

Capital Area Workforce Development

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

July 1, 2022 – June 30, 2023

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

Introduction and Instructions

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

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2022 Plan is to provide current information and be effective July 1, 2022 - June 30, 2023 and will include required current local policies. The Local Area 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, Local Area 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 should reference the North Carolina [WIOA Unified State Plan](#).

Local Area 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 6, 2022**. Each attachment must be submitted and labeled separately in either Word, Excel, or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE. If original signatures are obtained, forms must be mailed (and uploaded in WISE) to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

I. Local Area WDB Overview

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

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

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

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

Attached Document: Capital Area Workforce Development Consortium Agreement

- If the Local Area is not a Consortium, attach a copy of the formal request for Local Area designation. Name document: Local Area WDB Name Local Area designation letter.

N/A

2. Provide the Local Area WDB's official name.

- If the Local Area WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document.

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

Name: Pat E. Sturdivant	Title & Salutation: Executive Director; Ms.
Organization: Capital Area Workforce Development	Address: 5942 Six Forks Road, Raleigh, NC 27609
Phone number: 919-856-6040	Email address: pat.sturdivant@wakegov.com

4. Provide the name, elected title, local government affiliation, address, phone number, and email address of the Local Area WDB's Chief Local Elected Official (CLEO).

Name: Sig Hutchinson	Elected Title & Salutation: Chair, Wake County Board of Commissioners, The Honorable
Government: Wake County	Address: P.O. Box 550, Raleigh, NC 27602
Phone number: 919-856-6180	Email address: sig.hutchinson@wakegov.com

5. Provide the name, title, business name, address, phone number, and email address of the individual authorized to receive official mail for the CLEO, if different than question 3.

Name: Yvonne Gilyard	Title & Salutation: Clerk of the Board; Ms.
Business Name: Wake County Government	Address: P. O. Box 550, Raleigh, NC 27602
Phone number: 919-856-7573	Email address: yvonne.gilyard@wakegov.com

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

Name:	Title & Salutation:
Organization: Wake County Government	Address: P. O. Box 550, Raleigh, NC 27602
Phone number: N/A	Email address: N/A

7. Provide the name, title, organization name, address, phone number and email address of the Administrative/Fiscal Agent's signatory official.

Name: Pat. E. Sturdivant	Title & Salutation: Executive Director; Ms.
Organization: Wake County Government	Address: 5942 Six Forks Road, Raleigh, NC 27609
Phone number: 919-856-6048	Email address: pat.sturdivant@wakegov.com

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

Attached Document: Wake County Government 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#: 1273801370000

Capital Area's SAM account is current.

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

Jessica Locklear McLeod, Workforce Development Specialist

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

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

Attached Document: Capital Area Workforce Development Board List

Note: Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.

If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions).

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice. Identify any names representing a dual category with an asterisk (*).

12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the Local Area WDB in compliance with WIOA Section 107.

Capital Area has a Consortium Agreement between Wake, Johnston, Chatham, and Lee Counties which specifies that the Chair of the Wake County Board of Commissioners serves as the Consortium's Chief Elected Official. The Chief Elected Official has the appointing authority for members of the Capital Area Workforce Development Board and ensures that viable business representatives comply with WIOA requirements.

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

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

Attached Document: Capital Area Workforce Development By-laws

14. To demonstrate that the attached Local Area WDB By-laws comply, complete [By-Laws Required Elements – Crosswalk chart](#).

Attached document:

Capital Area Workforce Development By-Laws Required Elements – Crosswalk chart

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

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

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

Capital Area posted the plan on the web site at <http://www.capitalareancworks.com> on April 30, 2022 with comments and/or suggestions due back by May 29, 2022. After the comment period is over, Capital Area will send in any comments that represent disagreement with the Plan.

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

Attached Document: Capital Area Workforce Development Organizational Chart

17. Complete the following chart for the PY2022 Local Area WDB’s planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

Note: All Local Area WDB meetings shall be held in accessible facilities. All materials and discussions should be available in an accessible format upon request as indicated under North Carolina specific requirements detailed in [Appendix A](#).

Date	Time	Location (include address and room #)
September 22,2022	8:30 am - 10:30 am	TBD
December 1, 2022	8:30 am - 10:30 am	TBD
March 23, 2023	8:30 am - 10:30 am	NCWorks Career Center 1830 B Tillery Place Raleigh, NC 27604 Boardroom
June 22, 2022	8:30 am - 10:30 am	NCWorks Career Center 1830 B Tillery Place Raleigh, NC 27604 Boardroom

18. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ ([form provided](#)). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, participants’ responsibilities.] Name document: Local Area WDB Name 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 DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

Attached Document: Capital Area Workforce Development Certification Form

19. Submit the original Local Area WDB and Chief Local Elected Official (CLEO) Signatory Page ([form provided](#)), bearing the original signatures of the Chief Local Elected Official(s) and the Local Area WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar). Name document: Local Area WDB Name Signatory Page.

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

Attached Document: Capital Area Workforce Development Signatory Page

II. Local Area WDB Strategic Planning

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

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

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

Capital Area Workforce Development Board (CAWDB) considers itself a public-private partnership that focuses on economic development by ensuring the local workforce has the skills, training, and education to meet the needs of local employers. Capital Area Workforce Development Board oversees workforce solutions in Wake and Johnston counties and effective July 1, 2022 Lee and Chatham counties. CAWD services are designed to serve businesses and individuals of all ages. CAWDB believes in economic development through workforce excellence.

From an operational perspective, Capital Area ensures that all career centers follow established board processes and protocols to ensure ongoing customer services. Whenever a state policy or state process is implemented, Capital Area ensures that a local policy is written to include state requirements as well as outline any local area additional requirements.

As part of Capital Area's strategy, the board applied for non-WIOA funding to support targeted initiatives as well as its overall mission.

The MISSION of the Capital Area Workforce Development Board is to create a highly effective workforce system. This system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishment of this mission will enable all citizens to contribute to the prosperity of the community.

The VISION of the Capital Area Workforce Development Board is to be the leader in providing innovative solutions to match workforce skills with employer needs.

CAWD creates a new strategic plan every three years and reviews the strategic plan yearly to ensure it is still relevant. Our latest strategic plan expires June 30, 2022. The strategic goals of the current strategic plan is

- 1. Assist the untapped workforce in gaining the skills, competencies and credentials required for in- demand, family-supporting careers.**
- 2. Increase brand awareness with our stakeholders.**
- 3. Align demand sector initiatives with workforce system and economic development needs.**

CAWDB's committee structure is based on the Board's strategic priorities. Each of the Committees is assigned one of the GOALS and charged with recommending to the full Board a final GOAL STATEMENT, identifying STRATEGIES and establishing SUCCESS INDICATORS for their respective GOAL. The three board committees and their high-level strategies are listed below:

Committee 1 – Customer Success

<i>Goal</i>	Assist the untapped workforce in gaining the skills, competencies and credentials required for in-demand, family-supporting careers.
<i>Strategies</i>	<ul style="list-style-type: none">• Establish a service delivery matrix for the untapped workforce population.• Design and pilot promising practices targeting the untapped workforce population.• Implement service strategies targeting the untapped workforce population.

Committee 2 – Outreach Committee

<i>Goal</i>	Increase brand awareness with our stakeholders
<i>Strategies</i>	<ul style="list-style-type: none">• Educate and inform local, state, and federal elected officials on the workforce development system's purpose, services and needs.• Promote awareness of CAWD's purpose and services to businesses.• Create a mission ambassador program of individuals who value workforce development and help to spread the word.

Committee 3 – Sector Strategies

Goal	Align demand sector initiatives with workforce system and economic development needs
Strategies	<ul style="list-style-type: none"> • Establish industry advisory groups that will serve as subject matter experts on evolving and critical workforce needs for our region’s high growth in-demand sectors. • Identify existing industry led workforce initiatives and unite to increase knowledge and align partner initiatives. • Initiate and formalize a coordinated and collaborative partner network that is responsive to the needs of business and industry.

CAWD has started the pre-work for the new strategic plan for years July 1, 2022 through June 30, 2025. Capital Area Workforce Development Board has decided that the focus of this strategic plan will be the (1) Tightening Labor Market and (2) Economic Mobility.

The board ensured that all board members viewed the definition of Economic Mobility from the same perspective and defined it as - Ability of individuals to move up or down the income ladder during one’s lifetime and across generations; Ability to advance beyond the status of your parents; Ability to improve your socioeconomic class.

The questions the board will address related to Economic mobility are: (a) *Who in this region is stuck with limited economic opportunity, and who is on the path to success?* (b) *How can young people growing up in this region access opportunity and participate in future prosperity?*

The board ensured that all board members viewed the definition of Tightening Labor Market from the same perspective and defined it as - When an economy is close to full employment and recruitment becomes difficult placing upward pressure on wages; Fewer job seekers per job openings.

The questions the board will address related to Tightening Labor Market are: (a) *How can marginalized citizens take advantage of the tight labor market?* (b) *Why are some people choosing not to return to work?* (c) *How can employers invest in their current employees?*

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

The WIOA fosters new opportunities for innovation and collaboration across Federal, State, and local agencies, private organizations, and businesses. Capital Area Workforce Development Board will continue to meet with our core partners to:

- **Implement WIOA with other core programs, including the design of the One-Stop Career Center System and the integrated performance accountability system**
- **Efficiently provide services**
- **Implement universal design principles into the workforce development system's facilities and operations**
- **Establish and expand partnerships with community rehabilitation service providers and businesses**
- **Continually review services, programs, and partnerships of core WIOA programs to reduce duplication of efforts, as well as to identify the gaps between programs and services**
- **Implement continuous improvement measures**
- **Meet with partners regularly to communicate, strategize and execute agreed upon methods of meeting the needs of individuals with barriers to employment, as well as recruitment of targeted individuals**
- **Identify and implement any best practice opportunities to expand services/programs to meet ongoing needs of individuals with disabilities.**

Over the last few years, CAWDB has collaborated with its educational partners to increase its understanding of career pathways and strategically align its resources to support short-term training options focused on middle career occupations in high growth industries. Career Advisors intentionally work with individuals to identify career choices that offer competitive wages and opportunities for advancement. Our One-Stop Operator regularly reviews its training opportunities and analyzes completion and placement rates to ensure training meets the needs of industry partners, and that career seekers are obtaining the skills needed to be competitive. CAWDB has convened education and business partners to develop customized training options if a training need is identified. CAWDB also recognizes the need to cultivate community collaborations to address the need for additional support for eligible individuals.

The board continues to work with a diverse network of community providers who have resources available to address housing, mental health and substance abuse, and legal needs. Many CAWD communities have significant resources to assist with these needs, however, in the region's most rural areas, addressing these needs may be challenging and will require the board to advocate and encourage collaborative discussion to find solutions to support employment and training efforts.

CAWDB will continue to provide the highest quality of service to job seekers and businesses by addressing these challenges through well-coordinated approaches with its partners (mandatory and others) at the local level. Access to services will be enhanced through the use of technology. Examples of enhanced technology include: an active Contact Center, text messaging, virtual reality for career exploration, provisions of remote services for both the employer and customer via virtual career fairs, and platforms for customer and employer services. Additionally, CAWDB will continue to explore creative partnerships with community organizations and other service providers, such as the Job Re-entry program, for those that have criminal records, the Mature Worker program for those older workers who are looking for meaningful work, etc. While access will be improved for all job seekers, the provision of services and training will be focused on those most in need and

hardest to serve. Career services are customer-driven and assist the individuals in finding and retaining gainful employment. These services focus on training related to careers aligned with the skills needs of the area's in-demand employment opportunities. CAWDB aims to connect individuals with the following in-demand industry sectors using up-to-date Labor Market Information (LMI):

- Healthcare,
- Advanced Manufacturing,
- Information Technology, and
- Skilled Trades.

CAWD has 4 regional career pathways representing each of our target industries. Our career center operator and youth program operator will continue to use these pathways to guide jobseeker customers for access to family sustaining careers.

“Job Ready” recipients in Capital Area NCWorks Career Centers will be co-enrolled in WIOA (Title I) and Wagner-Peyser (Title III) as appropriate, and there is an increased emphasis in our service provider contracts on industry-recognized credentials that enhance movement along established career pathways.

Additionally, CAWDB is an active partner in the work of myFUTURENC recognizing that the vast majority of new jobs will require education beyond a high-school diploma and supports the work by promoting North Carolinians in obtaining a high-quality post-secondary degree. The CAWDB partners with the two (2) local community colleges, Wake Technical Community College and Johnson Community College, which will assist the Board in moving forward with designated career pathways that lead to employer recognized credentials. CAWD has already started discussions with Central Carolina Community College as we prepare to lead efforts in Lee and Chatham Counties.

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

Capital Area's Business Engagement and Business Services activities are built, foundationally, around the expressed needs and demands of the business community. The workforce board has accomplished our primary understanding of business needs through direct business meetings, and business surveys, as well as leveraging local and regional data via EMSI, O*Net, NC Department of Commerce's LEAD, and other data resources.

Our workforce board will continue to convene and be a part of meetings with area Business Resource partners, such as economic development, chambers of commerce and the local community colleges, in which we will strategically identify joint business visits as well as other opportunities for collaboration.

CAWD currently uses: incumbent worker training with a focus on small business with 250 or less employees and also as a tool to support economic development recruitment projects; on-the-job training is used primarily to support high demand high growth occupations; customized training

can be used to support class size training to support an employer with volume hiring needs; industry and sector strategies guide where dollars are allocated as well. CAWD will continue to have industry round tables and other convenings that are sector focused; career pathways will continue to be part of service delivery for our NCWorks Career Centers as well as our youth centers. We have a regional career pathway for each of our high growth high demand industries.

CAWD plans to put more emphasis on small businesses with a particular focus on those owned by minorities, women, individuals with disabilities and veterans. CAWD's Business Engagement Director's work plan includes a goal to implement workforce development programs focused on small businesses and to increase the number of small businesses that receive assistance. CAWD continues to increase its focus on Entrepreneurship by adding a full-time staff member to focus on developing and implementing an end-to-end process that identifies resources and training to support those job seekers and individuals interested in starting or growing their business.

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

Capital Area will continue to work closely with the agencies that provide Adult Education and Literacy activities in the local area including: Wake Technical Community College, Johnston Community College, Central Carolina Community College and Triangle Literacy Council. These organizations are included in our quarterly partners meetings where information is shared and common workforce challenges are addressed. Partner meetings will continue on a quarterly basis to ensure a continued dialogue takes place regarding the coordination and strategic planning of service provision among all of these agencies. Capital Area will also continue to convene these agencies to provide training, additional information, and technical assistance as needed.

Capital Area currently has a contract with Wake Technical Community College Basic Skills to fund an adult basic skills instructor specifically for WIOA NextGen participants in Wake County. As well, Capital Area is partnering with Wake Tech basic skills to continue a new service delivery model for our youth program in Wake County which focuses on pre-apprenticeships. CAWD and Wake Tech will use its formal referral process to refer students between programs for this Apprenticeship Prep Program (APP). In addition, Wake Tech was selected to run an Information Technology apprenticeship prep program in PY22 in the Capital Area region.

In Johnston County, adult basic skills training continues to be provided by Johnston Community College.

Capital Area will work closely with Central Carolina Community College to continue the current activities started under Triangle South WDB through the NCWorks Career Centers in Lee and Chatham counties with intentions to expand these activities to better serve these counties based on the needs of the communities.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Local Area WDB and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of service to

individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts to include cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

Capital Area will continue to work with the local Vocational Rehabilitation (VR) offices in Wake and Johnston Counties and other local entities to ensure individuals with disabilities have access to services at NCWorks Career Centers and NextGen Centers. Beginning July 1, 2022, Capital Area will also work with local VR offices in Lee and Chatham Counties. We will incorporate these services in the same manner that we do in Wake and Johnston Counties.

Capital Area will also work with VR to replicate cooperative agreements developed at the state level. These agreements will include provisions of integrated services and cross training of staff; technical assistance; the availability and benefits of, and information on, eligibility standards for, vocational rehabilitation services; and the promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce investment activities. It will also include language around the use of linked electronic network systems for information, labor market information, job openings, career planning, and workforce investment activities; use of customer service features such as common intake and referral procedures, customer databases, and resource information; establishment of cooperative efforts with employers to facilitate job placement; and other activities that employers determine to be appropriate. Additionally, identification of staff roles, responsibilities, and available resources, and specification of the financial responsibility of each component of the statewide workforce investment system with regard to paying for necessary services (consistent with Federal law and State requirements); and specification of procedures for resolving disputes among such components will be included.

Capital Area will also coordinate with the required partners to implement a service strategy that best meets the needs of customers and avoids duplication of service whether or not they are on-site at the Center. Communication and referral processes have been formalized in a manner that is stream-lined and efficient for all parties and to better serve the customers. Capital Area NCWorks Career Centers, NextGen Centers and partner agencies have adopted NCCARE360 as the referral tool in the Capital Area. It will be expanded for use in Lee and Chatham Counties beginning July 1, 2022.

The Capital Area Executive Director is part of the “Disability:IN North Carolina” steering committee and will continue to provide leadership and guidance in ensuring that career centers have access to relevant information. Through the efforts of this team, a series of training courses were developed specifically for career center staff.

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

Other than commission measures developed by the commission, there are no guidelines for high-performing workforce boards. Once the NCWorks Commission develops criteria for high-performing workforce boards, Capital Area Workforce Development will meet all the criteria outlined.

However, even without the criteria, Capital Area will continue to be a high-performing board by meeting or exceeding federal measures and implementing its strategic plan which focuses on addressing workforce issues in the Capital Area.

Capital Area Workforce Development Board continuously measures itself against its principles for a high-performing board:

- Be the community's "champion" for workforce development
- Be the catalyst for creating a diverse and higher quality workforce
- Develop a strategic vision for the local and regional workforce issues
- Convene the relevant organizations and individuals to address workforce issues
- Create and promote workforce policy
- Be an accountability and change agent

Capital Area has an extensive monitoring and quality assurance program, included as an attachment with this plan, that helps to ensure that the board is meeting all requirements and providing quality services. The monitoring program ensures the board:

- Meets state monitoring requirements with the goal of collecting sufficient data to:
 - Review WIOA activities
 - Analyze how services are provided through the NCWorks Career Center(s) and NextGen Centers
- Determines any compliance issues in one or more of the WIOA funding streams

Centers will have at least one review a year. Additional reviews are contingent on center designation (Comprehensive, Tier 2, Specialized or Partner sites) and past performance.

Capital Area Workforce Development Board will continue to focus on its core principles which epitomizes the work of a high-performing board:

- Build robust business connections and supporting networks
- Enhance job seeker services and the One-Stop System
- Enhance youth service and resources

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

As a region, we stand ready to support our customers, businesses, and jobseekers in the case of a national emergency.

Capital Area has been fortunate with the last few hurricanes and has not had to access additional dollars to support recovery. For Wake and Johnston Counties, the county governments have acted

swiftly and had the necessary resources to address areas impacted by hurricanes. CAWD's role has been to provide continued access to workforce services and information to our impacted customers. In the case of COVID-19, CAWD continued to provide services virtually and is one of the first boards to move forward with virtual services. The fact that we already had a contact center and virtual process in place made us more than ready to continue to provide services virtually. CAWD also invested, through Wake County CARES funds (funding that Wake County received due to COVID-19), in virtual career fair software to continue to provide recruitment services for CAWD businesses, as well as added "text messaging" to improve communication with customers.

Capital Area received additional funding in the amount of \$693,160 from the NC Division of Workforce Solutions for a National Dislocated Worker Grant (NDWG). Capital Area used this funding to serve 323 individuals impacted by COVID-19. This grant ran from July 1, 2020 and ended March 31, 2022.

Capital Area also received the CAREER grant (also NDWG) from US Department of Labor to serve dislocated workers from historically marginalized communities or groups that were impacted by COVID-19. This funding in the amount of \$1,927,284 is effective August 20, 2021 through August 19, 2023 and includes funding to serve at least 250 individuals. It also includes funding to enhance technology for virtual services and includes staffing 1) to expand the contact center to non-traditional hours, 2) for an Community Engagement and Outreach Specialist to provide services in vulnerable communities, and, 3) for a Licensed Clinical Social Worker to assist individuals with mental health challenges.

