incentives

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designed to encourage and accelerate the employment of military veterans. The Western Piedmont NCWorks Career Centers also participate in regional Stand Downs in order to provide services for veterans. The WDB and NCWorks Career Center staff assist and help coordinate the region's Homeless Veterans Stand-down events. In the Western Piedmont local area the HKY4Vets is a program built by the Catawba County EDC, Chamber, NCWorks and local veterans groups to market our region for work, life and play. The program is working hard to make our area veteran friendly and worth the move for veterans to bring themselves and their families to the western region of NC.

9. Briefly describe how the NCWorks Career Center serve persons with disabilities.
   NCWorks Career Center staff receive Disability Awareness training on a regular basis to learn and develop skills to use when assisting customers who have disabilities. The NCWorks Career Centers are ADA compliant and welcoming for customers with disabilities. The Western Piedmont local area career centers have a long history of collaboration with the local Vocational Rehabilitation and work together to provide needed wrap-around services for the customer and their success. Community colleges and secondary schools have tools and processes in place to work with Career Advisors and students for success in training as well.

10. Describe Local Area strategies and services that will be used to strengthen linkages between Boards and the NCWorks Career Center system and unemployment insurance programs. [WIOA Section 108(b)(4)(A)(iv)]
    The linkages between boards and NCWorks Career Centers are already strong since WIOA Title 1 gives boards planning, oversight, and guidance of the One-Stop operations. Other linkages we focus on is the RESEA/EAI programs being carried out in the NCWorks Career Centers and the Ad/DW service providers working to be cross-trained on those programs. With the recent COVID19 pandemic, calls about unemployment insurance claims continue to be heavy in the NCWorks Career Centers. Unemployment Insurance issues and questions are directed to https://www.ncesc1.com/main/login.asp or the DES Customer Call Center at 1-888-737-0259, but also give staff an opportunity to let these customers know what the NCWorks Career Centers have to offer them.

11. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: **Uploaded – Western Piedmont Service Flow Chart 2021.**

12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b)(A (iii)] Name document: **Uploaded – Western Piedmont NCWorks Career Center MOU.**

13. Describe the Local Area WDB's method for providing oversight to include:
    a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
       The formal management team/leadership from the WPWD NCWorks Career Centers meet monthly to determine the success of the career center and ensure that quality customer service and continuous improvement are reviewed in a consistent manner, and necessary

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

b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]
Both WIOA Title 1 Contractor and Wagner-Peyser Career Center partners are co-located, and cross-training is continuous, almost monthly based on workloads and scheduling. All NCWorks Career Center staff rotate to cover the different ISD areas such as Welcome, Skill Development, Employment and Business Services. Partner agencies like Voc Rehab and/or SCSEP (older adult) may have dedicated staff at a career center, working in Welcome and/or assisting customers with resume writing and ncworks.gov registration. DWS-Wagner Peyser provides computers, printers, copiers, paper at no cost at the Catawba Career Center. WDB service contractors lease computers for their staff from DWS at Burke. The community college provides service contractors with computers at Caldwell and Alexander. Upon request, workforce partners like those listed above may also provide jobseeker training on topics like: Resume Prep, Disability Awareness, Interviewing, Financial Budgeting,….etc.

14. Describe how NCWorks Career Centers are using virtual technology to provide integrated, technology-enabled intake and case management information system for programs carried out under WIOA, and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]
Since www.ncworks.gov is a shared job search and data management tool of both required Wagner-Peyser staff and Ad/DW/Youth staff, all the NCWorks Career Center staff utilize it for intake and case management for all customers: jobseekers and businesses. Over the years, career center partners such as Vocational Rehabilitation, Goodwill Career Connections staff and community college HRD staff have received ncworks.gov training and can help assist jobseeking customers with resumes and job search opportunities simply from the customer view.
In 2020, we began using virtual integrated technology such as Zoom, GoTo meetings and Microsoft Teams. These tools are used to: Engage with WIOA scholarship participants; Hold center management teams meetings; and using ncworks.gov Live Chat feature, engage with customers using the virtual one-stop MIS system.