For future emergencies, CAWD has the ability to act swiftly whether it be to provide transitional jobs using its current work experience process or on-the-job training process as well as leverage resources through partners such as Wake County Human Services, Johnston County Department of Social Services, and Dorcas Ministries. Effective July 1, 2022, Capital Area will include Lee and Chatham Counties in our responses to national emergencies. Our Contact Center will allow us to provide effective services virtually across the entire Capital Area region.

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

CAWD is committed to and has an extensive history of working closely with partners and community groups to increase resources and opportunities to individuals residing in vulnerable and historically marginalized communities, disconnected youth, women, people of color and people with disabilities. CAWD will continue to leverage existing resources, as well as seek outside funding resources to fill gaps and ensure that these groups are engaged or re-engaged.

CAWD was awarded \$1,927,284 for a two-year CAREER National Dislocated Worker Grant (NDWG) in August 2021. The primary focus of the grant is serving individuals from historically marginalized communities or groups. This includes low-income communities and people of color that have been disproportionately impacted by lay-offs during the pandemic. This grant enables CAWD to provide the employment-related resources needed for this population. Additionally, this grant allows CAWD to focus on individuals that have been unemployed or underemployed for an extended period or who have exhausted UI or other Pandemic Unemployment Insurance programs. Through the CAREER NDW Grant, CAWD was afforded an opportunity to hire four key positions,

a Licensed Clinical Social Worker (LCSW), a Community Engagement and Outreach Specialist and two virtual Customer Services Representatives. These positions will be instrumental in the implementation of reengagement strategies outlined in CAWD's Outreach Plan and working with customers in identified vulnerable areas throughout CAWD's region. The Community Engagement and Outreach Specialist will work in conjunction with CAWD's Program Manager and CAWD's Communications Manager on the CAREER NDW Grant. The primary focus of the Community Engagement Outreach Specialist will be to engage customers and organizations in marginalized communities by hosting information sessions, assisting CAWD staff with community events such as resource fairs, attending community events, workshops and providing services in the community. The Customer Service Representatives' primary function is to virtually enroll customers into WP and WIOA, provide career advising, connect customers to education, services, and employment through the Access NCWorks Contact Center. The Customer Service Representatives will also operate and provide services during nontraditional hours.

Additionally, key NCWCC and NextGen staff will work collaboratively with partners and other community-based organizations to host Resource fairs that are accessible to individuals residing in vulnerable communities. The LCSW will be instrumental in reengaging or engaging customers through providing advice on career and life transitions, setting professional goals, addressing emotional and/or mental health issues around unemployment, job coaching, and participating in networking groups. The LCSW is onsite at the NCWCC and accessible to customers to provide immediate counseling.

CAWD has implemented an extensive outreach plan which is inclusive of proven strategies to reengage customers, individuals that registered in the NCWorks platform (via self-service) who aren't employed or are underemployed. This strategy includes drilling down data from NCWorks Online by zip codes of marginalized communities within our region. CAWD worked with Wake County Long Range Planning to determine if our services were being provided in communities with the most need. Wake County tracks five major indicators to determine vulnerability. They are:

- % of persons living below the federal poverty rate
- % of unemployed civilians age 16 and over in the labor force
- % of youth under age 18 + % of adults age 65 and over
- % of vacant housing units
- % of adults ages 25-64 who did not earn a high school diploma or equivalent (GED)

Communities are given a score based on these indicators. These scores determine the level of community vulnerability. CAWD provided data on all clients served in the NCWorks Career Centers and it was overlaid onto a Vulnerable Communities map. Through these maps, CAWD could pinpoint what vulnerable communities are being served and which communities need more support. While Johnston County does not have the vulnerability scores, CAWD was able to look at a map of poverty rates in Johnston and compare it to where individuals live that receive NCWorks Career Center services. These maps helped CAWD and partners be strategic in outreach. CAWD will research and add data as its region grows.

CAWD uses a multi-pronged approach to provide outreach to customers in need throughout the community in an effort to make a difference in people's lives. CAWD measures success by comparing the email addresses in our e-blast distribution list to enrollment. In addition, success will be measured by monitoring engagement and community penetration as well as tracking individual services provided by demographic.

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

CAWD partners with community colleges, UNC institutions and independent colleges in the local area to prepare workers to succeed by using skills and education attainment with a focus on equity and inclusion in several ways: coordinating/partnering in regional grant applications, coordination/partnering between Board Business Services staff and community college staff for employer engagement activities; partnering with local universities for advance talent based on employer needs. Through our approved training provider list, CAWD has a variety of independent and community colleges approved for ITAs, including an emphasis on HBCUs.

Capital Area continues to take a lead role in working with Wake County Economic Development and other partners to develop a regional skills survey. So far the surveys have taken place in 2017 and 2020. Capital Area has used the results of these surveys to engage employers to address the needs outlined in the survey as well as share the findings of the survey with our community colleges, UNC institutions, independent colleges and others. As well, in the Capital Area, Community College, and a 4-year university is represented on our workforce board. This ensures as we are developing our strategic plans, we have direct input from these education organizations. As well, as part of Capital Areas quarterly partners meetings, all education partner representatives are included along with other system partners.

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

CAWD's Business Engagement Director serves as the point of contact for local and regional economic developers. The Business Engagement Director supports the Economic Developers with recruitment and expansion support through Economic Development and local Chambers. For all major economic development efforts, CAWD submits a letter of support and a workforce support plan. The workforce support plan includes services related to recruitment, incumbent worker training as well as work-based learning opportunities with the NCWorks Career Centers. For other economic development efforts, the Economic Developer engages CAWD's Business Engagement Director in workforce discussions with Employers as a means of introduction and an opportunity to inform and support the Employer with any relevant workforce development services available to them. Effective July 1, 2022, Capital Area will include the economic development organizations and chambers of commerce in Lee and Chatham Counties in our continuing efforts. CAWD also serves on several workforce development committees associated with Chambers of Commerce in our region.

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

CAWD has provided 17 Letters of Support and engaged in two Workforce Discussions in the previous program year (PY20). To date in PY21 (July 1, 2021 - April 30, 2022), CAWD has provided 20 Letters of Support and engaged in four Workforce Discussions. In these communications, CAWD highlights the business services available to support that employer. These services include employment recruitment and screening services, workforce partnership with local agencies and institutions of higher education, workforce development funding such as On-the-Job Training and Incumbent Worker Training. Employment recruitment and screening services include targeted

hiring events and career fairs, outreach to promote awareness of the organization and its opportunities, and labor market data providing relevant intelligence.

CAWD has elevated its support of the Fujifilm Diosynth Biotechnologies (FDB) project. Due to the large-scale talent needs of this employer over an extended number of years, a special project committee was formed to focus on recruitment and training. CAWD is engaged in this economic development committee work to support the needs of this employer. The committee meets monthly with FDB representatives to understand and partner to address their immediate and strategic needs regarding access to talent.

For PY20, of the 17 economic development projects Capital Area provided letters of support to, seven were named and Capital Area provided 90 services to four of those companies. The remaining three are still early in the process. Many of the projects have not been finalized yet. For the ones that have selected the Capital Area, it is still too early in the process to have any data to report. Some of these projects take years to come to fruition.

The services provided to these companies included: held job fairs, assisted with job orders, reviewed/screened resumes, referred candidates, provided OJTs, provided OJT information, provided additional employer services, provided access to internal resumes for review and conducted an on-site visit.

12. Identify the Career Pathways developed by the Local Area. Complete the chart below.

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Information Technology	Durham, Kerr-Tar	2016	591
Advanced Manufacturing	Durham, Kerr-Tar	2016	24
Health Life Science	Durham, Kerr-Tar	2016	396
Construction/Skilled Trades	Durham, Kerr-Tar	2017	51

In Lee and Chatham Counties, career pathways in Advanced Manufacturing and Healthcare were developed in 2016. Capital Area staff will work to locally certify our pathways across all of the counties in our Region.

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

a. Include plans for new career pathways.

CAWD uses Labor Market Data to determine high growth high demand industries in our local area. Information Technology, Advanced Manufacturing, Health/Life Sciences, and

Construction/Skilled Trades continue to be the pathways that include careers with good wages and growth potential in the Capital Area region. CAWD continues to monitor other occupations and career pathways for potential expansion. Transportation, Distribution and Logistics is a potential future career pathway. Johnston Community College is expanding program offerings in Distribution and Logistics and local employers are seeking more CDL drivers. CAWD will continue to work with partners in Wake, Johnston, Lee and Chatham Counties to explore if the talent needs in this sector would benefit by a comprehensive career pathway.

- b. Explain how career pathways in the local area are in alignment with other partners/stakeholders' (DPI, community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.

The pathways were created with stakeholders at the table. The public schools created articulation agreements with the local community colleges and the community colleges have similar agreements with universities. While some partners have their own internal pathways, they are aligned with the larger NCWorks Certified Pathway. All partners also provided information about their programs within the pathway to be included on the regional website- <https://trianglecareerpathways.com/>. Alignment is maintained through referrals to programs and through the articulation agreements. They are also maintained through ongoing partnerships and programs. Programs such as Tech Hire, pre-apprenticeships in Information Technology, Construction/Skilled Trades, and the Department of Labor CAREER grant (NDWG) provide opportunities for pathway implementation. Individuals receive career guidance and partners provide their piece of the pathway that ultimately leads to employment. By actually utilizing the pathway, it is regularly updated by partner and customer feedback.

- c. Describe the strategy to avoid duplication efforts.

Employment, education, and community stakeholders meet quarterly through CAWD Partners Meetings. At these meetings partners share their current and developing programs. This provides an opportunity to learn about new programs and discuss how they can support or partner with the programs. CAWD also seeks out partners when developing new programs to build on strengths and reduce duplicative efforts. When partners do offer similar programs, they are usually serving different audiences, such as different parts of the region or different demographics.

- 14. Provide a description of Local Area WDB's capacity to provide workforce investment activities to address education attainment and skill needs of high-demand fields - strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and supportive services for hard-to-reach communities.

To ensure resources are geared to high-demand occupations, CAWD service providers are required to focus 80% of their WIOA allocations to efforts that support target high growth high demand industries.

All NCWorks Career Centers in the Capital Area provide services to assist job seekers in attaining the skills needed for gainful employment in high-demand occupations. Center staff are trained to

conduct assessments to determine interest, aptitude, and skill level. Based on assessment results, the job seeker has a variety of training options ranging from online skills-based learning to formal classroom training. Scholarship assistance is available to qualified students to provide financial support to attain credentials. NCWorks Career Centers partner with both employers and apprenticeship programs to offer customers the ability to participate in work-based learning activities such as OJT, internships, pre-apprenticeship and apprenticeship programs leading to full-time employment. These services are shared in quarterly partner meetings to ensure that partnering agencies are aware of opportunities available for their clients.

CAWD has a comprehensive outreach strategy to ensure that our services are reaching the jobseekers that need them. In addition to hiring an outreach coordinator, CAWD also announces training programs on monitors through the center as well as NCWorks and key staff having a strong social media presence to share awareness of the services available for education attainment and skills advancement.

- a. Explain strategies that include NextGen, NCCareers.org and any awareness models for success.

NCWorks NextGen has a network where all young adults in the Capital Area region can easily access a comprehensive and integrated set of education and training supports. These supports increase the number of young adults productively engaged in the workforce, thereby increasing self-sufficiency and reducing poverty.

Currently, our NCWorks NextGen has two providers that work with young adults in the Capital Area region. All of the Johnston County youth participants are served by Johnston County Industries (JCI). The Wake youth participants are served through Educational Data Systems, Inc. (EDSI). Starting July 1, 2022, EDSI will also be serving Lee and Chatham County youth. Both providers are seeing success with apprenticeship programs.

JCI in partnership with Johnston County Public Schools, the Towns of Benson, Clayton, Selma, and Smithfield, and ElectriCities (a membership organization including public power communities in North Carolina, South Carolina, and Virginia) developed a pre-apprenticeship program to help students develop their career potential as an Electrical Lineman during and after their senior year of high school. This pre-Apprenticeship program was formed to address those needs of increasing the pool of potential future line workers as well as providing students with an avenue to attain a satisfying, high-paying career without the bondage of enormous debt. EDSI, in partnership with the Raleigh-Durham Joint Apprenticeship and Training Committee, developed a pre-apprenticeship program to help students develop their career potential in the Electrical field. Both programs have continued to be successful and have resulted in employment opportunities for youth participants in these two Skill Trades fields.

Plans are to expand the Apprenticeship Prep program to include Information Technology in program year 2022. Two training providers (Wake Technical Community College and RTriad Enterprises, LLC) have already been selected for this project.

NCWCC staff use NCCareers.org with customers to provide insight into customer's interests and aptitudes as well as to access labor market information. These assessment results are shared and reviewed with the customer to assist them in making informed career and

education choices. A link to the NCCareers.org site is posted on the NCWorks splash page for convenient access for virtual customers.

III. NCWorks Commission

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

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

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

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

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

To ensure local employers are aware of the wide array of business services offered, Capital Area Workforce Development business services staff engage in outreach activities with local employers. These engagements include, but are not limited to, conducting standard promotional and follow-up calls, participating in employer-focused events at the local chambers of commerce, attending networking events, participating in job fairs and career expositions, engaging in strategic planning along with economic development, and by leveraging social media platforms such as LinkedIn and Facebook. As a member of local Chambers of Commerce, CAWD is sometimes asked to present to the Chamber members the many services available to them. Additionally, Capital Area works to maximize the effectiveness of the NCWorks system to identify employers that could benefit from business services. More specifically, business services staff generate NCWorks employer-specific reports to quickly identify both newly registered and returning employers using NCWorks to enter job openings and identify new talent. Business services staff then use these reports to plan targeted outreach to the employers that fall within their assigned territories to assess their individual business needs and provide information on available business services.

CAWD hosts quarterly meetings to convene partners including other employer-facing workforce program representatives. The quarterly meeting agenda includes CAWD updates and performance

and partner updates. It is also used as a time for information sharing about projects, events, employers that are hiring and newsworthy information that is taking place throughout the community. Partner agencies that attend these meetings include DWS, Vocational Rehabilitation, Community College, Capital Area Re-Entry programs, Public School Systems, Departments of Social Services (or Human Services), NextGen Centers, NCWorks, Telamon Corporation, Dorcus Ministries, Police Departments, Community Action, Community Success Initiative, Literacy Councils, Step-up Ministries, NCBA, Family Promise, Passage Home, etc. Many of these are employer-facing workforce programs.

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

CAWD takes a two-pronged approach to business support: Business Engagement (WDB staff) and Business/Employer Services (Service Provider staff - Talent Employment Solutions).

WDB staff includes a Business Engagement Director and a Small Business Manager (funded by Wake County Government). While the Business Engagement Director is focused on strategic partnerships and initiatives, the Small Business Manager is focused on CAWD's entrepreneurship initiative. Business/Employer Services staff serve in the Talent Employment Solutions (TES) function at the NCWorks Career Center and include: a Business Services Manager, four Business Services outside Consultants, two and a half Job Seeker Consultants, one and a half Job Order Consultants and a TES Program Assistant. There is also one Local Veterans Employment Representatives (LVER) in Wake County, one half LVER (hybrid, half LVER and half DVOP) staff in Johnston County and two hybrid (half DVOP and half LVER) Veteran staff split between Lee, Chatham and Harnett counties.

The Business Services Manager is the manager of the TES function. The Business Services Consultants provide direct one-on-one support and service to employers. The Job Seeker Consultants work directly with job ready individuals to match them with the jobs sourced by the Business Consultants. The Job Order Consultants work directly with businesses to ensure that their job postings are descriptive, concise, and accurate to ensure the right candidates are referred. The TES Program Assistant supports the business services team but does not provide any direct business outreach. LVER staff perform outreach to local businesses and employers to advocate for the hiring of veterans. The staff members of the TES team are from either the service provider staff or DWS. Currently all of the staff in Lee and Chatham counties do some business services in addition to their regular WIOA program work. However, beginning July 1, 2022, there will be business services staff dedicated to business services in Lee and Chatham counties.

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

CAWD's effort to increase brand awareness has been ongoing. NCWorks and NextGen Career Centers and CAWD are both creating quality social media content that includes services for job seekers and businesses, such as apprenticeship opportunities, reentry services, job training scholarships, etc. In addition, we will be producing more people-forward content to give each brand personality and voice. Examples are amusing staff activities, lively video podcast conversations, or

highlighting new technologies that are being implementing for career exploration (virtual reality) and customer convenience (Simply Text). It's important that target audiences see content that is not only informative but also resonates with them.

We will also increase the use of traditional methods that are relatively low-cost yet effective, such as geographically targeted direct mail, and email campaigns to engage job seekers and business leads captured by the CAWD website. More than 40% of job seekers and businesses that reach out through our website contact forms convert to customers. If we can keep the remaining 60% informed, engaged, and cultivate a relationship, they are more likely to convert to customers when they are ready.

CAWD is also investigating advanced technology such as SEM (search engine marketing) which puts brands in front of motivated people who are looking for our offerings online and are ready to act. No other advertising medium places your information directly alongside a user's query about your services. This could be an important step in reaching new generations entering the workforce.

4. Describe how the Local Area WDB and the partners identify and address local challenges for job growth and business expansions.

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.

The Capital Area region has been recognized as one of the strongest economies in the nation and a top market for new and existing industry investments. This success is due in large part to the collaboration efforts that exist between our private and public sectors. This collaboration is thriving and evident throughout our partner ecosystem - comprising economic and workforce development, education, government, chambers of commerce and community partners. This partner network is led and shaped by business and industry and shares a common goal of driving growth and prosperity for our community and citizens.

Capital Area Workforce Development Board recognizes the importance and value of frequent and meaningful engagement with our business community and partner agencies. This ensures we are continually aligning our services and initiatives to the demands of the market and addressing local needs. These opportunities to network, share and learn are vital and include events such as quarterly partner meetings, 1:1 customer meetings and signature regional events. The strength of these partnerships that have been built and fostered over the years have resulted in our ability to be proactive and innovative in our solutions and service delivery.

As a collective partner network, we rely heavily on the use of data to help us make informed and appropriate decisions related to priorities, programs, funding and initiatives. In order to fully understand opportunities and challenges that exist for our market, we must consider timely and relevant data points such as growth in industries and occupations, educational attainment, skills and credentials of value and wage trends. This baseline knowledge is critical to our success.

CAWD has already joined a regional workforce development collaborative focused on Lee and Chatham counties, the Community Engagement and Manufacturing Awareness. The Community Engagement and Manufacturing Awareness group includes Central Carolina Community College,

EDPNC, CAWD, and community organizations. The purpose of this group is to identify key areas for employers to consider opportunities to meet the needs of the workforce, define accessible pathways to support individuals in entering manufacturing, and to increase the awareness of and interest in quality manufacturing occupations with individuals in our communities.

CAWD is also a partner in the Johnston County Workforce Alliance. The goal of this alliance is to develop a workforce development strategic plan designed to grow, recruit and retain a highly-skilled competitive workforce in Johnston County. Partners in this initiative include Johnston County Economic Development, Johnston Community College, Johnston County Public Schools System, NCWorks Career Center and local Chambers of Commerce. One of the outputs of this group is to support the development of the strategic plan and a study of the region. By coming together as a regional partner collaborative to develop this study and engage business and industry for their expertise, the study will identify workforce needs to current and future talent pipeline needs, weaknesses in skills sets as well as gaps in those offerings that present barriers to attraction, development and retention of workers. A well defined vision with a specific action plan is the expected outcome of the Alliance's work in the next year.