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V. Employer Services

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
    - Utilizing regional and local employer data to inform priorities;
      The WPWDB Business/Employer Services Team analyzes regional and local data to formulate resources and services that meet current business needs. Labor Market Information such as labor participation rate, available labor pool, unemployment rate, and employment trends are used to develop strategies that assist businesses meet ther recruiting and training needs. Monthly Labor Market information from the State and the Quarterly Economic Indicator Newsletter (EIN), a publication of the Western Piedmont WDB, are used to engage and inform businesses on the current state of the labor market for the local area. The Business Service Representative shares information on the characteristics of the local workforce to businesses. The Business Service Representative assists businesses in understanding vital business information of the local workforce area as pertain to local workforce demographics. The Business Service Representative provides industry wage rate information about the local workforce to local employers.
    - Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;
      WPWDB Director and Business Services Representative held a meeting with the Regional Representatives from NC Commerce Agricultural Services to discuss collaboration and business referrals.
    - Reaching out to education partners and economic developers; and
      The Western Piedmont Workforce Development Board partners with, and is an active stakeholder with local chambers of commerce, economic developers, community colleges, universities, and K-12 public school systems. The Board does regularly update and inform partners on the availability of Incumbent Worker Training Grant and NextGen Work Experiences for youth 16-24 years old, and labor market information. There is a spirit of collaboration among the partners to share information and leverage individual organization's resources and strengths. One example of a good partnership in promoting work-based learning is through the Incumbent Worker Training Grant. The Community College Customized Training Coordinator and the Business Service Representatitve of the Workforce Development Board conduct joint business visits and offer training solutions. The WPWDB do collaborate with economic developers and chambers of commerce to provide recruiting and training services for existing and new businesses in the region.
    - Including persons with disabilities.
      The Business Services Representative of the WPWDB and the Employer Services Representatives at the NCWorks Career Center worked with Business Services Representatives of Voc Rehab to coordinate services to customers who self identified of having a disability.

2. Please describe the efforts the WDB has made to deliver business services on a regional basis.
   In 2020, business/employer services representatives from the Northwest Prosperity Zone consisting the three WDBs of High Country WDB, Region C WDB, and the Western Piedmont WDB collaborated in a coordinated business engagement activity. A total of 45 businesses in the hospitality industry were contacted. The findings indicate how COVID-19 has impacted their business, the barriers/challenges they are facing, and what they need to reopen or keep their

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business operating. Resources and services were offered to businesses in the region to assist their business operation. WPWDB collaborates with other WDBs in promoting and marketing hiring events for the entire region that enable the recuiting businesses to reach a wider talent pool.

3. Please describe business services partnership efforts in the areas of education, economic development and with employers.
   The Western Piedmont Workforce Development Board partners with, and is an active stakeholder with local chambers of commerce, economic developers, community colleges, universities, and K-12 public school systems. The Board does regularly update and inform partners on the availability of Incumbent Worker Training Grant and NextGen Work Experiences for youth 16-24 years old, and labor market information. There is a spirit of collaboration among the partners to share information and leverage individual organization's resources and strengths. One example of a good partnership in promoting work-based learning is through the Incumbent Worker Training Grant. The Community College Customized Training Coordinator and the Business Service Representatitve of the Workforce Development Board conduct joint business visits and offer training solutions. The WPWDB do collaborate with economic developers and chambers of commerce to provide recruiting and training services for existing and new businesses in the region.The WPWDB Business Services Representative attends the Catawba Chamber of Commerce's Morning Brew to promote business services to the Chamber's business members. Business/employer Services Representatives for the career center are in constant contact with businesses in the local area discussing the business needs and the skill sets needed by their prospective employees. Staff then work to locate individuals with the appropriate skills or discuss training options with customers to develop the skills needed in the area developing a pipeline of talent for local businesses.

VI. Performance

USDOL has the following WIOA Performance Indicators:

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

1. Examine the Workforce Board's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2020 and prior Program Years. (Reports available via FutureWorks).

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

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(**Note**: Provide at least two examples of positive factors and two examples of negative factors that have impacted the performance levels in your Local Area, with an explanation of each.)
The WPWDB dealt with low unemployment until there was a spike in unemployment due to the Covid 19 pandemic. We have seen more dislocated workers due to the pandemic and most wanted short term trainings so that they could return to work quickly in areas of high demand despite the shutdown due to the pandemic such as nursing assistants and truck drivers. We also saw an increase in the number of long-term unemployed due to the length of the shutdown to add to our pool of dislocated workers. The spike in unemployment steadily decreased over the time of the shutdown and while unemployment is still higher than prior to the pandemic, jobs are still readily available. We continued to see that our most prominent customers were Adult program customers, with greater barriers. With more customers with barriers to employment, the NCWorks Career Center staff have had to shift their scope of work from just assisting with job searches and prep, to assisting with helping customers learn how to break through their barriers. This has been positive for our center staff and has pushed them to embrace building relationships with partners and customers.
For youth (NEXTGEN), the unemployment rate for them continues to be relatively high. This has worked in our favor since employers are looking for employees and are more open to taking time to give young people a chance at work experience. This has allowed many opportunities for our NEXTGEN participants to obtain paid internships in industry sectors in which they are interested in pursuing, such as healthcare, manufacturing, automotive and warehouse/logistics. Although work experience slowed during the shutdown, it slow started to gain ground again providing very beneficial for our participants in that many are either hired by the company where they intern, or due to the experience they received through the internship, they were hired by another company in the same industry. As with the adult participants, the NEXTGEN participants have some type of barrier(s) that has to be broken through, or dealt with by the participant. This has always been the case with the WIOA Youth program, and those Career Advisors are very good at advising and encouraging our NEXTGEN participants to success.

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

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

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

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

2. What strategies and methods are in place to maintain or improve performance?
   The Western Piedmont area looks at many aspect of performance. We track performance of Title I Contractors through a profit calculator identifying number entering training, credentials achieved, job placements and measureable skill gains each quarter. For youth program, job placements is replaced with work experience expenditures. There are targets for each quarter and an overall target at year-end. This maintains focus for WDB staff and Title I staff throughout the program year and influences our DOL performance. In addition, the program administrator reviews FutureWorks each time the system is updated with new data to see where we are and if additional measures need to be taken to ensure meeting our Department of Labor goals by the end of the program year. If measures need to be taken, there are reports in FutureWorks and ncworks.gov that can assist with identifying if there are missing credentials or measureable skill gains that need to be added. In FuturesWorks, the predictive reports are helpful for credential attainment and measureable skill gains. In ncworks.gov, there are numerous reports to pull but specifically the credential report. Follow-up is required for all cohorts. We attempt to stay on top of the employment goals for 2nd and 4th quarter through those contacts and if someone is not working, we seek to assist them in finding employment as quickly as possible.

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

3. In the event the Local Area Board is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.
   If not on track to meet yearly performance indicators goals, we want to know that as soon as possible by checking reports in FutureWorks often. At that point we look at what is happening in our local area to see what may be affecting our performance indicators to see if there are things we can to do to improve throughout the remainder of the year. We check data entry into ncworks.gov to ensure that data is being keyed timely and accurately and look in depth at

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predictive reports. If there are a number of new staff members, then training may be the main issue and training reviews should be done as soon as possible to make improvements prior to the year end. We discuss the role of all NCWorks Career Center staff in the Adult performance measures, and the importance of building relationships with customers so that they will return to the center when they lose a job, or want to move along their career pathway, or improve their financial position by searching for career advancement providing staff the opportunity to assist with employment options.

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

4. How is performance information shared throughout the hierarchy of staff? Please detail how the Board addresses performance data in its relationship with its contractor(s) and how case managers are using performance data to drive Local Area performance.
   In the Western Piedmont Workforce Development Area, we share performance information with staff at all levels on a regular basis. It is important that front line staff know where they are related to performance and what the goals are for their program area. Performance is shared with management staff each time data in FutureWorks is updated. We talk about performance at least monthly, and quarterly. When necessary, specific Title I Program meetings are held with the Program Manager and the Program Coordinator to discuss ways to improve performance. We believe that working for the best of each customer will result in good performance outcomes for our local area. Case managers can watch the performance indicators to know when it may be necessary to review for accurate data entry for credentials and measureable skill gains. Affecting change on the employment indicators is a little more difficult. One way staff can address these indicators is through required follow-up for their programs. During follow-up calls, ensuring that the participant is working is important and if they are not employed then it becomes important to assist them with finding new employment. It is important for us to stay focused on many levels of performance both for program and operations, so that all NCWorks Career Center staff are mindful of those impacts when working with customers in the career center and participants in the programs.

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

5. The Measurable Skill Gains (MSG) measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Workforce Board makes use of the information the MSG measure provides as a means of ensuring the Local Area achieves its Credential Attainment indicator goal.
   Collecting data from participants for the Measureable Skill Gains allows Career Advisors to better manage participant grades and progress, so that steps can be taken to advise a participant if their grades start to fall. Career Advisors may recommend tutoring, or if a personal situation is

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interfering, perhaps ask if they need to drop a class and pick it up the following semester instead of failing a course and having an adverse effect on their GPA. The predictive reports in FutureWorks can be used to see where contacts need to be made, but generally the Career Advisors stay on top of this during their monthly meetings with their clients since this is a real-time measure and occurring while the participant is active.