As mentioned earlier, CAWD has partnered with Wake County Economic Development and the City of Raleigh in 2017 and again in 2020 to develop a regional skills analysis. The regional skills analysis was launched in March 2020 to provide a follow-up to the 2017 Triangle Talent report, which highlighted critical skills needed in growing industries including IT, life science, and construction and skilled trades. With the onset of the pandemic and economic crisis in 2020, the team quickly pivoted to re-frame the survey as a tool to inform economic recovery. Giving businesses more time to respond in light of unprecedented economic changes, the survey revealed data not only on workforce and hiring, but on sentiment related to growth amid the economic crisis. In partnership with Wake County Economic Development, Raleigh Chamber of Commerce, City of Raleigh, Capital Area Workforce Development Board, and RTI International, the survey was deployed to businesses across the Research Triangle region and a parallel effort was launched by the Cape Fear Collective and the Wilmington Chamber in the Cape Fear region.

Our region's growth trajectory and tight labor market requires that we keep collaboration and partnerships a strategic priority. Regularly engaging at a local level with business leaders and community partners helps us stay on top of evolving needs while fostering innovation, diversity and flexibility in our approach.

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

CAWD develops new solutions with a three-pronged approach. Staff reviews internal and external data such as regional Labor Market Data and employment success of customers. Staff researches best practices in the workforce locally, nationally, and internationally. Finally staff stays informed on funding opportunities. When a need is seen in the data, staff seeks out best practices that address the need and adapt it to fit the local environment, then seek partners or funding to implement the new solution.

In the last few years, CAWD has received several local, state, and federal grant opportunities to fill gaps in service delivery and to support innovative ideas for service delivery. A local example is

funding received from Wake County Government to initiate an entrepreneurship program, a state example is funding that we receive from the Department of Public Safety to serve as intermediary for the Wake Local Reentry Council, and federal is the CAREER grant we received to serve historically marginalized communities.

6. Is the Local Area WDB engaged in work-based learning? If so, please describe how the Local Area WDB is engaged in work-based learning projects with local employers.

Capital Area's Business Services Team promotes the value and benefit of work-based learning during their meetings with employers and in business presentations. Because work-based learning encompasses Work Experience, OJTs, Incumbent Worker and Apprenticeship and each employer situation can be different, Capital Area's approach to serving businesses is a solutions-based approach tailored to meet the employer's needs.

Capital Area's Business Services Team is structured by industry for Wake and Johnston Counties and will include Lee and Chatham Counties beginning July 1, 2022. This allows for each Business Consultant to have a working knowledge of their industry including the challenges employers face with talent development. Each Business Services Consultant has a specific goal to execute work-based learning contracts in their work plan. Work-based learning allows employers to fill their openings with willing and ready candidates and mitigate some of the costs associated with bringing on a new hire.

CAWD's Business Engagement Director is the point of contact for Incumbent Worker. She works with businesses at all stages of the grant: interest, application, execution, and completion. If the Business Services team identifies an employer interested in learning about Incumbent Worker, the consultant provides a warm handoff through an email introduction to the Business Engagement Director. In addition, the Business Engagement Director includes work-based learning in presentations to businesses and business organizations to increase awareness.

In program year 2021, Wake County awarded ARPA funds for Small Business Workforce Development activities specifically focused on those small businesses owned by minorities, women or individuals with disabilities. This grant includes OJT, Work Experience and Incumbent Worker.

IV. NCWorks Career Centers

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

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

1. Identify PY 2022 NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2022 NCWorks [Career Center Chart](#). [WIOA Section 121(b)(1)(A) and (b)(1)(B)]
Name document: Local Area Name PY 2022 NCWorks Career Centers.

Attached Document: Capital Area Workforce Development PY22 NCWorks Career Centers

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

Capital Area solicits proposals for the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider through a Request for Proposal (RFP) process every four years.

Equus Workforce Solutions was awarded the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider contract in both Wake and Johnston Counties. The competitive RFP process took place from December 2018 to March 2019. The contract award began on July 1, 2019 and was for one year. Contract extensions for the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider in the Capital Area are available for up to three additional years based on performance, quality of services, responsiveness of providers, and the ability to meet contract expectations. A solicitation for proposals may be released sooner due to circumstances including, but not limited to, termination of a contract due to contractor performance, and funds availability.

Capital Area will expand its current One-Stop Operator/Adult/Dislocated Worker contract to include Lee and Chatham counties for PY22. Capital Area will be releasing a new RFP in December 2022 for PY23 (to start July 1, 2023).

The goal of Capital Area Workforce Development is to ensure fair and lawful award of public funds to qualified, eligible service providers. Procurement of the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider, to conduct Workforce Innovation and Opportunity Act activities, is accomplished through a competitive procurement process, as follows:

1) The competitive procurement process starts with the release of the Request for Proposal. To ensure that the notification is viewed by the public as well as local, state, and federal employment and training agencies, the notice is posted in newspapers (including at least one minority publication), Capital Area Workforce Development's website, Wake County Government's website, National Association of Workforce Development Boards' website, and emailed electronically to an established list of adult employment and training agencies across the country.

2) After the notification is released, a Pre-Proposal Information Session is then conducted by Capital Area and Wake County Procurement Service staff to discuss the RFP and answer any questions. Attendance at the session is recommended, but not required for agencies responding to the proposal. Questions, other than those addressed in the session, must be emailed or faxed to Capital Area before the established due date. The RFP provides clear guidelines on the submission requirements and the proposal deadline date and time. Proposals are not accepted after the deadline.

3) The Proposal Review Panel consists of Capital Area Board members and Capital Area staff. In selecting an organization for one-stop operator/adult and dislocated worker services,

primary consideration is given to the demonstrated effectiveness of the organization in delivering comparable services, overall quality of the proposed plan of services, the likelihood of meeting or exceeding federal Performance Indicators, and cost. In addition, consideration is given to a strong record of integrity, business ethics, fiscal management, and accountability; staff qualifications and technical skills to perform the work; and the ability of the organization to meet service delivery requirements at a reasonable cost. As part of the proposal review and selection process, the top 3-5 respondents, based on the reviewers' ratings, are required to meet with the Proposal Review Panel to briefly discuss their proposal and answer questions.

4) After the review process is completed by the Proposal Review Panel, the Panel presents a recommendation to the Board at the scheduled Board meeting for Board approval. The selected respondent receives written notification of the award. The non-awarded respondents will also receive written notification with the instructions on how to request a debriefing or appeal, as follows.

- a. The debriefing must be requested in writing to the Capital Area Workforce Development Executive Director within ten (10) working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals are not considered.
- b. The appeal request must be submitted in writing to CAWD Executive Director within five (5) working days following a debriefing. An appeal request must identify an issue or fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the RFP document. Appeal requests not based on those conditions are not considered. Appeal requests are rejected as without merit if they address such issues as professional judgment on the quality of a proposal or the CAWD's assessment of Local Area needs, priorities, or requirements. The CAWD Executive Director will issue a decision within five (5) working days of receipt of a written appeal. The decision will be final.

Funds for One-Stop Operator/WIOA Adult and DW Services are provided under a cost reimbursement contract, for the services provided during program delivery, between Capital Area and the service provider. CAWD now also uses a pay for performance model for all service providers that include profit in their budget.

3. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]
 - a. Provide a description of how Career and Training services are provided to adults.
 - b. Provide a description of how Career and Training services are provided to dislocated workers.
 - c. Provide a description of how Career and Training services are provided to youth.

a./b. Capital Area provides career and training services to adult and dislocated worker customers through an Integrated Service Delivery (ISD) model in the NCWorks Career Centers. This model better serves our citizens and businesses by responding to customer needs, not just program requirements. It creates a seamless delivery system and improves customer services. The ISD model assists people in accessing the career and training services they need to get back to work and helps businesses connect with qualified workers.

Through the ISD model, all services are organized around three interrelated functions: Talent Engagement, Talent Development, and Talent Employment Solutions (Business Services). The expectation is that all function areas will work closely together to provide seamless services. Although individual functions may have primary responsibility for a set of customers, specific functions, or a specific service, all parts of the system must rely on each other and work closely together to ensure NCWorks performs, produces, and delivers the highest quality services for its customers.

As of July 1, 2022, the Capital Area NCWorks Career Center system will include: three Tier I Centers, one in Wake County, one in Johnston County, and one in Lee County; five Tier II Centers, four in Wake, and one in Chatham; and two NextGen Centers, one in Wake County and one in Johnston County (youth services in Lee and Chatham counties are provided through the NCWorks Career Centers and are not separate Centers). All Centers providing Adult services operate under the Integrated Service Delivery model.

Plans are to recertify the Capital Area Career Centers by October 31, 2022 to include: two Tier I Centers, one in Wake County and one in Johnston County; six Tier II Centers, four in Wake, one in Lee County and one in Chatham County, and two NextGen Centers, one in Wake County and one in Johnston County.

c. Capital Area provides career and training services to youth through the NextGen Career Centers using the following Capital Area NextGen Framework:

CAPITAL AREA NEXTGEN FRAMEWORK

The Capital Area NextGen Framework consists of five components. These are Education, Career Pathways, Career Experience, Leadership Development, and Wrap Around Services.

Educational opportunities are readily available to youth and young adults to help them achieve long-term goals, as well as access resources, tools, and services. Occupational skills training, high school equivalency, classes, and tutoring are focused on preparing youth and young adults for high-demand occupations. Youth are assessed through interest and aptitude assessments. Youth activities in education are assessed and monitored by the case manager to ensure they are completing and succeeding in their courses. Additional assistance in high school equivalency classes, OST, or post-secondary activities can be offered through tutoring, on and off-site.

Career pathways versus “jobs” are the focus for youth and young adults employment and training. A clear path from education into the workforce is provided through career pathways that include integrated services, diverse training, career readiness, partnerships, and other unique features. This component offers career exploration, labor market information, soft skills training, job fairs and industry tours. The case manager works with the youth at enrollment and throughout the program, particularly regarding the Individualized Service Strategy (ISS). The ISS details the path each

youth needs to take to complete short and long-term goals. A Career Pathway is reflected in this ISS, and it is assessed at least every 90 days to ensure the youth is still on the appropriate path and can be changed, if necessary, to meet their needs.

Career opportunities, entrepreneurship, and work-based learning must be available to each youth and young adults in the program. Local businesses are engaged to provide internships, job shadowing, on-the-job training, and pre-apprenticeships. These workforce activities are closely monitored by a case manager and on-site supervisor to ensure youth are completing all duties in their role, obtaining efficient skills, and complying with all rules and regulations at their worksite. Throughout the course of the youth's work experience and OJT, case managers will assess the youth's newly acquired skills, identify additional employment barriers, and participate in workshops to emphasize resumes, soft skills, and mock interviews to assist them further once the work experience is complete and they are applying for unsubsidized employment.

Leadership development must be a strong aspect of the local Workforce Development Boards youth and youth adult program design. Opportunities for youth and young adults to participate in community service, peer-centered activities, classroom development, mentoring, and soft skills training are available. Other activities include youth leadership weeks, financial literacy, and personal development. Youth who are leaders in the program are evaluated to determine if they can be on the Youth Advisory Committee, which meets monthly to plan special events and hold forums on the program. Youth will attend leadership workshops and community events, volunteer throughout the year on and off-site, and positively represent their youth program.

And lastly, NextGen staff work with state and local community organizations to ensure that wrap-around services are available to meet the needs of their youth and young adults in different ways. Partnerships must include Vocational Rehabilitation, Departments of Social Services, Adult Basic Education, and juvenile justice.

- a. After enrollment, all youth will have an objective assessment completed which identifies service needs, academic levels, goals, interests, supportive service needs, and measures barriers and strengths. It also includes a review of basic and occupational skills, prior work experience, work readiness, and developmental needs. The results of a comprehensive objective assessment assists in the development of an Individual Service Strategy (ISS).
- b. Supportive Services such as transportation, childcare, clothing, car repair, etc. are provided as needed to youth to help them participate in WIOA youth activities. NextGen staff look for other resources before providing them through WIOA funding. Youth are assessed on a regular basis to determine continuation of the supportive services that are provided or to determine if any additional supportive services are needed.
- c. Youth are assessed at enrollment to not only determine their career interests but to determine what developmental needs they may have that may be a barrier to them being successful in completing their goals. NextGen staff works closely with community partners to leverage resources such as tutors, mentors, and mental health assistance. Staff will also assess youth skills using YouScience to determine what skills they may have, and which Career Pathway will best fit their abilities.

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

Training Services are available to individuals who have been determined to need specific occupational skills training or skills upgrading to obtain employment, and who possess the requisite skills and abilities necessary to successfully complete the selected coursework, and who select occupational training directly linked to employment opportunities. All customers interested in receiving training services must complete orientation, registration, an assessment, and meet one-on-one with Career Center staff to determine the need for training. Each customer interested in receiving training services must complete a scholarship application. This application includes a process for the customer to research the occupation of interest through labor market data to determine if it will provide them with sustainable employment. Once the scholarship application is completed and returned to the Center it will go through a review process and may be approved.

A customer, who has been interviewed, evaluated, or assessed by a Career Center staff, is eligible for training if he/she meets one of the following conditions:

Condition 1- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through the career services alone;

Condition 2- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;

Condition 3- Has the skills and qualifications to successfully participate in the selected program of training services;

Condition 4- Has selected a program of training services that is directly linked to employment opportunities in the local area or planning region, or in another area to which the individual is willing to commute or relocate;

Condition 5- Is unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds or Federal Pell Grants, or requires assistance in addition to other sources of grant assistance, including Federal Pell Grants;

Condition 6- Is determined eligible in accordance with the State and local priority system in effect for adults if training services are to be provided through the adult fund stream; or,

Condition 7- Is a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination. If the petition is certified, the worker may then transition to TAA approved training. If the petition is denied, the worker will continue training under WIOA.

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

Follow-up services are provided, as appropriate, for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. While follow-up services must be made available, not all the adults and dislocated workers who are registered and placed into unsubsidized employment will need or want such services. Follow-up is viewed as an extension of

the program during which staff help participants create their own solutions to the challenges they may continue to face as they transition to employment.

The type of appropriate follow-up services may vary based on the needs of each individual. Participants who have multiple employment barriers and limited work histories may need significant follow-up services to ensure long-term success in the labor market. Other participants may identify an area of weakness in their skills prior to placement that will affect their ability to progress further in their occupation or to retain their employment.

Follow-up services will help support each participant in maintaining employment and will provide a continuous link to the workforce system, including referral networks and partner programs.

In the Capital Area, follow-up services may include, but are not limited to:

- additional career planning and counseling
- counseling regarding the workplace
- contact with the participant's employer, including assistance with work-related
- problems that may arise
- peer support groups
- career pathway development
- information about additional educational opportunities
- information and referrals to supportive services available in the community
- case management administrative follow-up
- assistance in securing better paying jobs
- other services

The frequency of follow-up will align with the needs of the individual. Additional contacts will occur if the participant initiates them or if staff identifies a need for them. A consistent message during each follow-up contact will ensure participants know the NCWorks Career Center services are available to support them, even after follow-up ends.

6. Describe how

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).

The Instructional Coordinator provides oversight and conducts training that includes an overview of NCWorks online, integrated service delivery (ISD) along with one week of job shadowing a high- performing staff in all functional areas to gain a broad understanding of service delivery. The initial onboarding training must be completed within fifteen days of hire. All new hires with the CAWD career center system are required to complete the training and sign off on the onboarding checklist. Once that is completed, staff can gain access to NCWorks Online. Afterwards, Center staff is provided 2-3 weeks of one-on-one training with the Team Lead or Senior staff person and functional manager on their job specific role and responsibilities to ensure they are equipped and up to speed. Daily check-ins and recaps are held with the functional manager to ensure adequate progress is occurring. State mandated training must be completed within required timeframes. Volunteers and partner staff complete a one-day training session. During the session they are provided an overview of NCWorks.gov, the ISD model, and an overview of programs

and services offered at the center. Additional in-person and virtual training is available for volunteers. The volunteers only assist customers in the Resource Area (RA).

Capital Area does not dictate or require there be a specific training timeline for the service providers. The Operator is responsible for ensuring training takes place as required. Training schedules may vary depending on the staff, the trainer(s), the environment and the center activities.

- b. Long after the initial start date does staff have full access to [NCWorks.gov](https://www.ncworks.gov)?

Staff have full access to NCWorks.org after the initial 15 days of onboarding.

- c. The staff development activities reinforce and improve the initial training efforts.

CAWD is committed to ensuring that NCWorks Career Center staff have access to a variety of ongoing training and professional development options including attending workforce conferences, NCWorks Training Center online courses (including customer service and Equal Opportunity), The Academy and LinkedIn Learning courses, IBM SkillsBuild, Customer Service, Workforce GPS, industry roundtable events, etc. The majority of the Career Center staff in the CA have completed the Facilitating Career Development (FCD) training course. Additional cross training occurs at the Career Center located at Tillery Place in person or through a virtual platform. For instance, training on Diversity, Equality, and Inclusion, Customer Service, Working with Special Populations, Reentry Simulation, Mental Health, etc.

- d. Describe the specific training that staff receive around diversity, equity, and inclusion.

Two training sessions were offered pertaining to Diversity, Equity, and Inclusion:

- 1. Diversity, Equity, and Inclusion for the Healthcare Employee offered to service provider new hires and on demand; and,**
- 2. Diversity, Equity, and Inclusion training offered through the SkillsBuild platform was required for all Career Center staff by Capital Area.**

Both trainings on Diversity, Equity and Inclusion learning objectives focused on the following:

- Define diversity, equity, inclusion, and belonging**
- Understand the business case for creating a diverse, equitable, and inclusive workplace**
- Mastering the skills to champion inclusion such as becoming aware of your biases and active listening**
- Explore common strategies for building a DEI practice, including task forces, Employee Resource Groups, and learning opportunities**

CAWD also hosts an Annual Kick-Off which is a day of training that focuses on Policy and Procedures, Performance, Team Building and identified staff areas of improvement. CAWD staff works with the NCWorks/NextGen Career Centers leadership to identify areas of

improvement for staff and address them through technical assistance during the Kick-Off. Another proven effective strategy incorporated is ongoing peer observations that occur regularly throughout the center.

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

One-Stop Career Centers provides Trade Adjustment Act (TAA) services through the Tier I NCWorks Career Centers. All TAA customers are co-enrolled in the WIOA Dislocated Worker program to ensure the timely provision of individualized career services and improve the overall effectiveness of the TAA program. TAA staff also works closely with WIOA staff in Capital Area's Region to best serve the customers with their job search and training needs. When possible, WIOA staff and TAA staff work together to share common forms to avoid duplication of efforts. All documentation, including Individualized Employment Plans, Objective Assessments, employment and training goals are uploaded into NCWorks Online. TAA funds are utilized first to pay for training costs and WIOA DW funds are used to supplement services as needed beyond what is available through TAA. For Level II centers, Customers who are eligible for TAA will be referred to the Tier I centers or they will receive needed services virtually through the contact center.

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

For CAWD, NCWorks Career Centers provide Priority of Service to veterans and eligible spouses and immediately work to assess their needs and provide services. Career Center staff provide in-person and virtual services during scheduled hours at each location. As part of Priority of service, veterans are also given the opportunity to view and apply for newly posted positions within NCWorks prior to the posting being made available to all other job seekers. The center hosts job fairs targeting veterans and, typically, veterans are also given priority during recruitment events, job fairs, and training opportunities. The center also presents to community agencies, chambers of commerce, and employers to attract veterans to our local Career Centers as well as enhanced services in the community. Both CAWD Tier 1 NCWorks Career Centers have either a Local Veteran Employment Representative (LVER), or a Disabled Veteran Outreach Program (DVOP) or both located on staff to help veterans with significant barriers to obtain employment.

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

The NCWorks Career Center provides an array of career services to serve persons with disabilities including providing specific tools to assist this population with their job search and employment-related needs:

- **Screen enlargement and magnification features are used for customers with vision difficulties (magnifying glasses/full page magnifiers)**
- **Specialized software (ZoomText, JAWS, Kurzweil 3000 software (Learning Disability),**
- **Headphones are made available for customers with hearing difficulties**
- **TSS telephone available for use**
- **Emergency lights / well-lit space and amplified fire/smoke alarms**
- **Staff available to read screens / forms as needed**

- Referrals to organizations such as DHHS-Division of Services for the Blind and NC Center for the Blind, DHHS – Division of Services for the Deaf and Hard of Hearing

In an effort to strive for greater collaboration with organizations that serve persons with disabilities, the NCWorks Career Centers has connected with Community Workforce Solutions and Vocational Rehabilitation to champion the referral process between the two agencies in order to strengthen its relationship and create strategies to effectively serve customers. This will continue to include facilitating job clubs and an annual job fair hosted by the Centers. Customers are registered in NCWorks and are referred appropriately to available services and resources. Peer-to-peer training is offered to ensure center staff are aware of the best possible resources available for the job seeker and employment opportunities that will meet the individual needs of each job seeker.

CAWD will partner with organizations to educate and better serve persons with disabilities. For example, CAWD was instrumental in working with Disability:IN North Carolina to explore best practices, incorporate cultural changes which resulted in NCEC staff developing virtual tools and training for Workforce Development Boards to Expand Disability Employment and Inclusion. The Capital Area Executive Director is part of the “Disability:IN North Carolina” steering committee and will continue to provide leadership and guidance in ensuring that career centers have access to relevant information. The Director worked with this team to identify training needs for career centers across the state related to serving individuals with disabilities. The NCWorks Career Center continues to seek opportunities to collaborate with organizations that service persons with disabilities.

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

CAWD has a two-pronged approach to our service delivery strategy for serving employers: business engagement and business services.

CAWD Business Engagement focuses on the strategic aspects of serving Employers such as working with economic development, local business and industry groups such as Chambers of Commerce or a regional alliance. The Business Engagement Director is the initial point of contact for an Employer. After an introductory call or meeting, the Business Engagement Director does a warm handoff introduction to the Business Services Manager with specific needs of the Employer highlighted in the introduction. The only service directly supported by the Business Engagement staff is Incumbent Worker Training. All other services are directly supported by the Business Services Team.

Business Services at the NCWorks Career Center falls under the Talent Employment Solutions Function. Direct Business Services are provided by the Business Services Manager and a team of Business Services consultants. The Business Services consultants are assigned to a specific industry and work directly with Employers. Employers are assigned to a Business Services consultant familiar with the needs of their specific industry/sector.

Outreach strategies are discussed and coordinated between the Business Engagement Director and Business Services Manager to avoid any duplication of efforts. As an example, when performing

outreach for an event, Business Engagement will set the objectives and timeline while Business Services will perform the necessary activities to achieve that objective.

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

Capital Area currently has a strong linkage with the Division of Employment Security regarding the unemployment insurance (UI) program. Both the Eligibility Assessment Interview (EAI) and the Reemployment Services and Eligibility Assessment (RESEA) programs mandate that unemployed customers that are able and available for work meet with NCWorks Career Center staff for career counseling and job placement services. As a part of the integrated process, all of our customers, including RESEA, EAI, and the universal population, will receive orientation on available services and resources, including partner services and any other pertinent resources to ensure a successful return to employment.

In addition to providing UI Fact Sheet information, an initial assessment of skill levels, aptitudes and abilities will be conducted to determine appropriate supportive service needs and potential next steps of services. Based on the initial assessment, an appropriate combination of services will be considered in response to the individual needs of the customer as they move through needed career and training services to achieve their career objectives. Center staff will also conduct follow-up appointments as required by the RESEA program. The Career Center also works with the NC Division of Employment Security on issues involving unemployment insurance claims and potential cases of fraud.

During the height of COVID-19, Capital Area's Executive Director worked closely with the Assistant Secretary of the NC Division of Employment Security to obtain monthly reports regarding UI claims that were drilled down to the local area so each local area could understand the monthly impact in their area for unemployment. This helped each local area in strategically planning for what to expect in their Centers and how best to address the needs.

12. Attach a flowchart for services – flowchart must include:
- initial one-on-one interviews with customers,
 - NCWorks.gov dual registration,
 - skills assessments, and
 - determination of the need for further services.

Name document: Local Area WDB Name Services Flowchart 2022.

Attached Document: Capital Area Workforce Development Services Flowchart 2022

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

Attached document: Capital Area Workforce Development NCWorks Career Center MOU Provided is the PY21 MOU. The MOU for PY22 will be provided after it is completed.

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

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and

Capital Area Workforce Development (CAWD), as the oversight entity under the Workforce Innovation and Opportunity Act (WIOA) for Wake, Johnston, Lee and Chatham Counties, takes seriously their role of ensuring WIOA funds are spent in an efficient and effective manner as prescribed by the Act. This responsibility includes conducting objective quality assurance reviews and providing technical assistance to all centers and service providers.

Capital Area will utilize its enhanced Quality Assurance (QA) Review process for WIOA activities. All reviews will be conducted by the Capital Area Workforce Development Review Team. Members of this team include the Adult Workforce Specialist, Youth Workforce Specialist, Workforce Development Specialist, Accountability Specialist and the Accountant. Centers will have at least one review a year. Additional reviews are contingent on center designation (Tier 1, Tier 2, Specialized or Partner sites) and past performance. The review may be announced or unannounced. Full reviews will include four (4) components: Programmatic, Center Operations, Fiscal, and Equal Opportunity. Partial reviews will only include the Center Operations component. All Centers will be included in the QA process at some level.

Tier I Centers & NextGen Centers will be monitored with a full announced review at least once per year. Additional reviews will occur as determined necessary by a risk assessment conducted at the end of the previous year. Partial reviews and unannounced visits will take place throughout the year to ensure services are being provided as required by Capital Area.

Tier II Centers will be monitored using the Center Operations component only and may be announced or unannounced.

At the beginning of the year, a schedule of the announced visits will be sent out to the Centers so they will know in advance. The full QA process will take place over a month. A desk review is conducted during the first two weeks of the review and will include an on-site visit. The exit will take place during the third week and a final report is sent to the Center. If there are items to be addressed, the center is given five (5) days to correct eligibility items and ten (10) days to correct all other items. A follow-up check is conducted to ensure everything is addressed as requested.

The partial QA review will take place over a few weeks. The site visit will be either a half-day or full day depending on the size of the location. A final report is sent to the Center Manager and may include items to be addressed. The Center is given ten (10) days to correct all items. A follow-up check is conducted to ensure everything is addressed as requested.

For each review a Prime is assigned to handle the review process. This staff person from the QA team ensures everything is being done according to the QA guidelines from the beginning to the end of the review process.

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

See attached MOU for the roles of the NCWorks Career Center partners. Resource contributions are provided in the chart below. *(This information is from the PY21 MOU, PY22 MOU will not be available until sometime in August 2022.)*

NCWorks Partner	Infrastructure Total Share \$	Funded	In-kind	Payment	In-kind Description	Partner Contact (Name, Organization, Address, email and phone number)
WIOA Title I: Adult, Dislocated Worker, and Youth formula programs;	\$332,741.17	Yes	No	Mthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 2321 Crabtree Blvd, Suite 200 Raleigh, NC 27604 pat.sturdivant@wakegov.com 919.856.6048
WIOA Title I: Job Corps	\$9,875.46	Yes	No	Mthly	N/A	Norman Turner Adams and Associates, Inc. Job Corps Center - Kittrell 1096 U.S. Highway 1 South Kittrell, NC 27544 Turner.Norman@jobcorps.org 252.438.6161
WIOA Title I: YouthBuild	\$518.51	Yes	No	Mthly	N/A	Pat E. Sturdivant <i>(see above listing for contact information)</i>
WIOA Title I: Native American programs	N/A	N/A	N/A	N/A	N/A	N/A

WIOA Title I: National Farmworker Jobs Program (NFJP)	\$1,587.03	Yes	No	One-Time Payment	N/A	Susan Oney Telamon Corporation 5560 Munford Rd.; Ste. 201 Raleigh, NC 27612-2621 soney@telamon.org 919.851.7611
WIOA Title III: Wagner-Peyser Act Employment Service (ES) program; WIOA Title III: Trade Adjustment Assistance (TAA) activities; Jobs for Veterans State Grants (JVSG) programs	\$368,504.71	Yes (\$182,963 .65)	Yes (\$144,79 9.04)	NFA	IT, Telephone, Office Supplies	Jordan Whichard NC Department of Commerce 301 North Wilmington Street 4336 Mail Service Center Raleigh, NC 27699-4346 Jordan.whichard@nccommerce.com 919.814.4695
Senior Community Service Employment program (SCSEP)	\$3,291.82	Yes	No	NFA	N/A	Kathryn Lanier NC Department of Health and Human Services Division of Aging and Adult Svcs 693 Palmer Drive Raleigh, NC 27603 kathryn.lanier@dhhs.nc.gov 919.855.3400
Unemployment Compensation (UC) programs	\$75,409.00	Yes	No	NFA	N/A	Jordan Whichard NC Department of Commerce 301 North Wilmington Street Raleigh, NC 27601-1058 Jordan.whichard@nccommerce.com 919.814.4600

Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007) – Capital Area WD grant	\$3,534.00	Yes	No	Mthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 2321 Crabtree Blvd, Suite 200 Raleigh, NC 27604 pat.sturdivant@wakegov.com 919.856.6048
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs	\$481.00	Yes	No	NFA	N/A	Gilda Rubio-Festa NC Community College System 200 West Jones Street Raleigh, North Carolina 27603 rubio-festag@nccommunitycolleges.edu 919.807.7132
Carl D. Perkins Career and Technical Education programs	\$633.00	Yes	No	NFA	N/A	Bob Witchger NC Community College System 200 West Jones Street Raleigh, North Carolina 27603 witchgerb@nccommunitycolleges.edu 919.807.7126
WIOA Title IV: Vocational Rehabilitation (VR) Services program	\$13,981.00	Yes	No	NFA	N/A	Judy Cajigas NC Department of Health and Human Services Divisions of Vocational Rehabilitation Services, Services for the Blind, and Services for the Deaf and Hard of Hearing 805 Ruggles Drive 2801 Mail Service Center Raleigh, NC 27603 judy.cajigas@dhhs.nc.gov 919.855.3591
WIOA Title IV: Services for the Blind	\$985.00	Yes	No	NFA	N/A	
Department of Housing and Urban Development Employment	N/A	N/A	N/A	N/A	N/A	N/A

and Training programs						
Community Services Block Grant (CSBG) programs	\$5,064.00	Yes	No	NFA	N/A	Kathy Sommese North Carolina Department of Health and Human Services Division of Social Services 820 S. Boylan Avenue Raleigh, NC 27603 Kathy.sommese@dhhs.nc.gov 919.527.6415
Temporary Assistance for Needy Families (TANF) program	\$5,362.00	Yes	No	NFA	N/A	Susan Osborne North Carolina Department of Health and Human Services NC Division of Social Services 820 S. Boylan Ave, McBryde Bld Raleigh, NC 27603 Susan.osborne@dhhs.nc.gov 919-527-6335
Community Success Initiative	\$21,042.87	Yes	No	Mthly	N/A	Dennis Gaddy Community Success Initiative 1830-B Tillery Place Raleigh, NC 27604 Dgaddy1@communitysuccess.org 919.614.2369
Centre for Home Ownership & Economic Development	\$6,787.63	Yes	No	Mthly	N/A	James Stroud Centre for Home Ownership & Economic Development 960 Corporate Drive, Suite 409 Hillsboro, NC 27278 jstroud@choedc.org 919.241.4718
Local Reentry Council	\$7,492.06	Yes	No	Mthly	N/A	Pat E. Sturdivant (see above listing for contact information)

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

Capital Area has been proactive in implementing a contact center called Access NCWorks. Access NCWorks is a multi-channel contact center that provides comprehensive career center services to individuals in its area. The original goal of the contact center was to complete virtual Wagner-Peyser enrollments and provide services to those individuals who may not be able to come into the center due to disabilities or transportation issues. However, we have found these services have superseded our expectations and customers are now using virtual services for many other reasons, including career services just for the convenience of it. Just as you may contact a call center when you are ordering something online, you can contact Access NCWorks for assistance with your job search and do it all by phone or computer via chat or web form. Access NCWorks has been exceptionally beneficial during the COVID-19 pandemic, inclement weather conditions, emergency situations and other times when CAWD had to close the NCWCC physical offices. NCWCC staff are able to provide services virtually using technology.

In addition to completing Wagner-Peyser enrollments and providing those services virtually, the NCWorks Career Center has expanded its capabilities to complete WIOA enrollments virtually as well as providing WIOA services. Since the Division of Workforce Solutions approved virtual enrollments in the NCWorks Career Centers during the COVID-19 environment, Capital Area provided strict guidance and approved a Standard Operational Procedure (SOP) for its Career Center system surrounding virtual enrollments. The purpose of the guidance is to establish a standard process for enrolling customers virtually into WIOA, which may lead to WIOA funded Work-Based Learning services (OJT, Work Experience), Training, and/or Supportive Services. The SOP addresses four critical areas noted as follows which encompasses the end to end process for virtual enrollments and recording services virtually:

- 1. Preparing a Client for a Virtual WIOA Enrollment**
- 2. Pre-WIOA Enrollment**
- 3. WIOA Enrollment**
- 4. Reference Documents**

Capital Area has adopted Google Duo as its video conferencing tool as well as DocuSign. Each customer that is virtually enrolled into WIOA must have their identity verified visually, documents must be uploaded into NCWorks Online per guidance, and staff must record appropriate services.

When career center staff are speaking to customers by phone, at least one of the conversations (prior to signing the application) must be done with video conferencing. Their identity must be verified visually using their image online against a state recognized photo ID (i.e. Driver's License, State or local government issued ID) and confirmed by comparing their face with their photo ID. Also, career center staff must confirm the last four digits of their Social Security Number and their Date of Birth. After confirming their identity, staff will enter a case note with the following:

- 1. A statement that you confirmed their identity visually**
- 2. Online platform (Google Duo) used to confirm their identity**
- 3. Photo ID used to confirm their identity**
- 4. Date and Time identity was confirmed**

Each time career center staff speak to the customer virtually, they must verify their identity by asking the following questions:

1. What is the last four digits of your Social Security number;
2. What is your date of birth; and,
3. What is your mailing zip code?

If the mailing zip code does not match, staff will ask for the mailing address used when creating their NCWorks account. Once confirmed staff can obtain the most up to date mailing address and update the NCWorks records accordingly. This process is critical to confirm career center staff are speaking to the correct person for security and confidentiality reasons.

In addition, career center staff encourage participants to upload a scanned copy or photograph of PII information directly into NCWorks.gov but should not email or text that scanned copy or photograph to career center employees. However sometimes this poses a challenge for some customers who are not computer savvy or have low technology skills. To combat this challenge the NCWorks Career Center has identified specific staff that can receive documents from customers in person. Center Staff must continue to follow Capital Area's redacting policy for any documents uploaded into NCWorks Online and they must rename documents (per Capital Area's policy) that are uploaded by individuals into NCWorks Online.

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

CAWD uses NCWorks and FutureWorks data to track and monitor performance measures. With each monthly data download in FutureWorks, the Accountability Specialist analyzes the current outcomes. This information is shared with all providers. Strategies are put in place to focus on areas of concern. If outcomes are not where they need to be, a written action plan is developed. The Accountability Specialist then meets monthly to review the action steps being completed and confirm that the action steps are having the desired results. Plans can change monthly as needed.

Also, a quarterly Managers meeting is held and all outcomes are broken down to the center level. This allows us to dig deeper and focus on strategies that may be needed at a specific center. Outcomes may be met or exceeded but CAWD wants all centers to be successful in their outcomes. This may require training and one-on-one technical assistance with just the center staff and is not needed system wide.

NCWorks reports are looked at quarterly and as needed. NCWorks reports are used to focus on Scope of Work deliverables. Such as, number served, number of On-the-Job Training, Work Experience, and Occupational Skills Training. NCWorks also allows us to review files to make sure that we will have a positive outcome. For example, credentials are reviewed quarterly to make sure they meet the federal credential guidance, leading to positive outcomes.

FutureWorks data is very helpful for CAWD staff and employers. It gives us the ability to look at training providers and see what their performance outcomes are. If a trainer or training course is not producing positive outcomes, CAWD will review to see if we should discontinue using either. The same is done with industry data. We review quarterly performance outcomes for industries which guides us to the areas where we should be focusing training dollars on and the employers we should be directing our services to. FutureWorks also gives us Median Earnings wages. Staff utilize this data to provide information to employers regarding industry wages in the Capital Area and

surrounding areas. FutureWorks has new reports that give insight into O*NET training and NAICS codes at the time of exit. Along with Eligible Training Provider data, we are able to see earnings based on training and then look to see where the participants are gaining employment. This is very powerful information for both employers and job seekers. The Accountability Specialist runs this data as requested.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:

- a. Utilizing regional and local employer data to inform priorities.

CAWD and our NCWorks Career Center Business Services staff utilize a highly collaborative, consultative, and data-driven approach to engage and serve our region's businesses and industries. CAWD's use of labor market data to study trends, projections and impact, positions us as trusted advisors and subject matter experts to our business customers and partners in workforce development. CAWD and our NCWorks Career Centers currently use EMSI Labor Market analysis software to inform about local and regional labor market data.

Labor market data is compiled for economic development projects to help recruit new businesses. The data brings understanding about the local economy, industry strengths, and provides a workforce overview. Information often includes the number of jobs in certain occupations, applicable wages, job growth and educational completions that influence talent availability.

CAWD's labor market subscription service allows us to identify skills needed for various occupations. Career center staff compare this information to the existing skills of customers to identify skill gaps and to justify sending the customer through training.

By leveraging technology, partner relationships, outreach and awareness events, and other traditional methods, we have played a significant role in the promotion and growth of innovative and effective workforce development strategies across our region.

Business Consultants primary role is to engage and listen to our business community and the needs and challenges they face. The real-time business intelligence they gain is critical to ensure continued alignment of our programs, services, and priorities. This includes promoting the use of work-based learning. As mentioned, CAWD's approach to business services is solution-based; therefore, work-based learning is a resource in our business services toolbox.

- b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.

CAWD has an Agriculture Services Consultant co-located in our Clayton Career Center. The consultant provides job referrals to the Migrant and Seasonal Farmworker population. The consultant visits farms and agricultural employer sites to register employers in the

NCWorks online system. Agriculture positions are shared with center staff during office huddles. The consultant also provides training for center staff on assisting job seekers with applying for agriculture positions listed in NCWorks. In addition, the business services team is trained annually by the Department of Commerce Agricultural Services team.

For employers seeking information on finding qualified foreign labor, local staff refer them to the US Department of Labor Application Gateway site to create an account. This site contains tutorial videos and many of the required forms including the ETA790 Clearance order. <https://flag.dol.gov/>. For more information on the Permanent (“PERM”) and H-2B Temporary Non-agricultural Labor Certification Programs, staff direct employers to [Foreign Labor Certification | U.S. Department of Labor \(dol.gov\)](#).

Employers are required to advertise and list a job order with our NCWorks Career Center. Employers must complete a job order form and submit it via email to h2b.joborders@nccommerce.com. Employers can find the Job Order Submission Form at ncworks.gov. The NCWorks team will ensure that employers understand the requirements for listing Foreign Labor Certificate (FLC) job orders and will manage the screening and referral procedures for PERM and H-2B Temporary FLC job orders, just as with other job orders. This is typically handled by a member of the Business Services team or the Center Manager.

- c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

CAWD has a strong partnership with our local government and economic development agencies. In considering our region’s economic and workforce development needs, it’s critical that we seek ways to align efforts and fully leverage available resources. In the development of the CAWD strategic plan, CAWD made the commitment to connect our strategic priorities to that of our county commissioners/local government, economic development partners, and education partners.

CAWD has strong partnerships with workforce partners, including community college, economic development and many more. Some examples of how we partner with Economic Development and Community College:

Economic Development – Wake County Economic Development is represented on our board. When WCED is replying to proposals for site locations, CAWD provides a workforce support plan to support the proposal. The board’s Business Engagement Director connects with representatives of economic development groups on a regular basis and serves on several committees of economic development organizations. As an example, CAWD participates in the Johnston County Business and Industry Alliance and is partnering with Johnston County Economic Development in program year 2022 on the development of a workforce development plan for Johnston County.