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

6. Please describe the process for monitoring service providers in the Local Area. Include details such as how it is conducted, who is involved, and how often.
The WPWDB Program Administrator monitors files that are soon to exit on a weekly basis to ensure that the file is ready to exit and that final details are in the file such as credentials, measurable skill gains and employment information. The Soon to Exit report is pulled for files exiting in 15 days or less. Pulling this report allows issues to be caught quickly and ensures that performance is on track. The program administrator conducts monitoring quarterly on a wider scale. Two files are randomly selected from each caseload and is monitored for activities, communications and policy compliance. This ensures that we can offer technical assistance and make corrections on an ongoing basis, and not just once a year. Lastly, the program administrator monitors files annually. This is an in-depth monitoring of a larger pool of files. The annual monitoring is the formal monitoring for which the contractor receives notice and a written report of issues and/or where technical assistance is needed. During both the quarterly and the annual monitoring, phone calls are made to 20% of the participants selected for the respective monitoring to ensure that they received acceptable customer services and the services to which they are entitled. (*On the monitoring, that is the quarterly monitoring, it is 2 files per case manager so it is approximately 16 files per quarter or about 60 per year. Then add annual monitoring of 20% of the total caseload. That takes us to 80 - 100 files monitored every year. We are monitoring a lot of participant files every year and that isn't including reviewing basically all files before they exit. The WPWDB Program Administrator selects 2 per Career Advisor for quarterly monitoring so it is consistent across all Career Advisors. We are monitoring over 60% of our participants per year currently*.)
Please refer to the uploaded Program Monitoring Policy. https://www.wpcog.org/policy-statements

7. Describe the Local Area WDB's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery, and expected outcomes.
It is the WPWDB's vision to serve Adults and Dislocated Workers who are eligible, and in need of the WIOA Title 1 programs. Utilizing these funds for training and support services will help improve participant's economic mobility and self-sufficiency opportunities. The WPWDB has changed the language of how a person obtains the funding, which raises expectations and improves the outcomes of our future participants. A scholarship review is completed by multiple staff members. This removes the subjectivity of one person's opinion and replaces it with a team decision, making it more objective as it broadens the scope of view based on the experience of each team member. Our goal is for everyone to succeed in their training and employment goals. In order to do that, our Career Advisors must be diligent in their evaluation and assessment of the needs of an individual. They also must consider their past experiences, career goals and the career path that may become part of their (participant) future. While there are sometimes obstacles or

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difficulties that derail the best laid plans, the Career Advisor becomes the voice of reason to help the participant through difficult times. The Career Advisor should be a cheerleader and celebrate the successes with the participant, both small and large. Each participant is unique and will require a unique employment plan with varying goals and objectives. Our services should be customer centric. The outcomes will include the completion of a training program resulting in a certificate, diploma or degree, finding employment in the training area, and making a wage that will provide self-sufficiency for themselves and their families. In addition, they should be aware of the career path for the job and what the opportunities there may be for the future.

It is the goal of the WPWDB to reach out of those who are in the most need of assistance to improve their education and/or skill sets. This is done for Adults by developing relationships and partnerships with agencies where these individuals may frequent. This may include, but not be limited to, the Department of Social Services, Vocational Rehabilitation, Adult Basic Education, and Probation and Parole, etc. For Dislocated Workers, we work with the Rapid Response unit to get information to those that are being affected by lay-offs or closures. However, the Rapid Response unit only gets notifications if a larger number of employees are affected. NCWorks Career Advisors develop relationships with employers in the local area, as well as with other public agencies, so that they are aware of our dislocated worker services should they ever need them. Often, when a company becomes aware of a need to downsize or layoff, they will contact the WPWDB and/ or one of our NCWorks Career Centers to seek those services for their employees who are being affected. It is WPWDB's desire for the community to be aware of all that we can offer to employers and individuals. We continue to offer all NCWorks Career Center staff, training on areas where it can increase their skills in working with customers and in turn continue to improve on customer service in the centers. Continued center staff development will always be key to service delivery and positive outcomes.