Community College – Johnston Community College is represented on the CAWD board. Both Johnston and Wake community colleges are represented on the CAWD partnership collaboratives that meet once per quarter to address regional workforce issues. Beginning July 1, 2022, Central Carolina Community College will also be included in these meetings.

The CAWD director meets regularly with the president and other leadership at Wake Technical Community College. CAWD is working with Wake Technical Community

College to develop a joint brochure for expanding businesses to address their talent recruitment and training needs. With both community colleges, CAWD partners to apply for grants to expand workforce capacity in the Capital Area and will include Central Carolina Community College moving forward.

- d. Including Historically Underutilized Businesses.

Business Services has a strong connection with the Office for Historically Underutilized Businesses (HUB). In program year 2021, Business Services received a list of businesses with HUB certification with the objective of performing outreach to those businesses to communicate NCWorks services available to them. Also, the Business Engagement Director engaged with the HUB office's Minority Business Development Agency and shared CAWD's small business workforce development and entrepreneurship initiatives. Resulting from this initial conversation, CAWD has already received a referral from HUB and connected with a minority owned business in Wake County.

- 2. Please describe the efforts of the Local Area WDB staff, Employer services staff and career center staff have made to deliver business services on a regional basis in the following areas:

- a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

CAWD uses labor market information to identify high growth high demand sectors and occupations and require service providers to use 80% of WIOA resources supporting these high growth sectors. Therefore based on labor market information employer/business services staff are able to determine where there will be the most return on investment of time.

CAWD's also uses labor market data to study trends, projections and impact, positions us as trusted advisors and subject matter experts to our business customers and partners in workforce development. CAWD and our NCWorks Career Centers currently use EMSI Labor Market analysis software to inform about local and regional labor market data.

Labor market data is compiled for economic development projects to help recruit new businesses. The data brings understanding about the local economy, industry strengths, and provides a workforce overview. Information often includes the number of jobs in certain occupations, applicable wages, job growth and educational completions that influence talent availability.

CAWD's labor market subscription service allows us to identify skills needed for various occupations. Career center staff compare this information to the existing skills of customers to identify skill gaps and to justify sending the customer through training.

- b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.

CAWD has an Agriculture Services Consultant co-located in our Clayton Career Center. The consultant provides job referrals to the Migrant and Seasonal Farmworker population. In addition, the consultant visits farms and agricultural employer sites to register employers in the NCWorks online system. Agriculture positions are shared with center staff during office huddles. The consultant also provides training for center staff on assisting job seekers

with applying for agriculture positions listed in NCWorks. The consultant will also assist MSFW with a complaint to the appropriate agency to assist.

There are dedicated Veteran staff (LVERs) in the Capital Area Tier 1 NCWorks Career Centers that are incorporated into all Center activities including morning huddles, training, meetings, etc. This provides for the opportunities to share information and collaborate with them on daily workforce activities.

- c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]

Capital Area Workforce Development is committed to delivering timely and customized services to our business community. The role of workforce development is critical not only in times of growth and hiring, but equally as important in times of business slowdown and/or economic downturn. To effectively serve our business community, the board relies on multiple sources of data and information to determine our role and appropriate course of action in Rapid Response activities. These sources of business intelligence include formal WARN notices provided by the state, labor market data, partner referrals and direct customer conversations.

Each circumstance requires high levels of confidentiality, coordination, communication, professionalism and responsiveness to ensure business needs are successfully met. Trust and accountability are also critical as we work through highly sensitive business needs. CAWD serves as the initial local point of contact for outreach to the business and assesses the appropriate agencies and representatives to involve for next steps.

In the case of WARN notices, layoffs and/or closures, CAWD and DWS will involve key partner agencies such as DES, NCWorks, Community College and any others who may play a pivotal role in outplacement support at the appropriate time. Businesses find tremendous value in learning about the resources available and are highly engaged in creating a transition plan. The goal through this collaboration is to ensure businesses and their impacted workers have access to critical information and resources. This collective team has successfully conducted onsite and virtual employee information sessions and job fairs. We've connected dislocated workers to our local career centers, made referrals to new job opportunities and helped these workers retrain to gain necessary skills and credentials.

As CAWD and NCWorks recognize businesses who may be at risk (i.e. potential business downturn, layoffs and/or closure), our team is skilled at asking probing questions, uncovering needs and assessing what resources and/or partners may be needed. We ensure we stay current on programs and support providers – such as local partner funding sources, consulting services such as Business Edge and other resources of support so that we remain knowledgeable and a valuable partner to our business community.

3. Please describe employer-focused partnership efforts in the areas of education and training and economic development in the following areas:
 - a. Enhancing the use of On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and other work-based learning opportunities to support the regional economy and individuals' career advancement.

Specifically, there were opportunities to look at how we support entrepreneurs and small businesses, considering in particular those owned by minorities, women or individuals with disabilities and businesses located in vulnerable communities. CAWD is uniquely positioned to provide these businesses with access to critical resources, education and funding that help them grow and succeed in our market. Often these businesses lack awareness of available resources and have limited staff or capacity to dedicate to workforce needs. By connecting with our board and NCWorks Career Centers, we become a critical partner and ally to the business community.

Utilizing our existing programs and funding streams, including on-the-job training and incumbent worker grants we can help these business owners find quality talent and minimize the financial burden and risk of hiring and training.

In program year 2022, CAWD plans to increase its emphasis on serving small businesses and entrepreneurship support. As noted above, CAWD has a goal to increase the number of small businesses served in its Wake County pilot program and then extend those practices to Johnston, Lee, and Chatham Counties. In addition, CAWD plans to apply for the State Fiscal Recovery Funds grant to support Small Business Workforce Development programs such as OJT and IWT. If approved, a portion of that funding will be use to broaden the eligibility requirements to increase the number of small businesses utilizing those programs.

- b. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]

CAWD is developing a 'Pathway to Entrepreneurship' and plans to launch this program in Program Year 2022. CAWD's goal is to support aspiring entrepreneurs to create successful, sustainable micro-businesses. CAWD's Small Business Manager is designing an end-to-end model to support entrepreneurs at any stage of their business. As part of this model, a workshop will be offered to guide interested individuals through the Ideation process and communicate expectations of what is involved to start your own business. The objective of the model is to provide relevant, needed support when the entrepreneur needs it: whether through the CAWD Small Business Manager or through a referral to a subject matter expert. This initiative will be piloted in Wake County at the NCWorks Career Center and will leverage the current entrepreneurship ecosystem in the region to convene and engage key resources. Key resources include the Small Business Center, the Small Business and Technology Development Center, Chambers of Commerce and others. Once launched, CAWD will assess the program and if successful and funded, plans to scale the program to Johnston, Lee and Chatham counties. An interactive website will be available to support the efforts of the Pathway to Entrepreneurship program.

- c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

CAWD has strong partnerships with workforce partners, including community college, economic development and many more. CAWD will continue to convene and take a leadership role in regional economic development strategic planning and economic development recruitment and expansions with employers, education partners and

economic development. Some examples of how we partner with Economic Development and Community Colleges locally and regionally:

- **CAWD convened Durham WDB, Kerr-Tar WDB and NCSU to address the workforce needs of a local employer, Cree, who was facing challenges in their entry level positions while experiencing growth in a high demand sector. With a workforce based within 50 miles of their company location, this regional effort will address training for new hires and incumbent workers.**
- **CAWD also participates on the Fujifilm Diosynth Biotechnologies (FDB) recruitment and training committees. These committees were created to support FDB's economic development project and includes North Carolina Central University, NC Community College System, Wake Technical Community College, NCSU BioManufacturing Training and Education Center, NC Biotechnology Center, Wake County Economic Development, Town of Holly Springs and FDB representatives.**
- **CAWD was a leader in convening a regional team to apply for the Good Jobs Challenge EDA Grant. This regional group included Triangle J Council Of Governments, Durham WDB, Wake Technical Community College, Durham Technical Community College, Johnston County Community College, Wake County Economic Development, Johnston County Economic Development, and Triangle East Chamber of Commerce.**
- **Economic Development – Wake County Economic Development is represented on our board. When WCED is replying to proposals for site locations, CAWD provides a workforce support plan to support the proposal. The board's Business Engagement Director connects with representatives of economic development groups on a regular basis and serves on several committees of economic development organizations. As an example, CAWD participates in the Johnston County Business and Industry Alliance and is partnering with Johnston County Economic Development in program year 2022 on the development of a workforce development plan for Johnston County.**
- **Community College – Johnston Community College is represented on the CAWD board. Both Johnston and Wake Technical Community Colleges are represented on the CAWD partnership collaboratives that meet once per quarter to address regional workforce issues. The CAWD Executive Director meets regularly with the president and other leadership at Wake Technical Community College. CAWD is working with Wake Technical Community College to develop a joint brochure for expanding businesses to address their talent recruitment and training needs. With both community colleges, CAWD partners to apply for grants to expand workforce capacity in the Capital Area.**

VI. Performance

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

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

1. Examine the Local Area WDB's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2021 and prior Program Years. (Reports available via Future Works)
 - a. What are some of the factors in the Local Area WDB that impact performance levels both positively and negatively? Be sure to consider factors such as the unemployment rate, factory closures/openings, economic development recruitment, retention and expansion efforts, regional industry growth priorities, and weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area WDB's performance.

(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 WDB, with an explanation of each).

The negative impact on Federal Performance Indicators, due to COVID-19, continues in PY21. Six months of the exit-based measures are still in the COVID period.

Capital Area's unemployment rate is currently at 2.6% as of December 2021.

Wake County = 2.5%, Johnston County = 2.7%, Lee County = 3.7% and Chatham County = 2.3%.

The Employment performance indicators are the most impacted. While participants are finding employment the numbers are still below expected outcomes. Participants are wanting remote jobs and are shying away from in-person jobs. Youth participants are starting to return to the NextGen Centers, but traffic remains very low.

The following factors have a positive impact on Capital Area's performance:

- Center staff developing strong relationships with employers which keeps the communication open when they are in need of talent.
- Business Services staff making sure the right match is made for both job seeker and employer leads to everyone's success.
- Capital Area's focus and commitment to meeting/exceeding all measures.
- Capital Area's emphasis on quality, relevant skills training in high-demand industries.
- Center staff staying connected with customers throughout their participation. Active participants are more likely to succeed in their goals which in turn leads to positive outcomes.

- Incorporating Lee and Chatham Counties into CAWD PY22 pools. We expect the small denominators will not negatively impact performance. CAWDB should be able to absorb any negative outcomes.

The following factors have negative impact on Capital Area's performance:

- COVID-19 is the biggest negative impact to performance currently.
 - Dislocated Worker Performance Indicator denominator pools are very small for Capital Area's norm.
 - Conducting work experience (WEX) or on-the-job training (OJT) opportunities have been challenging because many businesses have moved to remote operations and don't have the time or staff to support the training.
 - Traffic at the NCWorks Careers Centers is very slow and is well below normal.
 - Customers not providing the certificate documentation for staff to record the credential in NCWorks Online.
 - Students not providing the documentation for staff to record Measurable Skill Gains.
 - CAWD not having access to the Entered Employment Q2 and Q4 'Roster' in FutureWorks.
- b. Discuss whether or not participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area WDB. If so, how do these differences impact service delivery and performance?

Capital Area is seeing a difference in some population groups due to COVID-19. The chart below shows the populations, and trends over the years of the populations that were most impacted by COVID-19.

Populations (Served)	Trend	PY18	PY19	PY20	PY21 (# of mths, estimated count for full year)
Homeless or Runaway	Decreasing	96	233	314	119 (7 mths only, est. 204 for full year)
Low Income	Increasing	1,278	1,185	1,748	1,098 (7 mths only, est. 1,884 for full year)
Offender	Increasing	572	1,092	880	545 (7 mths only, est. 936 for full year)
GENDER					

Male	Decreasing	6397	5,453	5,898	2,516 (7 mths only, est. 4,320 for full year)
Female	Decreasing	7,674	5,858	5,884	2,896 (7 mths only, est. 4,968 for full year)
AGE					
25-44	Decreasing	6,273	5,008	5,465	2,448 (7 mths only, est. 4,200 for full year)
45-59	Decreasing	4,637	3,795	3,628	1,659 (9 mths only, est. 2,844 for full year)
16-24	Decreasing	1,724	1,261	1,387	663 (7 mths only, est. 1,140 for full year)
RACE					
African American	Decreasing	7,023	5,038	4,822	2,411 (7 mths only, est. 4,128 for full year)
White	Decreasing	4,374	3,594	3,957	1,402 (7 mths only, est. 2,400 for full year)

Capital Area uses FutureWork data to drill down to special populations to see where we may need to adjust how we are, not only serving, but also reaching our customers. Data is broken down to the center level. Center managers then adjust their procedures to make sure all populations that may need services are reached. Centers with lower outcomes are provided with staff training. FutureWork reports are very valuable, and we look at all characteristics. We have drilled down by industry to see which may have been hardest hit by COVID. Wages are studied to determine where training options should be steered to. FutureWorks reports have been used to look at trends in industry, characteristics, and populations in Lee and Chatham Counties to determine and identify changes in delivery that may be needed in PY2022. Current trends show very similar increases and decreases as CAWD. The

decreasing numbers served, by characteristics, is tied to lower overall individuals served due to Covid-19.

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

(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).

Within the Capital Area, each of CAWD's four target industries – Advanced manufacturing, Healthcare, Information Technology, and Skilled Trades were affected by the impact of the continuance of the COVID-19 pandemic. With vaccinations and boosters increasingly available throughout the year, businesses grappled with associated policies for workers. As businesses tried to return to normal operations several times throughout the year, the variants causing spikes continued to disrupt any plans or attempts to normalcy. Further, the ongoing intensification of transmission spread in the second and third quarters disrupted supply chains which increased the existing strain on the workforce. Titled "The Great Resignation" or "Job Hop", employers and the workforce adjusted to either fully return to a physical office, work a hybrid schedule, or remain fully remote dominated conversations and concerns. While Tech and ecommerce industries were the quickest to adapt and embrace remote work and address the tight labor market with pay increases, increased bonuses or more flexibility in hours and location of work, it remains one of the largest sectors in the area with strong demand for its talent needs.

The tight labor market continues, and Employers are challenged with talent attraction and retention. The tight labor market has many factors to it including an acceleration of retirements without a normal percentage of retirees returning to the workforce in some capacity, concerns for health whether that be the worker's or a relative they care for, challenges with childcare, or a skill set mismatch to open positions.

CAWD responded to the challenge of mature workers reentering the workforce by partnering with AARP to pilot a mature worker program. This program supports those workers 50 and older with career assistance including job search skills, networking events, assessments, and coaching. CAWD also plans to implement an IT pre-apprenticeship program to help address the skills mismatch to the open Tech positions. The objective of this program is to train and prepare participants for an entry level customer support generalist role which can then lead to other opportunities.

Over the past year, Business Services Consultants worked with employers who struggled with their recruiting efforts for open positions. Due to the tight labor market, hiring event attendance has dramatically declined. They have supported these Employers with labor market data to help them understand the competitive market for their posted occupations. Oftentimes, they have recommended that the Employer raise wages of their entry-level positions due to the rising hourly wages in frontline positions in fast food restaurants and big box retailers. In addition, recommendations made to employers were tailored to their situation, and may have also included, highlighting their benefit package, offering flexibility in schedules or remote work options.

Healthcare continues to have significant openings in entry level positions such as CNA. Healthcare providers in CAWD's area have significantly increased wages from \$8/hour to \$15/hour as the position is more demanding than other entry level positions in other sectors yet at the same wage rates.

Advanced Manufacturing will be an ongoing focus for CAWD due to the level of economic development related to this sector in the service area. With demand strengthening in Life Sciences and the recent announcement of an EV car manufacturing plant in Chatham County, CAWD is focused on taking the necessary actions to support the growth of those talent pipelines.

Hospitality and Travel industries started to see more activity in Q3 and expects a strong start to the program year 2022. Throughout the year, challenges Hospitality and Tourism faced included pivoting to delivery or pick up replacing in-restaurant dining with the ongoing pandemic spikes. Combined with workforce shortages, restaurants designed creative solutions such as closing on a particular day weekly or shortening their hours in order to remain open. While still faced with worker shortages, this sector has a cautiously optimistic forecast for the first half of program year 2022.

Local and small businesses were greatly impacted, some closing permanently or operating with reduced hours due to staffing shortages. At the same time, there was a spike in new business creation. Small businesses will continue to play an important role in economic development in CAWD's area. For these reasons, CAWD initiated a Small Business Workforce Development grant funded by Wake County American Rescue Plan Act dollars. This grant targets small businesses owned by minorities, women, individuals with disabilities or veterans for businesses with less than 50 employees. It provides OJT, Work Experience and Incumbent Worker Training funds through a broadening of eligibility criteria to assist small business eligibility.

In July 2021, Capital Area's unemployment rate was 3.9% with 27,302 unemployed individuals. Almost one year later, in March 2022, Capital Area's unemployment rate was 3.0% with 21,446 unemployed individuals. This level of unemployment aligns with the pre-pandemic level of unemployment of 3.1%.

All sectors peaked in initial and continued claimants in September 2021. This timing is consistent with the end of the supplemental benefits provided by the Federal Pandemic Unemployment Compensation (FPUC) on September 6, 2021 and the Pandemic Emergency Unemployment Compensation (PEUC) which ended on September 4, 2021.

**Please note: Data only available for Wake & Johnston Counties*

Employers are anxious to move forward and establish a 'new normal' in their workplace for their teams. While there will likely be a mixture of full time remote, hybrid and full time in office, based upon the necessity of being present for the requirements of performing the job, Employers will face new challenges in the integration of this new team geography and further necessitate building team cohesion. Company culture will be imperative in the attraction and retention of its workers. While many companies are raising wages in an effort to retain their people, understanding their workforce and providing solutions that fit the employee's

lifestyle and needs will be an important consideration in moving forward. This may include flexibility in work location, scheduling, extra vacation time or improved benefits.

Data sources:

**NC Unemployment Claims Dashboard
NC LEAD Regional Labor Market Overview
NC LEAD QCEW
EMSI: Industry Snapshot**

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

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

Capital Area's Accountability Specialist is responsible for tracking all performance. FutureWorks reports are the main reports used. These reports are viewed with every data download, monthly, and quarterly. Capital Area's Accountability Specialist was part of the new FutureWorks Bi beta testing team. This expert knowledge in using FutureWorks Bi and how to manipulate the data is part of CAWD's success in ensuring positive outcomes across all measures, Federal, State, and local.

Capital Area utilizes FutureWorks Bi to track performance throughout the Program Year. In addition, all service providers are required to track performance and submit monthly reports. Capital Area staff will review these reports to ensure they stay on top of performance issues and that we are on track to maintain or improve performance for all goals. Capital Area staff will work closely with service provider staff, providing technical assistance. Technical assistance may include training, one-on-one meetings, webinars, and constant communication with staff as needed. Each program year begins with a Kick-Off training. This training is mandatory and includes a section on performance. An additional detailed performance training is provided for both new and seasoned staff. Special training will be focused on Measurable Skill Gains (MSG) and Credential Attainment to ensure all staff understand the measures, accurately document the measures, and how to track it. Capital Area meets regularly to discuss performance measures.

Capital Area's Accountability Specialist will meet with service providers regularly to ensure that all measures are being tracked correctly. This is to ensure that they are on a positive track to successfully meet all measures throughout the year. The Accountability Specialist will be using FutureWorks consistently to monitor all performance indicators and catch any red flags immediately. Corrective action plans will be put into place for any measures that are not being met. Service providers can review their performance pools and look at both positive and negative impacts on all performance indicators. In addition, access to FutureWorks Bi Predictive Roster has been given a designated key staff for each provider. Performance training is conducted by the Accountability Specialist at Capital Area. All service providers have access to FutureWorks Bi online training as well.

Capital Area also holds all service providers accountable for “real-time” measures. These measures may mimic our Federal Performance Indicators and/or include areas of concern. By tracking these measures throughout the program year Capital Area believes we have better success when participants fall in the exit time frame for Performance Indicators.

To ensure service providers put emphasis on federal measures where there may be performance issues, some federal performance categories are included with service provider “pay for performance” for profit measures. For providers that do not perform, a letter stating the failure to perform is placed in the providers folder and discussed during contract renewal.