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VII. Equal Opportunity

1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin. [WIOA Section 188]
Title 1 Contractors shall make efforts to provide employment and training opportunities, and services on an equitable basis throughout all WIOA Title 1 funded programs and/or activities. Such efforts shall include but not be limited to: outreach efforts to broaden the composition of the pool of those considered for participation; employment; to include members of both sexes; the various race/ethnicity and age groups, and individuals with disabilities. Title 1 Contractors must maintain sufficient records to document that programs and participants are selected equitably. All programs, to the maximum extent possible, shall contribute to the elimination of sex stereotyping, architectural barriers, and artificial barriers to employment and training. All Job Training Plans and applications will be evaluated for compliance with these requirements and for any adverse effects on equal opportunity. Outreach efforts may include, but are not limited to: 1) advertising the programs and/or activities in media, such as social media outlets, newspapers or radio programs that specifically target various populations; 2) sending notices about openings in programs and/or activities to schools or community service groups that serve various populations; and 3) consulting with appropriate community service groups about ways to improve outreach and service to various populations.

2. Attach the Local Area's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: **Uploaded - <u>Western Piedmont</u> EO Complaint Grievance Procedure**

3. Describe methods to ensure local Equal Opportunity procedures are updated.
WPWD Local Area updates are made as soon as notification is received from USDOL, or state level updates. Those updates are immediately brought to the attention of all NCWorks Career Center staff through email notification, and during quarterly meetings. Updates of the Equal Opportunity (EO) Complaint Grievance Procedure are posted on the WPWD Local Area website and addressed to all center staff and contractors during the annual Local Area Equal Opportunity training. Inclusion of the EO is the Law Notice and the Participant's Rights documents are provided to every individual who goes through the application/eligibility determination process; Inclusion in the Local Area Plan and in the Requests for Proposals. As Local Area WPWDB staff monitor the contractors, EEO policies and procedures are reviewed to confirm the contractor is in compliance with the Local Area's EO policy. https://www.wpcog.org/policy-statements

VIII. Adult and Dislocated Worker Services

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

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

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

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

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

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

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

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

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

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

   Training providers are reviewed for eligibility when they initially apply to provide training services for the Western Piedmont Workforce Development area. To be approved in the WPWDB and receive WIOA Title 1 funds, the training provider must be listed on the Eligible Training Providers List (ETPL) and the Local Training Provider List (LTPL), which is maintained and available on NCWorks Online. If a training provider is not listed, they may apply using the NCWorks Online ETPL module at www.ncworks.gov . In order to be approved by the WPWDB, the training provider must be approved by providing the information requested and following the process outlined in the Eligible Training Provider Guidelines. Once approved for the State ETPL and the local ETPL, the WPWDA will provide Individual Training Accounts (ITAs) for training programs that support a career pathway for the customer in growing, in-demand and/or priority industry sectors identified on theWPWDA approved Occupational Training List. In instances where it can be determined that there is a demand for workers in the field of employment being sought by the customer, and that training will result in increased earnings and career pathway opportunities, ITAs can be issued to those training programs. Potential WIOA participants are referred to ncworks.gov, to search for applicable training providers. If they are interested in a training provider or program that is not approved by the local area, they may request that the training provider/program be added and/or approved by the WPWDB according to the WPWDB Policy Statement "Occupational Trainings, Individual Training Accounts and Cost Tracking Process Policy" dated September 3, 2020.

5. Describe follow-up services provided to Adults and Dislocated Workers.
   In the WPWDB, follow-up services for Adults and Dislocated Workers are required. Follow-up services begin when the participant begins unsubsidized employment and continues for 12 months following the first day of employment. These services are available through the NCWorks Career Centers and may include counseling regarding the workplace, career guidance and/or assistance with job search and/or LMI information. Adults and Dislocated Workers do have the option to opt out of these services if they so choose.

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

IX. Youth Services

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

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

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

Ross Innovative Employment Solutions Corp is the Title 1 contractor for youth services in addition to adult and dislocated worker services. They provide both in-school and out-of-school services for youth in Alexander, Burke, Caldwell and Catawba counties. Each county has innovative partnerships in place with social service agencies in all the counties that will provide referrals for the in-school program. Relationships have been built with Career & Technical Education staff, guidance counselors and other workforce/education partners involved in other unique programs provided in the school system such as Communities in the Schools, Young Men of Integrity, Vocational Rehabilitation, etc. These relationships have resulted in connecting with students who may need intensive services to be successful. In addition, to providing services for in-school participants, it paves a way for future assistance for students in the event that they drop-out or graduate, and need intensive services to complete their high school diploma or equivalent or to find employment that leads to self-sufficiency through paid internships or post-secondary training.

In the NEXTGEN Youth program, Career Advisors complete a thorough objective assessment to determine the eligibility of the student for WIOA Title 1 services, and if there are any additional needs to be addressed. Basic skills are assessed through school records and/or reading and math assessments. Other assessments may be completed as necessary. All NCWorks Career Advisors are required to receive EEO/ADA training annually, and do so with the help from the DWS Equal Opportunity Officer.

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

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		technology and materials for individuals with disabilities are provided as required by the ADA.	
Enrolled in Traditional High School	Yes	Public Schools are held to strict compliance ensuring that physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities are provided as required by the Americans with Disabilities Act (ADA).	Very Good

2. Describe how the Local Area's broad Young Adult (NextGen) Program design is unique to include:
   a. Providing objective assessments;
   When an individual is interested in the services of the NEXTGEN program, they are first evaluated for eligibility, and then complete an objective assessment. WPWDB utilizes the objective assessment located in ncworks.gov. This allows us to collect varied information about the individual and determine their immediate needs. Referrals can then be made to partner agencies for immediate needs that NCWorks cannot meet. The objective assessment also allows us to identify barriers and determine the services that may be needed and required for the participant to be successful in the program. This may include career exploration, work skills, or basic skills services which are needed to increase basic/educational skills, workplace skills, and/or additional training for specific career pathways.

   b. Supportive services needs; and
   The objective assessment identifies what support services may be needed for the participant. If parenting, perhaps it is childcare, or for many of our young adults the need is transportation. In the WPWDB, we offer a variety of support services for NEXTGEN participants including transportation, childcare, clothing, uniforms, shoes, etc. that are required for employment. Other services may be met by referrals to partner agencies including food, housing, etc.

   c. Developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]
   A thorough review of the education records, test scores, placement tests, etc., is completed to determine basic skill levels and identify where additional assistance is required for the young adult to be successful in completing their educational and employment goals. When an educational record is not available, or does not clearly identify if there are basic skill needs, the young adult is referred to the community college for a basic skills test such as TABE or CASAS. Additionally, the participant's career interests and abilities are assessed in ncworks.gov and these results are used to drive conversation about career opportunities for each participant.

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

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The Career Advisor discusses local area career pathways and the jobs which are in line with the career pathway, as well as the education that it might take to get to various attainment levels. Career Advisors also use LMI information to inform young adults of job availability in the area, and what expected wage ranges might be for those careers. This information is used to in assisting the young adult in determining his/her goals for their future. In addition to educational needs, employment skills are also addressed and if applicable, a paid internship may be set up. The paid internship provides an opportunity for the young adult to gain some experience to the workplace and the work environment of the career pathway they have selected. The ISS is unique for each individual although when individuals are trying to reach similar goals their needs may be very similar.

4. Where does the Local Area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service Provider Offices, or Hybrid situations? Explain if it is both NCWorks Career Centers and Provider Offices or some other option. **In the WPWDB in-school young adults are generally served in their respective school system and out-of-school young adults are served mainly through our Tier 1 NCWorks Career Centers. NEXTGEN Career Advisors are flexible and will meet the young adult at other places if need be such as the community college, library or other workforce partner locations. Some NEXTGEN Career Advisor have set hours at the community college locations.**

5. Attach the Local Area WDB Youth service provider's chart, effective July 1, 2021, using the Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided. Name the document: **Uploaded - Western Piedmont Youth Providers 2021.**

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

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

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

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

   a. Title II Adult Education and Family Literacy Act program resources and policies;
   The WPWDB has a strong relationship with our local area Title II partners. The WPWDB staff and the Title II partners meet at least twice a year, often to discuss the boards WIOA Plan and the Title II plan to ensure we are in alignment to support each other and our services. This has enhanced our alignment and allowed us to leverage subject matter experts where applicable with appropriately identified clients. Our referral process across the partnership has also benefited both parties and clients. Title II staff also attend the HIRE meetings regularly to share information.

   b. Title IV Vocational Rehabilitation program resources and policies;
   The WPWD has built a strong collaborative partnership with our local VR offices over the years. The VR business services representatives actively participate in our local business services meetings; assist with recruitment events; utilize ncworks.gov with their clients and are a constant attendees at our HIRE meetings.

   c. Integrates adult education with occupational education and training and workforce preparation, as Boards and the creation of career pathways for youth. [USDOL TEGL 8-15]
   Integrating adult education with occupational education, training and workforce preparation, as well as the creation of career pathways for youth is an on-going goal for WPWDB. These areas are built into the WIOA 14 elements, which will streamline the service delivery to youth. As we have certified our areas industry specific career pathways, leveraging occupational education, training and workforce preparation is becoming easier to implement and demonstrate success.