The Accountability Specialist keeps all Capital Area staff informed of performance outcomes on a regular basis. All CAWD managers receive quarterly updates on performance for all Capital Area programs. Performance updates are provided to the Capital Area Workforce Development Board quarterly in their Operations Report which is distributed prior to their quarterly meeting.

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

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

Capital Area tracks performance monthly through FutureWorks Bi. The system operator and center managers are notified immediately of any issues about performance. Capital Area holds manager meetings quarterly where performance is shared and broken out by each center. Center managers can ask for advice and seek strategies from other center managers. If a center(s) is not performing well the Accountability Specialist reviews the Roster reports and shares the pools broken down by centers. All key staff have been given access to Rosters and have been trained on how to use the information to improve outcomes.

In the event that Capital Area is not meeting any performance indicator, the Accountability Specialist would immediately address the issue with the service provider. Training would be provided to address the outcomes that are not on track to be met. A corrective action plan is developed for measures that continue to fall short of expectations. This plan would clearly outline the steps and actions to be taken by the service provider, including deadlines. Failure to meet performance is a reason for suspension or probation. CAWD also informs all levels of the service providers leadership when federal performance measures are not being met to ensure the expected amount of attention is provided.

Failure to meet Pay for Performance/Real Time local measures results in a letter placed in the Provider’s file. The letter is sent to the highest management level of the provider by the Executive Director of CAWD.

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

(**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 WDB, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

Each new program year all center staff attend a Kick-Off training. The Kick-Off training addresses the following in regard to performance:

- **definition of each measure;**
- **strategies for meeting each measure;**
- **documenting performance in NCWorks;**
- **discussing current issues with any particular measure; and,**
- **status of current performance.**

These are addressed for all measures, Federal, State, and Local.

Performance information is shared with Capital Area staff, the Operator, Center Managers, and key staff at least quarterly (more if needed). Training is provided as requested and as needed. Each service provider has been trained and has access to FutureWorks Bi predictive rosters. The rosters are broken down by each provider and distributed quarterly via e-mail. Staff is responsible for contacting their customers, by phone or e-mail, for needed information/documentation to ensure measures are met. Every Capital Area center staff has access to reports and has alerts set up in NCWorks Online. Alerts run on a timeframe based on the Alert i.e., weekly, monthly, or quarterly. This ensures that customers are receiving services needed and do not exit prematurely.

Center Managers and key staff track performance internally by utilizing daily reporting tied to overall programmatic goals, giving direction and focus to meeting or exceeding performance measures. Performance is reviewed with their team as soon as it is available. Progress, areas of improvement, and creative ways to meet goals are discussed. Staff then implement steps to correct an area of concern in the performance outcomes. This may be long term or short term, as the focus may change as new performance data is shared. Program Managers/Quality Assurance staff also keep a real-time document to track all performance measures (during the program year and post-exit). Career center staff are held accountable to individual outcomes on a weekly and quarterly basis that are based on performance indicators, contract expectations, and Center goals. Staff also use performance data to follow-up with their customers as needed to collect necessary or corrected documentation to ensure that the documentation in NCWorks online is accurate and reflects the activities of the customer.

The Accountability staff shares all performance data with Capital Area staff to ensure everyone stays informed of our progress. Capital Area staff meet on a regular basis to review this

performance. Strategies are discussed and decisions are made on action that needs to be taken and when.

Performance is also shared with Capital Area Board members. They receive performance updates quarterly in their Operations Report and annually in the Capital Area Annual Report.

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

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

Capital Area monitors the Measurable Skill Gains (MSG) very closely. This is done in real-time. All key provider staff have access to FutureWorks Bi Predictive Roster reports and run Measurable Skill Gains reports quarterly. The data is downloaded in rolling quarters or by program year. This allows staff to see the actual outcome for the current program while also looking ahead to the next program year. Training is conducted on how to enter MSG in NCWorks Online as well as understanding the measure and what documents an MSG yearly and as needed. Capital Area uses an internal set of measures and goals to ensure our success in meeting all measures. If our internal real-time measures are not being met, then we know that our Federal Performance Indicators have a great chance of not being met. One internal measure is MSG. The Accountability Specialist looks at these outcomes monthly. There is and will continue to be regular communication between Capital Area and the service providers throughout the program year, so no surprises are discovered toward the end of the program year. By documenting MSG, staff are in contact with students and can keep abreast of any issues that may arise which could impact credential attainment. At this time staff can see what additional services may be needed for successful completion of the training program, for example, tutoring.

Capital Area's Accountability Specialist utilizes FutureWorks Bi to look at training occupations as well as training providers completion success rates. This allows Capital Area to ensure we are sending participants to train in high growth occupations as well as looking at the training providers success rate. This data will then be disseminated to our service providers as needed to focus on providing the best possible training for our students.

Monthly FutureWorks data downloads are viewed by the Accountability Specialist to track progress on our Performance Indicators. This information is shared internally at staff meetings quarterly. Roster Reports allow providers to look at those participants that are currently a negative in the measure and focus on these students. Key staff that have Roster access will be trained thoroughly on how to access and download their data.

CAWD looks not only at the current program year outcomes but at the future year(s) program outcomes. We instill the importance of a continuous documentation of MSG's and Credentials thus ensuring no 'positive' outcomes are not collected due to loss of contact with participants.

6. 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.

After training providers are reviewed and deemed eligible by the state's ETP Program Coordinator and/or ETP staff they will receive access to enter their training programs for review. At that time, Capital Area will review the training provider for Capital Area's additional criteria and will approve or not approve their courses/programs in our area based on this information.

Customers are informed of the training provider selection process when they meet with an NCWorks Scholarship Consultant to discuss their training needs. They are shown how to use NCWorks and what to look for with a training provider and their courses and how to select one that best meets their needs.

7. Define what "significant number of competent providers" means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Local Area WDB Name *ETPL Policy*.

Attached Document: Capital Area Workforce Development ETPL Policy

In the Capital Area, a "significant number of competent providers" mean that the customer has a choice among quality training providers that will meet their needs with scheduling, content and financially. In today's environment with online courses, there is no shortage of training providers available.

Yes, Capital Area uses more strict performance measures to evaluate eligible training providers. We expect training providers to meet the following additional criteria:

- **Has been in business as a training provider for at least two years**
- **Ability to provide at least one year of performance information regarding their training**
- **Allows CAWD staff to conduct site visit(s), as deemed necessary**
- **If the training provider has a physical location where training is held on-site, the location must be in a commercial location.**
- **Provides additional information as requested.**

In addition to the above, Capital Area also has established the following additional criteria for approving programs:

- **As part of the review process, program(s) of study are evaluated based on student performance. CAWD reserves the right to not approve program(s) of study that lack or maintain an overall program completion rate of at least seventy-five percent (75%) or higher. CAWD may reevaluate the program of study when the completion rate increases to 75% or higher. New program(s) of study that have never been offered may be approved, based on meeting CAWD general guidelines and will be contingent until performance is available.**
- **CAWD will not approve programs that are considered to be remediation, professional conduct, motivational classes, and/or pre-employment skills, (courses that do not provide**

occupational skills training) for WIOA training funds through Individual Training Accounts. Courses and/or programs in human resource development (HRD), Career Readiness Certificate (CRC) preparation, professional conduct, workforce preparation activities, etc. may be provided through WIOA Career Services and do not require program approval in NCWorks Online.

- If a particular type of training is readily available at an eligible training provider located within the Capital Area local area, CAWD will not approve, for WIOA training funds, programs offered by training providers located outside of the Capital Area local area. Exceptions will be considered and may include online courses, training sites in adjacent counties and/or those programs approved based on special circumstances and/or special needs of a Capital Area NCWorks Career Center customer. Exceptions may also include programs that are full, have wait lists, or programs that are not offered during the needed semester.
- CAWD has additional regulations for individuals that can affect eligibility and/or suitability for WIOA training funds. For these additional regulations such as student performance and other student requirements, please refer to the ITA/Voucher policy for WIOA Adult/DW participants and the Occupational Skills Training (OST) policy for WIOA Youth participants.
- Programs may periodically be purged from the NCWorks Online system if the program has not been recently WIOA funded. This process is done at the State level and CAWD is not responsible for which programs are, or are not, purged. It is each training provider's responsibility to keep track of their programs in NCWorks Online.
- Training Providers must agree not to use the Capital Area Workforce Development name or logo on their web site or on printed materials without the expressed written consent from the Capital Area One-Stop System Director.
- Training Providers must agree not to use the NCWorks name or logo on their web site or on printed materials without the expressed written consent from the Capital Area One-Stop System Director.
- Training Providers must agree not to promise or imply that individuals will receive funding through WIOA. (There is an eligibility process, and no one is guaranteed funding for training.)
- Training Providers may appeal a denial or termination of eligibility for programs at any time.

V. 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]

Individuals who complete the WIOA Intake process and are enrolled into the WIOA Adult, Dislocated Worker, or Youth program shall be informed of their equal opportunity and nondiscrimination rights and protections under federal law. NCWorks/NextGen Career Center staff will review a copy of the "Equal Opportunity is the Law" notice with WIOA customers during the Intake process. Center staff will sign the Equal Opportunity (EO) Notice form at the bottom where Subrecipient Signature (recipient of WIOA funds) is indicated. WIOA customers will then be asked to sign the form indicating that they have been advised of their rights therein. A signed copy of the EO Notice will be downloaded in the NCWorks Online participant file. If a WIOA participant has a disability such as a visual or hearing impairment or has limited English speaking

ability, interpreters or other appropriate accommodations are provided as needed to satisfy this requirement.

Additionally, Capital Area offers Equal Opportunity training to all Career Center staff as a refresher annually. Currently, with the EO training now being offered virtually it has been added to the onboarding process for new hires. This is a strategy CAWD has implemented to ensure individuals are not discriminated against and all staff receive training.

Equal Opportunity is also a part of Capital Area's Quality Assurance Review process which includes a review of Equal Opportunity 29 CFR, the Methods of Administration, file reviews and customer and staff interviews. The Quality Assurance reviews occur on an annual basis.

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

Attached Document: Capital Area Workforce Development EO Complaint Grievance Procedure

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

Capital Area ensures that all local Equal Opportunity procedures are reviewed and updated, on an annual basis. It is the Equal Opportunity Officer's responsibility to periodically review and monitor the activities, records, and data collected by contracted service providers in Wake, Johnston, Lee and Chatham Counties to ensure nondiscrimination and equal opportunity in all activities. This is done during the Quality Assurance reviews that take place throughout the year. She also serves as the Capital Area EO liaison with the North Carolina Division of Workforce Solutions and the Civil Rights Center. Immediately, upon receiving new or pertinent information, she reviews it then disseminates it to the NCWorks Career Center and NextGen staff.

Furthermore, the Capital Area One-Stop team, which includes the Equal Opportunity Officer, reviews and analyzes all Capital Area Workforce Development's policies and procedures at least on an annual basis. The team submits recommendations on elements of the policy that may require updating. Afterward, policy changes are implemented and disseminated to the NCWorks Career Center and NextGen staff.

VI. **Adult and Dislocated Worker Services**

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.
 - a. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.

CAWD is fortunate to have a strong education and training system available to the Adult and Dislocated Workers in its region. We have Wake Technical Community College in Wake County, Johnston Community College in Johnston, and Central Carolina Community

College in Chatham and Lee Counties as a foundation. Combined, all three colleges offer over 650 courses both in the classroom and online. In addition, Capital Area has over 100 training providers that have been approved to offer training in our area.

Capital Area relies on input from businesses through roundtable discussions about the education and skill needs of the workforce and employment needs of the employers. Based on data collected, Labor Market data, and input from area employers, our target industries continue to be: Healthcare, Information Technology, Skilled Trades, and Manufacturing. As a result of this data, discussions, and information gathered, we require that 80% of our WIOA training funds are spent in these industries.

CAWD strengths are noted as follows: Ability to leverage existing and new funding and resources, incorporating creative and innovative ideas and technology, strong connection with local employers allows center staff to stay abreast of changing workforce skill needs, strong and open communication with training providers allows staff to follow a student's progress and remove barriers quickly to ensure successful completion, increased availability of apprenticeship options allows job seekers expanded earn and learn experiences, and immediate feedback from students allows Center staff to address any training concerns.

- b. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

CAWD has identified three weaknesses in its region.

1. The fact that there are limited training sources with a physical location in three of our counties, Johnston, Lee and Chatham Counties. This provides for a limited selection of training for those individuals who prefer in-person training. There is not much we can do about this except to encourage individuals to try the online courses.
 2. The availability of accurate training provider performance data in NCWorks Online. This ultimately could have negative impacts on the customer's completion rate. We are hoping this will be resolved over the course of the upcoming year with the requirement for all training providers to put their performance in the system. We have sent multiple emails out to training providers reminding them of this requirement to encourage their compliance. It will also be a condition for continued
 3. Difficulty obtaining credentials and documentation directly from some training providers due to FERPA restrictions. Potential solution: Define clearer expectations regarding documentation submission – possibly have students sign an additional waiver to receive documents from training providers. Have also included it in our One-Stop MOU with the community colleges for them to assist in providing the documentation needed for performance. Capital Area has implemented a performance tracking process for its local area to combat this problem as well.
2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery.
- a. Identify any service provider contract extensions.

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

Capital Area solicits proposals for the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider through a Request for Proposal (RFP) process every four years.

Equus Workforce Solutions was awarded the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider contract in both Wake and Johnston Counties. The competitive RFP process took place from December 2018 to March 2019. The contract award began on July 1, 2019 and was for one year. Contract extensions for the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider in the Capital Area are available for up to three additional years based on performance, quality of services, responsiveness of providers, and the ability to meet contract expectations. Contract extensions for the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider contract took place for PY20, PY21, and PY22. A solicitation for proposals may be released sooner due to circumstances including, but not limited to, termination of a contract due to contractor performance, and funds availability.

Capital Area will expand its current Adult/Dislocated Worker contract to include Lee and Chatham counties for PY22. Capital Area will be releasing a new RFP in December 2022 for PY23 (to start July 1, 2023).

The goal of Capital Area Workforce Development is to ensure fair and lawful award of public funds to eligible service providers. Procurement of the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider, to conduct Workforce Innovation and Opportunity Act activities, is accomplished through a competitive procurement process, as follows:

- 1) The competitive procurement process starts with the release of the Request for Proposal. To ensure that the notification is viewed by the public as well as local, state, and federal employment and training agencies, the notice is posted in newspapers (including at least one minority publication), Capital Area Workforce Development's website, Wake County Government's website, National Association of Workforce Development Boards' website, and emailed electronically to an established list of adult employment and training agencies across the country.**
- 2) After the notification release, a Pre-Proposal Information Session is then conducted by Capital Area and Wake County Procurement Service staff to discuss the RFP and answer any questions. Attendance at the session is recommended, but not required for agencies responding to the proposal. Questions, other than those addressed in the session, must be emailed or faxed to Capital Area before the established due date. The RFP provides clear guidelines on the submission requirements and the proposal deadline date and time. Proposals are not accepted after the deadline.**
- 3) The Proposal Review Panel consists of Capital Area Board members and Capital Area staff. In selecting an organization for one-stop operator/adult and dislocated worker services,**

primary consideration is given to the demonstrated effectiveness of the organization in delivering comparable services, overall quality of the proposed plan of services, the likelihood of meeting or exceeding federal Performance Indicators, and cost. In addition, consideration is given to: a strong record of integrity, business ethics, fiscal management, and accountability; staff qualifications and technical skills to perform the work; and the ability of the organization to meet service delivery requirements at a reasonable cost. As part of the proposal review and selection process, the top 3-5 respondents, based on the reviewers' ratings, are required to meet with the Proposal Review Panel to briefly discuss their proposal and answer questions.

4) After the review process is completed by the Proposal Review Panel, the Panel presents a recommendation to the Board at the scheduled Board meeting for Board approval. The selected respondent receives written notification of the award. The non-awarded respondents will also receive written notification with the instructions on how to request a debriefing or appeal, as follows.

- a. The debriefing must be requested in writing to the Capital Area Workforce Development Executive Director within ten (10) working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals are not considered.
- b. The appeal request must be submitted in writing to CAWD Executive Director within five (5) working days following a debriefing. An appeal request must identify an issue or fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the RFP document. Appeal requests not based on those conditions are not considered. Appeal requests are rejected as without merit if they address such issues as professional judgment on the quality of a proposal or the CAWD's assessment of Local Area needs, priorities, or requirements. The CAWD Executive Director will issue a decision within five (5) working days of receipt of a written appeal. The decision will be final.

Funds for One-Stop Operator/WIOA Adult and DW Services are provided under a cost reimbursement contract, for the services provided during program delivery, between Capital Area and the service provider. CAWD now also uses a pay for performance model for all service providers that include profit in their budget.

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

Capital Area solicits proposals for the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider through a Request for Proposal (RFP) process every four years.

Equus Workforce Solutions was awarded the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider contract in both Wake and Johnston Counties. The competitive RFP process took place from December 2018 to March 2019. The contract award began on July 1, 2019 and was for one year. Contract extensions for the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider in the Capital Area are available for up to three additional years based on performance, quality of services, responsiveness of providers, and the ability to meet contract expectations. A solicitation for proposals may be released sooner due to circumstances including, but not limited to, termination of a contract due to contractor performance, and funds availability.

Capital Area will expand its current Adult/Dislocated Worker contract to include Lee and Chatham counties for PY22. Capital Area will be releasing a new RFP in December 2022 for PY23 (to start July 1, 2023).

The goal of Capital Area Workforce Development is to ensure fair and lawful award of public funds to eligible service providers. Procurement of the One-Stop Operator/WIOA Adult and Dislocated Worker Service Provider, to conduct Workforce Innovation and Opportunity Act activities, is accomplished through a competitive procurement process, as follows:

- 1) The competitive procurement process starts with the release of the Request for Proposal. To ensure that the notification is viewed by the public as well as local, state, and federal employment and training agencies, the notice is posted in newspapers (including at least one minority publication), Capital Area Workforce Development's website, Wake County Government's website, National Association of Workforce Development Boards' website, and emailed electronically to an established list of adult employment and training agencies across the country.**
- 2) After the notification release, a Pre-Proposal Information Session is then conducted by Capital Area and Wake County Procurement Service staff to discuss the RFP and answer any questions. Attendance at the session is recommended, but not required for agencies responding to the proposal. Questions, other than those addressed in the session, must be emailed or faxed to Capital Area before the established due date. The RFP provides clear guidelines on the submission requirements and the proposal deadline date and time. Proposals are not accepted after the deadline.**
- 3) The Proposal Review Panel consists of Capital Area Board members and Capital Area staff. In selecting an organization for one-stop operator/adult and dislocated worker services, primary consideration is given to the demonstrated effectiveness of the organization in delivering comparable services, overall quality of the proposed plan of services, the likelihood of meeting or exceeding federal Performance Indicators, and cost. In addition, consideration is given to: a strong record of integrity, business ethics, fiscal management, and accountability; staff qualifications and technical skills to perform the work; and the ability of the organization to meet service delivery requirements at a reasonable cost. As part of the proposal review and selection process, the top 3-5 respondents, based on the reviewers'**

ratings, are required to meet with the Proposal Review Panel to briefly discuss their proposal and answer questions.

4) After the review process is completed by the Proposal Review Panel, the Panel presents a recommendation to the Board at the scheduled Board meeting for Board approval. The selected respondent receives written notification of the award. The non-awarded respondents will also receive written notification with the instructions on how to request a debriefing or appeal, as follows.

a. The debriefing must be requested in writing to the Capital Area Workforce Development Executive Director within ten (10) working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals are not considered.

b. The appeal request must be submitted in writing to CAWD Executive Director within five (5) working days following a debriefing. An appeal request must identify an issue or fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the RFP document. Appeal requests not based on those conditions are not considered. Appeal requests are rejected as without merit if they address such issues as professional judgment on the quality of a proposal or the CAWD's assessment of Local Area needs, priorities, or requirements. The CAWD Executive Director will issue a decision within five (5) working days of receipt of a written appeal. The decision will be final.