8. Describe how follow-up services will be provided for (NextGen) youth.
   After exit from all programs, all NEXTGEN participants are required to receive 12 months of follow-up services. The type of follow-up and the frequency of follow-up is based on the needs of the participant during the one year following their exit from the program. Follow-up services continue to support the participant as they move forward and take on the roles and responsibilities of an adult. The follow-up services are provided as needed to support a successful transition for the participant, and the completion of program goals for positive performance outcomes.

   Some youth and young adults will need more frequent and intensive follow-up services than others. Follow-up should occur quarterly at a minimum. All follow-up services are recorded in ncworks.gov by adding "F" activities and case notes as appropriate. These activities include: referral to community resources, tracking progress on the job, assistance securing better paying job, and assistance with job/work related problems, etc.

Note: All youth participants must receive some form of follow-up for a minimum duration of 12 months.

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

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If yes, attach the Youth Incentive Policy to include:

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

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

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

10. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why. **N/A**

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

When a young adult is enrolled in a training activity, it becomes the goal of NEXTGEN Career Advisors to ensure the young adults success in all ways possible. In order to do this, Career Advisors have to remain engaged in the young adults life and be the encourager and cheerleader for them. Incentives are available for those who succeed in completing their high school diploma or equivalency, as well as, those who successfully complete post-secondary training programs. However, our experience is that incentives alone don't necessarily result in success, but being engaged with a Career Advisor in a mentor-type relationship does. The incentive is the carrot to get them started, but the relationship provides the desire to succeed.

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

The ultimate goal of the WPWDB as it applies to WIOA Title 1 is long term employment. Therefore, our entire program is designed to get young adults into employment, beginning with obtaining a high school diploma or equivalent then working with them to determine their career path. This may include job shadowing in areas of interest, post-secondary training, and/or learning soft skills through both classroom training in employability skills, such as "Working Smart" or secure a community partner to assist. Several of the NEXTGEN Career Advisors are trained to facilitate the "Working Smart" curriculum which teaches work related proficiencies that employers have identified as essential workplace skills. Paid internships (work experience) help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the young adult with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from activities performed by the youth. NEXTGEN Career Advisors use LMI data to talk to young adults about opportunities that can be found in our local area. They discuss in-demand opportunities and the training required for such jobs. The NEXTGEN Business Services Representative works with local businesses, especially small businesses, and non-profits to set up paid internships. Youth funds may be used to pay wages and related support costs for work experiences in the public, private, for-profit or non-profit sectors when an employee/employer relationship has been established (as determined under the Fair Labor Standards Act), and where the objective

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assessment and Individual Service Strategy indicate that a paid internship (work experience element) is appropriate. The NEXTGEN Business Services Representative is responsible for working with the Career Advisors and young adults in securing the positions for paid internship opportunities. The Career Advisors plan activities to allow exposure to various industry sectors of in-demand jobs in the area. Internships at non-profits are set up when a young adult has no work experience and then they proceed to a paid internship at a local business in an industry that interests them. If the young adult has previous work experience they will generally be placed with a business in which they have interest. Businesses have been very open to having young adults participate in work experiences, and some have hired the young adults at the end of the internship. Overall, we have had success in the WPWDB in placing our NEXTGEN participants into unsubsidized employment.

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

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

Work experiences may be subsidized or unsubsidized and may include the following:

- **Summer employment opportunities and other employment opportunities throughout the school year;**
- **Pre-apprenticeship programs;**
- **And Internships and job shadowing;**

Ross Innovative Employment Solutions, Title 1 contractor for NEXTGEN services in WPWDB has budgeted $107,098 for work experience. The stipend/wages generally range from $8.00 - $15.00 per hour. Wages are determined based on the entry level pay at the company for the same type of work. The WPWDB focuses on using the budgeted amount on wages as much as is possible.

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

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

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

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

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

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

Date	Time	Location (include address and room #)

16. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions.
Below is the dateline for the RFP process completed in 2019 for services beginning in PY2019:

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

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

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X. Local Area Innovations

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

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

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

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3. Describe one of the Local Area WDB's best youth program practice.
   NEXTGEN Career Advisors simply meet the young adults where they are and work with the young adult to provide wrap-around services to lead to success. By doing so, they allow the participant to determine their needs and the level of service that is to be provided. Ultimately, this increases the opportunity and career exploration that every young adult needs!

4. Describe one of the Local Area WDB's regional strategy that has yielded positive results.
   The Future Workforce Alliance has been working collaboratively with Brian Lane, Northwest Prosperity Zone Regional analyst, where he provides training to all career center/board staff on key areas w/i ncworks.gov and programmatice areas such US DOL measures, Understanding UI,….etc. We have also partnered with Vanessa James, Dept of Commerce Reentry Specialist to offer regional virtual expungement classes to needed individuals.