Funds for One-Stop Operator/WIOA Adult and DW Services are provided under a cost reimbursement contract, for the services provided during program delivery, between Capital Area and the service provider. CAWD now also uses a pay for performance model for all service providers that include profit in their budget.

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2022 using the PY 2022 [Adult/Dislocated Worker Service Provider List](#) provided. Name document: Local Area WDB Name PY 2022 Adult/Dislocated Worker Service Provider List.

Attached Document: Capital Area Workforce Development PY 2022 Adult/Dislocated Worker Service Provider List

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

The vision of Capital Area is to be the leader in providing innovative solutions to match workforce skills with employer needs. The board's vision will be realized through accomplishing its mission which is: to create a highly skilled workforce system. This system will provide employers with productive, skilled workers, and offer citizens training and employment opportunities that promote

job satisfaction and economic stability. The accomplishment of this mission will enable all citizens to contribute to the prosperity of the community.

In support of CAWD’s vision, the board develops a strategic plan every three years and reviews that plan on an annual basis. Where the board expects the basic WIOA requirements are met through operational strategies, the board also develops strategic goals that drive operational strategies and goals to ensure that the CAWD system is more than a “WIOA program”

Capital Area Workforce Development Board is in the process of developing a new strategic plan for PY22 - PY25 which will be in place by July 1, 2022. Capital Area’s current high-level strategic plan goals for PY19 - PY21 (July 1, 2019 - June 30, 2022) are as follows:

- 1. Assist the untapped workforce in gaining the skills, competencies and credentials required for in-demand, family supporting careers.**
- 2. Increase brand awareness with our stakeholders.**
- 3. Align demand sector initiatives with workforce system and economic development needs.**

Once we accomplish the goals our expected outcome to prepare unemployed individuals and incumbent workers for current and future economic needs will be met. Once the board identifies new key strategies for the new strategic plan goals, staff and career centers will operationalize the strategies in its service delivery plan. For program year 2022, CAWD has established three category areas for its work: Customer Success, Outreach/Branding, and Employer Engagement. In all of these focus categories, CAWD is focusing on how to have a positive impact on Economic Mobility and the tightening labor market.

CAWD strives to support the universal population with workforce development support and services. This is accomplished through many strategies including, but not limited to, working with core partners to refer citizens to each others services, use of social media and other outreach strategies to make job seekers aware of the services available through our career centers, presentations at community events information sessions, partner meetings, weekly notifications through Access NCWorks software, word of mouth, etc..

The Accountability Specialist is responsible for monitoring federal performance outcomes. In addition, career centers have established outcomes that are communicated and tracked with all staff.

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

Under WIOA with respect to funds allocated to a local area for adult employment and training activities, priority shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services and training services. CAWD has implemented the following safeguards to ensure a sufficient number of adults receiving individualized career and training services are from one of the priority of services categories:

1. Instituted a pay for performance measure for our service provider. Details of the priority of services measure is outlined below. The service provider is required to meet or exceed the State's 75% goal for priority of service. If the goal is not met or exceeded by the end of the program year then the service provider will not receive the profit dollars allotted for the measure.

Goal	Measures	Based on Those Who...	Formula (/ is divided b, - is minus)	Source (How the measure will be tracked)	Pay Ratio (% of profit earned)
75.00%	WIOA Adult Priority of Service	...were enrolled in the WIOA Adult program	# of exiters in the WIOA Adult priority populations who received an individualized career and/or training service / Exiters who received an individualized career and/or training service	Federal Reports, WIOA Performance, PIRL, Data Analytics, Data Integrity Measures Report will be run and analyzed monthly by Capital Area. Report will be sent to program managers	0% - 49% = \$0.00 50% - 74% = 50% 75% - 99% = 75% 100% or above = 100%

2. Capital Area's Accountability Specialist runs the NCWorks Online data integrity report monthly and shares the data with the service providers. The data is analyzed, and action steps are put in place to ensure the goal is met.
3. Capital Area has trained key NCWCC staff and leadership on the Data Integrity Measures and provided technical assistance on how to complete fields in NCWorks.

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

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

Follow-up services are provided, as appropriate, for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. While follow-up services must be made available, not all the adults and dislocated workers who are registered and placed into unsubsidized employment will need or want such services. Follow-up is viewed as an extension of the program during which staff help participants create their own solutions to the challenges they may continue to face as they transition to employment.

The type of appropriate follow-up services may vary based on the needs of each individual. Participants who have multiple employment barriers and limited work histories may need significant follow-up services to ensure long-term success in the labor market. Other participants may identify an area of weakness in their skills prior to placement that will affect their ability to progress further in their occupation or to retain their employment.

Follow-up services will help support each participant in maintaining employment and will provide a continuous link to the workforce system, including referral networks and partner programs.

In the Capital Area, follow-up services may include, but are not limited to:

- **additional career planning and counseling**
- **counseling regarding the workplace**
- **contact with the participant's employer, including assistance with work-related problems that may arise**
- **peer support groups**
- **career pathway development**
- **information about additional educational opportunities**
- **information and referrals to supportive services available in the community**
- **case management administrative follow-up**
- **assistance in securing better-paying jobs**
- **other services**

The frequency of follow-up will align with the needs of the individual. Additional contacts will occur if the participant initiates them or if staff identifies a need for them. A consistent message during each follow-up contact will ensure participants know the NCWorks Career Center services are available to support them, even after follow-up ends.

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

Capital Area Workforce Development (CAWD), as the oversight entity under the Workforce Innovation and Opportunity Act (WIOA) for Wake, Johnston, Lee and Chatham Counties, takes seriously their role of ensuring WIOA funds are spent in an efficient and effective manner as prescribed by the Act. This responsibility includes conducting objective quality assurance reviews and providing technical assistance to all centers and service providers.

Capital Area will utilize its enhanced Quality Assurance (QA) Review process for WIOA activities. All reviews will be conducted by the Capital Area Workforce Development Review Team. Members of this team include the Adult Workforce Specialist, Youth Workforce Specialist, Workforce Development Specialist, Accountability Specialist and the Accountant. Centers will have at least one review a year. Additional reviews are contingent on center designation (Tier 1, Tier 2, Specialized or Partner sites) and past performance. The review may be announced or unannounced. Full reviews will include four (4) components: Programmatic, Center Operations, Fiscal, and Equal Opportunity. Partial reviews will only include the Center Operations component. All Centers will be included in the QA process at some level.

Tier I Centers & NextGen Centers will be monitored with a full announced review at least once per year. Additional reviews will occur as determined necessary by a risk assessment conducted at the end of the previous year. Partial reviews and unannounced visits will take place throughout the year to ensure services are being provided as required by Capital Area.

Tier II Centers will be monitored using the Center Operations component only and may be announced or unannounced.

At the beginning of the year, a schedule of the announced visits will be sent out to the Centers so they will know in advance. The full QA process will take place over a month. A desk review is conducted during the first two weeks of the review and will include an on-site visit. The exit will take place during the third week and a final report is sent to the Center. If there are items to be addressed, the center is given five (5) days to correct eligibility items and ten (10) days to correct all other items. A follow-up check is conducted to ensure everything is addressed as requested.

The partial QA review will take place over a few weeks. The site visit will be either a half-day or full day depending on the size of the location. A final report is sent to the Center Manager and may include items to be addressed. The Center is given ten (10) days to correct all items. A follow-up check is conducted to ensure everything is addressed as requested.

For each review a Prime is assigned to handle the review process. This staff person from the QA team ensures everything is being done according to the QA guidelines from the beginning to the end of the review process.

VII. Youth Services

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

- *Out-of-School Youth (OSY) – A minimum of 75% of the Youth funds allocated to Local Area WDBs, except for the Local Area WDB expenditures for administration, must be used to provide services to OSY;*
 - *Work Experience – Not less than 20% of Youth funds allocated to the Local Area WDB, except for the Local Area WDB expenditures for administration, must be used to provide paid and unpaid work experiences; and a*
 - *Focus on Partnering – Co-enrollment encouraged where appropriate with Title II and IV.*
1. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area WDB, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)]

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
Paid and unpaid Work Experience (WEX)	Yes	Objective Assessment, TABE, YouScience, Skills Gap Analysis (O*Net, MySkills My Future)/ Capital Area Model	PY20 – 63% completion rate (29 of 46 successfully completed the WEX)
Pre-Apprenticeship	Yes	Objective Assessment, TABE, YouScience/ Capital Area Model	PY20 - 100% completion rate 11 of 11 youth successfully completed the pre-apprenticeship and moved into the apprenticeship. <i>(Capital Area conducted an electrical pre-apprenticeship with non-WIOA funds and this was the outcome of that project.)</i>
On-the-Job Training (OJT)	Yes	Objective Assessment, TABE, YouScience, Skills Gap Analysis (O*Net, MySkills My Future)/ Capital Area Model	PY20 - 71.4% (5 of 7 youth successfully completed the OJT)
Paid and unpaid Internships	Yes	Objective Assessment, TABE, YouScience, Skills Gap Analysis (O*Net, MySkills My Future)/ Capital Area Model	PY20 - 100% (6 of 6 youth successfully completed a job shadowing experience)

Young adults with disabilities participate in all the above-mentioned components and activities and will receive the appropriate accommodations based on their needs to participate and succeed in all of those mentioned. Another part of the youth program geared towards those with a disability is the Occupational Course of Study (OCS) program, which is a partnership with the public-school system. As a requirement of OCS, youth must participate in a work experience to obtain credits for graduation. Capital Area NextGen Centers have been working with these in-school youth to meet their requirements so they can graduate on time.

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

In PY21, Capital Area has piloted a new Apprenticeship Prep model through the Wake County NextGen Center for WIOA youth services. Below is an overview and outline of the project.

CAPITAL AREA APPRENTICESHIP PREP MODEL

Overview

CAWD's Apprenticeship Prep program for youth between the ages of 16-24 combines academic and technical classroom instruction with work experience and advancement to an apprenticeship program. Apprenticeship Prep provides the foundation for youth to choose among multiple pathways – to enroll in college, begin full-time employment, or a combination.

CAWD Apprenticeship Prep benefits:

- **Youth engage in work-based/experiential learning and continue in furthering their education during or after high school and/or college.**
- **Students are connected to career pathways during education, increasing the potential for career success.**
- **Businesses gain access to a talent pipeline of entry-level workers to address skills shortages in the workplace.**

The program model will feature industries that are in demand in the Wake and Johnston County areas. It will also combine basic skills preparation, occupational skills training, and other activities and support to help participants obtain the skills needed to continue into a full apprenticeship program. Through partnerships with businesses, high schools, community colleges, and other partners, CAWD's Apprenticeship Prep program can make a difference in the lives of youth while supporting economic and workforce development.

The pilot will start in Wake County beginning July 1, 2021, as a transition year, with plans to move to full implementation in the Capital Area region in PY2022. Areas of concentration under consideration for the pilot are Electrical, Healthcare or Information Technology. Plans are to run two cohorts for two industries for the pilot year with 15 students in each cohort for a total of four cohorts with 60 youth for the first year.

Youth Apprenticeship Prep Pipeline

Step 1: Participant Recruitment:

Recruitment for the program will be targeted based on industry. It will take place via referrals from our partners, such as local high schools, community colleges, community-based organizations, and Social Services organizations. CAWD will also utilize our community partner tool, Care360, for referrals for the program. This stage is the entry point where students are exposed to the program requirements and the industry information.

Step 2: Program Eligibility

As a part of the screening process, youth must meet the following eligibility criteria for the NextGen program. An individual must be:

- U.S. Citizen or Registered Alien;
- Be between the ages of 16 - 24 at the time of enrollment;
- Meet Selective Service Registration requirements (If applicable);
- Have at least one of the following barriers:
 - School Dropout
 - An individual who is subject to the juvenile or adult justice system
 - Homeless/Runaway
 - Youth in or aged out of a foster care system
 - Pregnant or Parenting
 - Individual with a Disability
 - Low-income

Step 3: Path Determination/Enrollment

There will be two paths as part of the Youth Apprenticeship Prep Model. These paths will determine when a youth is enrolled into the program. They are as follows:

- Path #1: Youth is immediately enrolled into program, if:
 - Youth has HS Diploma or HS Equivalent, or
 - Youth scores at least a *9th grade or higher in Reading and 6th grade or higher in Math* on the Test of Adult Basic Education (TABE) Test

Note: Youth will work on HS Diploma/HS Equivalency as a first activity in the program

- Path #2: Youth's enrollment is temporarily delayed into program and referred to the Community College System's Basic Skills Program, if:
 - Youth scores below a *9th grade in Reading and 6th grade in Math* on the TABE Test.
 - NextGen staff will remain in regular contact with the youth to ensure they remain engaged and continue to work on their goals to get into the program
 - To keep them engaged, youth will participate in job readiness activities, i.e. workshops, etc. with the NextGen Program
 - Once a youth scores at least a *9th grade or higher on Reading and 6th grade or higher on Math* on the TABE Test, they can be enrolled into the program

Step 4: Readiness Training

- Youth will be engaged in Leadership Development activities geared toward their desired occupation.
- Additional activities will be derived from the 14 WIOA youth program elements such as mentorship, career exploration and leadership training.

Step 5: Pre-apprenticeship

At the heart of the pilot program experience, this stage involves youth completing a pre-apprenticeship program to explore their interest and fit in a technical field before committing to a full apprenticeship.

- Prior to committing to the pre-apprenticeship, youth will be able to learn more about the industry through pre-enrollment sessions.
- The sessions will be industry specific and,
 - include tools for youth to learn more about the industry
 - include speakers from the industry

The Pre-apprenticeships will be conducted using approved training providers, including community colleges, where youth will earn their industry-recognized credential. Youth will be able to concurrently take courses directly related to the apprenticeship field in addition to their required high school equivalency coursework.

Step 6: Apprenticeship or Employment

Once pre-apprenticeship is completed, youth will be referred to applicable apprenticeship, further education or employment.

Step 7: Exit/Follow-up

Once the youth enter an apprenticeship or employment, they will be eligible to exit from the program. After program exit, the youth will remain in contact with staff for at least a year to ensure they continue to be successful.

In addition to the pilot project that is being implemented in Wake County, Capital Area will continue to follow the NextGen Framework for Youth Services in the Capital Area region and for those individuals in Wake County who are not in the Apprenticeship Prep program as follows:

Capital Area NextGen Framework

Capital Area NextGen Framework consists of five components. These are Education, Career Pathways, Career Experience, Leadership Development, and Wrap Around Services.

Educational opportunities are readily available to youth and young adults to help them achieve long-term goals, as well as access resources, tools, and services. Occupational skills training, high school equivalency, classes, and tutoring are focused on preparing youth and young adults for high-demand occupations. Youth are assessed through interest and aptitude assessments. Youth activities in education are assessed and monitored by the case manager to ensure they are completing and succeeding in their courses. Additional assistance in high school equivalency classes, OST, or post-secondary activities can be offered through tutoring, on and off-site.

Career pathways versus “jobs” are the focus for youth and young adults employment and training. A clear path from education into the workforce is provided through career pathways that include integrated services, diverse training, career readiness, partnerships, and other unique features. This component offers career exploration, labor market information, soft skills training, job fairs and industry tours. The case manager works with the youth at enrollment and throughout the program, particularly regarding the Individualized Service Strategy (ISS). The ISS details the path each youth needs to take to complete short and long-term goals. A Career Pathway is reflected in this

ISS, and it is assessed at least every 90 days to ensure the youth is still on the appropriate path and can be changed, if necessary, to meet their needs.

Career opportunities, entrepreneurship, and work-based learning must be available to each youth and young adults in the program. Local businesses are engaged to provide internships, job shadowing, on-the-job training, and pre-apprenticeships. These workforce activities are closely monitored by a case manager and on-site supervisor to ensure youth are completing all duties in their role, obtaining efficient skills, and complying with all rules and regulations at their worksite. Throughout the course of the youth's work experience and OJT, case managers will assess the youth's newly acquired skills, identify additional employment barriers, and participate in workshops to emphasize resumes, soft skills, and mock interviews to assist them further once the work experience is complete and they are applying for unsubsidized employment.

Leadership development must be a strong aspect of the local Workforce Development Boards youth and youth adult program design. Opportunities for youth and young adults to participate in community service, peer-centered activities, classroom development, mentoring, and soft skills training are available. Other activities include youth leadership weeks, financial literacy, and personal development. Youth who are leaders in the program are evaluated to determine if they can be on the Youth Advisory Committee, which meets monthly to plan special events and hold forums on the program. Youth will attend leadership workshops and community events, volunteer throughout the year on and off-site, and positively represent their youth program.

And lastly, NextGen staff work with state and local community organizations to ensure that wrap-around services are available to meet the needs of their youth and young adults in different ways. Partnerships must include Vocational Rehabilitation, Departments of Social Services, Adult Basic Education, and juvenile justice.

a. After enrollment, all youth will have an objective assessment completed which identifies service needs, academic levels, goals, interests, supportive service needs, and measures barriers and strengths. It also includes a review of basic and occupational skills, prior work experience, work readiness, and developmental needs. The results of a comprehensive objective assessment assists in the development of an Individual Service Strategy (ISS).

b. Supportive Services such as transportation, childcare, clothing, car repair, etc. are provided as needed to youth to help them participate in WIOA youth activities. NextGen staff look for other resources before providing them through WIOA funding. Youth are assessed regularly to determine the continuation of the supportive services that are provided or to determine if any additional supportive services are needed.

Youth are assessed at enrollment to not only determine their career interests but to determine what developmental needs they may have that may be a barrier to them being successful in completing their goals. NextGen staff works closely with community partners to leverage resources such as tutors, mentors, and mental health assistance. Staff will also assess youth skills using YouScience to determine what skills they may have, and which Career Pathway will best fit their abilities.

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

All individuals will have an objective assessment and Individual Service Strategy (ISS) completed to determine abilities, barriers, strengths, needs, and goals. Staff uses this information to better understand the youth and determine what services they will need to successfully complete their education and career goals. It is from this discussion that staff will, in partnership with the youth, develop an ISS for them. The ISS details the path each youth needs to take to complete short-term and long-term goals. Staff will use this ISS to determine every step the youth will take while in the program. It is assessed at least every 90 days to ensure the youth is still on the appropriate path and can be changed, if necessary, to meet their needs.

Capital Area staff provide training and technical assistance throughout the year to ensure that staff are well-trained on conducting objective assessments and how to use them to develop the youth's ISS. The Youth Workforce Development Specialist conducts regular desk reviews and quality assurance reviews to monitor the quality and effectiveness of these documents in NCWorks Online. This ensures that the ISS will include activities leading to a career pathway of interest to the youth and will include other appropriate activities (program elements) that will ensure their success and therefore provide a positive outcome for the youth performance indicators.

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

As part of Capital Area's new Apprenticeship Prep program, Youth will be able to concurrently take courses directly related to the apprenticeship field in addition to their required high school equivalency coursework. Then, upon completion of the Apprenticeship Prep program, youth will be referred to applicable apprenticeship, further education or employment.

Also, one of the NextGen Framework's five components is Education. The Education component consists of alternative secondary school services, dropout recovery services, tutoring, postsecondary education and training, and occupational skills training (OST). Youth are assessed upon enrollment in the program to determine appropriate activities for the youth. Case managers monitor the youth closely while they are active in the various program elements that are included in the Education component to ensure they are completing and succeeding in activities. Additional assistance in high school equivalency (HSE) classes, OST or postsecondary education is also offered through tutors, on-site and off-site.

Educational field trips are another important strategy our NextGen Centers use to provide alternative learning opportunities for our youth (aside from classroom work). This includes college tours and informational sessions with representatives from local colleges.

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

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

Relationship building is important to keep young adults engaged during enrollment into WIOA and it is even more important that there is an ongoing support system available, even after exiting from the program. Methods of follow-up include mail, email, phone calls, texting, and social media. These methods of follow-up will be conducted frequently and consistently to ensure the young adults are on the right track and continue with success after exit. Those who successfully complete the program will be asked to return to share their experiences in the program and mentor the youth who are currently active.