5. Describe one of the Local Area WDB's Incumbent Worker or other business services best strategy.
   A good partnership in promoting and offering work-based learning is through the Incumbent Worker Training Grant. The Community College Customized Training Coordinator and the Business Service Representatitve of the Workforce Development Board conduct joint business visits and offer training solutions. Businesses in the Local Area have benefited from the coordinated effort to provide much needed skill development training by leveraging the resouces through both the Customized Training Program and the WPWDB Upskill Training Grant. Serving businesses in the Local Area is the core of this partnership.

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XI. Program Year 2021 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY2021 Plan. The Plan is not complete without these documents. Name each document: **Uploaded - Western Piedmont Policies as listed below. All policies can be accessed at https://www.wpcog.org/policy-statements**

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

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

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

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

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

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

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

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

Individual Training Accounts (ITA) Summary	
Dollar Amounts	$5,000 annually and $7,600 lifetime
Time Limits	2 years or less (or by special permission)
Degree or Certificates allowed (Associate's, Bachelor's, other)	Associate's Degrees, Diplomas, Continuing Education Certificate's or Third Party recognized Credentials/Certificates
Procedures for determining case-by-case exceptions for	Costly Occupational Training Policy - Approval of Western Piedmont Program Administrator Required

training that may be allowed	
Period for which ITAs are issued (semester, school year, short term, etc.)	Semester, short – term
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Uniforms, shoes, phyicals, exams, required tools of the trade such as stethescopes, automechanic tools, electrician tools, etc.
Other	

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

Transportation	**Childcare**	**Supplies** *(include examples)*	**Emergency** *(include examples)*	**Other** *(include examples)*
Youth Only – Public/Private Bus Tickets, Carpool/Van Fees, Taxi/Uber/Lyft fees (emergency situations only) and gas cards based on miles of travel to training site(s)	Childcare paid to the childcare provider for up to 2 children and up to $350 for 1 child or $550 for 2 children per month.	Youth only – clothes, shoes or other items required for work experience or unsubsidized work.	Car repairs, tires if needed to pass inspection, rent, utilities or other emergency items that are not recurring expenses.	

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

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Attachment Checklist from Plan Instructions

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

☐ Local Area Signed copy of Consortium Agreement *(if applicable)*

☒ Local Area Administrative Entity Organizational Chart

☒ Local Area WDB List (*form provided*)

☒ Local Area WDB By-laws

☒ Local Area WDB By-laws Required Elements Crosswalk (*form provided)*

☒ Local Area WDB Organizational Chart

☒ Local Area Administrative Entity Certification Regarding Debarment * (*form provided*)

☒ Local Area Workforce Development Area Signatory Form* (*form provided*)

☒ Local Area WDB NCWorks Career Center System (*form provided*)

☒ Local Area Adult and Dislocated Worker Services Providers (*form provided*)

☒ Local Area Eligible Training Provider Policy

☒ Local Area 14 Youth Program Elements Chart (*form provided*)

☐ Local Area WDB Youth Committee Meeting Schedule (*optional*) **N/A**

☐ Local Area WDB Youth Committee Members (*optional*) **N/A**

☒ Local Area WDB Youth Services Providers (*form provided*)

☒ Local Area WDB Youth Incentive Policy *(optional)***NEXTGEN Incentive Policy**

☐ Local Area Adult/Dislocated Worker Work Experience Policy (PS 10-2017) **N/A**

☒ Competitive Procurement Policy (PS 19-2017, Change 2)

☒ Conflict of Interest Policy (PS 18-2017)

☒ Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)

☒ Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)

☒ Local Area Individualized Training Account Policy

☐ On-the-Job Training Policy (PS 04-2015, Change 1) **N/A**

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☒ Local Area Oversight Monitoring Policy, Tool, and Schedule

☒ Priority of Service Policy (PS 03-2017) **(1)Veterans & Spouses, (2) WIOA Adult Funds**

☒ Youth Work Experience Policy (PS 10-2017)

☒ Local Area Supportive Services Policy **(1)NEXTGEN Support Svc (2)Ad&DW Support**

☒ Local Area Self-Attestation Procedures

☒ Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1) (optional)

☐ Local Area Needs-Related Policy *(optional)*

☐ Local Area Transitional Jobs Policy *(optional)*

☐ Local Area Youth Incentive Policy *(optional)*

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

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