If a youth in follow-up is not reachable by the forms of communication mentioned above, then active efforts will be made to reach family members, friends, employers, and schools. Case managers will maintain monthly contact for the first 90 days and then will reach out quarterly to check in on the status of the youth throughout the rest of the follow-up year.

Services offered during follow-up may include:

- **Assistance in addressing work-related problems that arise;**
- **Supportive services;**
- **Adult mentoring;**
- **Financial literacy education;**
- **Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and,**
- **Activities that help youth prepare for and transition to postsecondary education and training.**

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

The young adults will be served in our Specialized Youth Centers – One NCWorks NextGen Center in Wake County and one NCWorks NextGen Center in Johnston County. Young adults can also take advantage of the workshops, job fairs, and events that are held through the NCWorks Career Centers as well. As we expand our Capital Area region beginning July 1, 2022 to include Lee and Chatham counties, these youth will be served in the NCWorks Career Centers in those counties for the upcoming year. Plans are to evaluate these centers and determine where the youth will best be served moving forward.

7. **Attach the Local Area WDB Youth Service Provider’s chart, effective July 1, 2022, using the PY 2022 [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: *PY 2022 Local Area WDB Name Youth Service Provider List*.**

Attached document: PY 2022 Capital Area Workforce Development Youth Service Provider List

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

Capital Area solicits proposals for WIOA Youth Services Providers through a Request for Proposal (RFP) process every three years.

Competitive procurement of the Capital Area Youth Programs took place from December 2018 to March 2019. The contract award begins on July 1, 2019 and is for one year. Contract extensions are available for up to two additional years based on performance, quality of services, responsiveness of providers, and the ability to meet contract expectations. However the NC Division of Workforce Solutions granted all Workforce Development Boards in North Carolina a waiver for WIOA Youth Services for PY22. Contract extensions for the WIOA Youth Service Provider contracts took place for PY20, PY21 and PY22. Capital Area will expand its current Youth contract with EDSI, Inc. to include Lee and Chatham counties for PY22. Capital Area will be releasing a new RFP in December 2022 for PY23 (to start July 1, 2023).

Capital Area’s WIOA Youth Services Providers competitive procurement is as follows:

The goal of Capital Area Workforce Development is to ensure fair and lawful award of public funds to eligible service providers. Procurement of WIOA Youth Services Providers, to conduct Workforce Innovation and Opportunity Act activities, is accomplished through a competitive procurement process, as follows:

- 1) The competitive procurement process starts with the release of the Request for Proposals. To ensure that the notification is viewed by the public as well as local, state, and federal employment and training agencies, the notice is posted in newspapers, on Capital Area Workforce Development’s website, Wake County Government’s website, National Association of Workforce Development Boards’ website, and emailed electronically to an established list of youth employment and training agencies across the country.**
- 2) After the notification release, a Pre-Proposal Information Session is then conducted by Capital Area Staff and Wake County Procurement Service staff to discuss the RFP and answer any questions. Attendance at the session is recommended, but not required for agencies responding to the proposal. Questions, other than those addressed in the session, must be emailed or faxed to Capital Area before the established due date. These questions are answered by Capital Area staff and are added as an Addendum to the RFP. The RFP provides clear guidelines on the submission requirements and the proposal deadline date and time. Proposals are not accepted after the deadline. Respondents are required to submit a non-binding intention to bid as part of the response process.**
- 3) The Proposal Review Panel consists of Capital Area Board Members, and Capital Area staff. As part of the proposal review and selection process, the top 3-5 respondents, based on the reviewer’s ratings, are required to meet with the Proposal Review Panel to briefly discuss their proposal and answer questions. In selecting an organization for youth services, primary consideration is given to the demonstrated effectiveness of the organization in delivering comparable services, overall quality of the proposed plan of services, the likelihood of meeting or exceeding federal Performance Indicators, and cost. In addition, consideration is given to: a strong record of integrity, business ethics, and fiscal management and accountability; the staff**

qualification and technical skills to perform the work; and the ability of the organization to meet service delivery requirements at a reasonable cost.

4) After the review process is completed by the Proposal Review Panel, the Panel presents a recommendation to the Board at the scheduled Board meeting for approval. The selected respondent will receive written notification of the award. The non-awarded respondents will also receive written notification with the instructions for requesting a debriefing or appeal, as follows:

a) The debriefing must be requested in writing to the Capital Area Workforce Development Executive Director within ten (10) working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals are not considered.

b) The appeal request must be submitted in writing to CAWD Executive Director within five (5) working days following a debriefing. An appeal request must identify an issue or fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the RFP document. Appeal requests not based on those conditions are not considered. Appeals requests will be rejected as without merit if they address such issues as professional judgment on the quality of a proposal or CAWD's assessment of Local Area needs, priorities, or requirements. The Capital Area Workforce Development Executive Director will issue a decision within five (5) working days of receipt of a written appeal. The decision will be final.

Funds for WIOA Title I Youth services are provided under a cost reimbursement contract between Capital Area and the WIOA Youth service provider(s). CAWD now also uses a pay for performance model for all service providers that include profit in their budget.

9. Provide the Local Area WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)] (CPS 09-2021)

In order to recruit eligible out-of-school youth, Capital Area NextGen Centers will continue to utilize a variety of strategies including, but not limited to, partner referrals, word of mouth, social media, client referrals, community events and outreach, marketing materials within local agencies and places of interest to youth, and canvassing communities that have a high population of disconnected youth.

Youth service providers will also continue to leverage relationships with community partners such as the public school system, community colleges, Vocational Rehabilitation, NC Division of Social Services (DSS), behavioral health agencies, NCWorks Career Centers, juvenile probation offices, and Haven House among others to recruit participants for enrollments into the program. Through effective outreach efforts, our service providers typically have had no difficulty finding out-of-school

youth in need of the services of NextGen Centers, though it has been somewhat challenging during the COVID environment.

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

Even though WIOA requires that local areas spend a minimum of 20% of youth funds on work experience, Capital Area requires that youth service providers spend 25% of allocations on work-based learning activities. Capital Area strongly believes that work-based learning activities are critical to the success of youth. These activities will include paid and unpaid work experiences, summer work experience, on-the-job training, internships, pre-apprenticeships, and job shadowing.

Youth service providers have had a concentrated focus on these areas in past years and will continue to do so with the efforts of the Business Service Specialist at each site, as well as the assistance of the Business Engagement staff at Capital Area. These staff members will work closely together to engage local businesses in the community to build partnerships, create career pathways, and allow further opportunities for these young adults in the programs. Service providers will target a wide range of work-based learning opportunities, with special attention given to high-growth industries in the Capital Area region.

Capital Area will also continue to track this expenditure rate on a monthly basis to ensure each provider stays on track.

Capital Area has consistently made the 20% requirement under WIOA, however due to the COVID-19 pandemic, employers have been reluctant to offer these opportunities to youth in this environment. We anticipate it will pick back up as the vaccine becomes more available and more businesses return to normal business operations.

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

Yes, Capital Area currently has two full-time Youth Business Services Representatives – one in the NextGen Center in Wake County and one in the NextGen Center in Johnston County. Both of these representatives are at the service provider level. By July 1, 2022, we will make a determination if additional representatives are needed in Lee and Chatham Counties or if the representative in Wake County will cover that area as well.

12. Does the Local Area WDB have a re-entry program for young adults? If yes, please briefly describe it.

No, Capital Area does not have a re-entry program for young adults at this time.

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

- a. Title II Adult Education and Family Literacy Act program resources and policies.

Capital Area youth service providers work with Title II providers to deliver high school equivalency/high school diploma services, tutoring, occupational skills courses, and various training throughout the year as needed. Capital Area currently has a contract with Wake Technical Community College (WTCC) Basic Skills to fund an adult basic skills instructor specifically for WIOA NextGen participants in Wake County.

NextGen Johnston County and Johnston Community College (JCC) have developed a strong partnership. JCC's WIOA Title II program and NextGen Center partners to recruit students and to provide basic skills and high school equivalency instruction to participants. Instruction is provided by JCC instructors on site at the NextGen center and students are provided with NextGen staff support and supportive services. NextGen and JCC's Title II program coordinate referral, intake and testing processes and work jointly on recruitment and retention efforts. Both programs have provided information and training to promote a shared understanding of performance indicators, eligibility requirements, TABE testing procedures and reporting.

NextGen also partners with other curriculum and continuing education programs and departments at WTCC and JCC. As eligible training providers for CAWD, WTCC and JCC provide valuable training and opportunities for NextGen participants. As CAWD expands to include Lee and Chatham counties in PY22, we will also work closely with Central Carolina Community College in serving youth participants in those counties.

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

We work together with Vocational Rehabilitation (VR) to ensure equitable opportunities for all young adults. NextGen and VR staff meet regularly to review potential referrals, staff joint cases, decrease barriers to employment for needs such as assistive technologies and to share resources. VR provides case management and employment services for participants enrolled in both NextGen and VR. These services include paid internships, employment placement and employment support. With NextGen and VR meeting regularly, this ensures there is no duplication of services for the youth participants.

Pre-employment transition services (pre-ETS) are provided at all county high schools. These services are provided by a local contractor through a partnership with Vocational Rehabilitation and public schools. Categories of pre-ETS services include job exploration, counseling, work-based learning experiences, post-high school opportunities, workplace readiness training, and instruction in self advocacy. Students that need additional assistance after high school, or that do not finish high school, are referred for NextGen services as appropriate.

In addition to these services, our VR agencies began to play a more active role in youth conversations with not only our youth service providers but with our Youth Advisory Councils as well.

- c. Integrates adult education with occupational education and training and workforce preparation, as Local Area WDB's and the creation of career pathways for youth. [USDOL TEGL 8-15]

Capital Area works closely with both WTCC and JCC to provide adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce

training for specific occupations or occupational clusters for the purpose of educational and career advancement. This will be even more apparent with Capital Area's new Youth Apprenticeship Prep model where Youth will be able to concurrently take courses directly related to the apprenticeship field in addition to their required high school equivalency coursework. As CAWD expands to include Lee and Chatham counties in PY22, we will also work closely with Central Carolina Community College to determine what workforce preparation and workforce training is needed in those counties.

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

If yes, attach the Youth Incentive Policy to include:

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

Name document: Local Area WDB Name Youth Incentive Policy.

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

Yes, Capital Area Workforce Development plans to offer incentives for youth.

Attached Document: Capital Area Workforce Development Youth Incentive Policy

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

N/A

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

Career Experience is another one of Capital Area NextGen Framework's five components. It includes work-based learning activities such as paid and unpaid work experience, on-the-job training, job shadowing, pre-apprenticeships, and internships. These workforce activities are closely monitored by a case manager and the on-site supervisor to ensure youth are completing all their work goals, obtaining relevant skills, and complying with all rules and regulations at their worksite. Throughout the course of these activities, case managers will assess the youth's newly acquired skills and identify additional employment barriers. The youth will participate in workshops to emphasize resumes, soft skills, and mock interviews to assist them further once the workforce activity is complete and they are applying for unsubsidized employment.

Prior to being put into a workforce activity, youth will complete, review and update (as needed) their resume with the Youth Advocates, as well as, go through a mock interview. NextGen Career Centers provide on-going job readiness and soft skills workshops. They will also provide hiring and networking events at the center. Through the completion of these workforce activities, staff will encourage the youth to consider employment with small employers, specifically those that are in the Capital Area's in-demand industry sectors, which are Information Technology, Healthcare, Advanced Manufacturing, and Construction / Skilled Trades.

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

Attached Document: Capital Area Workforce Development Youth Program Elements Chart

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

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

No, Capital Area does not have a standing committee to provide information to assist with planning, operational and other issues relating to the provision of services to youth. Capital Area staff (Youth Workforce Development Specialist and One-Stop System Director) provides the day-to-day oversight of our youth programs. This staff also provides training and technical assistance while the Accountability Specialist monitors performance. Youth providers submit monthly reports established by CAWD staff to track the progress of service delivery.

In 2020, Capital Area created Youth Advisory Councils in Wake and Johnston counties. These community-based councils work together to provide a system of support around youth employment. More specifically, the mission of these councils is to support the creation of an education-to-career system that enables every young person in the Capital Area to:

- 1) graduate from high school;**
- 2) engage in work experiences;**
- 3) complete a post-secondary credential; and,**
- 4) secure living wage work.**

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

- a) Provide the committee's purpose/vision.

N/A

- b) Provide the committee's top three goals or objectives for PY 2022.

1. N/A
2. N/A
3. N/A

- 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 Local Area WDB member.) Name document: Local Area WDB Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

N/A

- c. Complete the following chart for the PY 2022 Youth Committee's planned meeting schedule to include dates, time, and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
N/A	N/A	N/A

Local Area WDB Innovations

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

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
Finish Line Grant	To provide emergency funds to students at Wake Technical Community College and Johnston Community College for financial emergencies that may prevent their education completion.	8/17/2018-6/30/2022	NC Division of Workforce Solutions \$200,000 (\$75,000 initial installment)	Johnston Community College, Wake Technical Community College
Roads To Reentry (Reentry Program 3)	To provide case management, supportive services, mentorship, education, job training, apprenticeships, and other workforce activities that lead to employment for individuals exiting and recently exited local detention facilities (Wake and Johnston Counties).	7/1/2019-3/31/2023	U.S. Department of Labor, Education and Training Administration \$1,500,000	
Intermediary Agency for the Wake Local Reentry Council	To serve as the operator of the Wake Local Reentry Council. Provide intake and referrals to recently released individuals. Coordinate and recruit partners that provide support to returning citizens. Strengthen the network of support for returning citizens in Wake County.	2/19/2020-12/19/2022 (Can reapply for three year terms)	N.C. Department of Public Safety \$150,000 per year for regular programming \$25,000 per year for two years for additional services	
National Dislocated Worker Grant (NDWG)	To provide emergency education, training, and support services to workers dislocated due to the economic downturn.	07/01/2020 – 3/31/2022	U.S. Department of Labor and NC Division of Workforce Solutions \$693,160	

Capital Area Apprenticeship Prep Program	To prepare young people with education, career readiness skills, and a pre-apprenticeship opportunity that will lead to an apprenticeship, employment, or continued education.	07/01/2021-04/30/2023	NC Division of Workforce Solutions \$100,000	Ral-Dur JATC, Wake Technical Community College
Small Business Workforce Development	To provide On-The-Job (OJT) Training, Work-Based Learning, and Incumbent Worker Training to small businesses with a priority focus on those businesses owned by minorities, women, and individuals with disabilities.	11/08/2021-12/31/2024	Wake County ARPA Funds \$347,047	
Microbusiness-Entrepreneurship	To develop a comprehensive model to support entrepreneurs at every stage from idea to expansion, especially those who may need extra assistance in taking their next step.	11/08/2021-12/31/2024	Wake County ARPA Funds \$395,890	
NextGen Youth Career Exploration	To provide youth in Wake County the tools and resources to explore different careers through improved technology & education setting, and pre-apprenticeship opportunities in IT.	11/08/2021-12/31/2024	Wake County ARPA Funds \$257,889	
Reentry Expansion	To expand the Wake Local Reentry Council to provide more comprehensive case management, employment & education support, mentoring, and support to community partners.	11/08/2021-12/31/2024	Wake County ARPA Funds \$2,760,175	
CAREER Dislocated Worker Grant	To provide outreach, career guidance, education & training, and employment support to dislocated workers in underserved communities.	08/20/2021-08/19/2023	U.S. Department of Labor, Education and Training Administration \$1,927,284	

Business Services Grant	To provide Incumbent Worker Training to eligible businesses	11/24/2020-6/30/2022	NC Division of Workforce Solutions \$50,000	
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- Describe one of the Local Area WDB's best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

CAWD has expanded their current NCWorks/NextGen communication methods to include text messaging to keep customers engaged and to reduce costs, provide efficient service delivery, enhance outreach, and improve staff communication. Text messaging (texting) consists of sending electronic messages between two or more users of mobile phones, desktops/laptops, or any other type of compatible electronic device. Text messaging allows direct communication with an individual in a matter of seconds and provides a means of communication that individuals can use when it is most convenient for them. The text messaging vendor in which CAWD selected for NCWorks/NextGen Centers to use goes by the name of SimpleTexting.

SimpleTexting is a cloud-based platform for 1-on-1 business texting and mass text message campaigns. The platform provides the ability to send and receive messages using an existing 10-digit phone number. Key features of the SimpleTexting platform include text campaigns, autoresponders, scheduled texts, data collection, and more.

CAWD will collect analytics from the text messaging platform which is inclusive of the number of text campaigns, autoresponders, sent messages, responses, unsubscribers and subscribers to keywords and webforms.

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

Capital Area's NextGen program's best practice is utilizing pre-apprenticeship opportunities that yield positive placement in full apprenticeship. These pathways promote credential and measurable skill gains leading to full-time employment with sustainable wages and partnership with educational providers. In PY21, Capital Area's NextGen Program has provided electrical apprenticeship opportunities that will lead to Journeyman status to young adults upon completion with pay rates averaging \$15 - \$17 per hour. Fifteen young adults were awarded opportunities to participate this current program year with additional cohorts being planned targeting Information Technology careers. The effectiveness is demonstrated by the number of positive completers that have exited to clearly defined pathways with nationally – recognized credentials.

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

A regional strategy that has been successful for the North Central region (CAWD, Durham, & Kerr-Tar) and even some other boards in close proximity is our regional agreement on the use of on-the-job-training (OJT) to support businesses. Boards have agreed that when working with a business to

help fill positions and using the OJT resource, that it does not matter where the job seeker lives as long as the business is in the board's local area. This allows the business to only have to work with one workforce board for their recruitment, but also gives them a wider range of employees to choose from and take advantage of OJT.

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

CAWD has a focus to increase the number of small businesses served. Due to the tight labor market, employee attraction and retention is of paramount concern to small business owners. When businesses implement training programs, it shows employees they are valued which ultimately increases productivity and retention.

An analysis of data from both NCWorks and EMSI (Economic Modeling Specialists, Inc.) revealed that small businesses constituted a disproportionately small number of the total businesses receiving services from NCWorks. Recent EMSI data shows 96% of the businesses in Wake County has less than 50 employees. In PY20, out of the total number of businesses served by NCWorks, only 24% of them were small businesses.

As a pilot, CAWD is tracking the number of underserved small businesses served in Wake County and has a goal to more than double that in PY21. Our goal is to increase the number of small businesses served in Wake County again in PY22.

Supporting this effort is CAWD's innovative Small Business Workforce Development grant which is funded through Wake County ARPA funds. This grant broadens the eligibility criteria to increase the number of small businesses utilizing OJT, Work Experience and Incumbent Worker Training. This program was recently launched and CAWD is tracking:

- **Number of small businesses served with OJT, Work Experience or Incumbent Worker training,**
- **Ownership of the small business as the program targets those businesses owned by minorities, women, individuals with disabilities and veterans**

As we learn best practices from this pilot program, CAWD plans to scale this to Johnston, Lee and Chatham Counties.

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

CAWD partnered with IBM to introduce a program within its region by the name of IBM SkillsBuild. Individuals can explore their interests, learn and grow their skills, and participate in different learning plans and channels. There are thousands of learning materials in an array of different technology topics, such as Cybersecurity, Blockchain, Project Management, Data Analytics, and much more! Users also have the ability to receive one-on-one coaching from IBM experts and participate in IBM projects.

As long as an individual is 18 years of age or older, they can register and create a profile at www.skillsbuild.org. This completed user registration would be the open platform. In order to gain full access to the SkillsBuild main platform, users can submit a SkillsBuild Access Request

form on the CAWD website at <https://capitalareancworks.com/skillsbuild/>. The IBM SkillsBuild main platform has badges in which an individual can earn through IBM SkillsBuild, claim through the Credly open badge software, and post to their professional social media profiles, such as LinkedIn. SkillsBuild is a free learning resource for users to take advantage of and an excellent way to build knowledge and upskill.

Since the inception of IBM SkillsBuild in March 2021, 1,421 customers have been registered for IBM SkillsBuild, 2,714 learning hours have been completed, 3,168 learning activities have been completed, and 273 learning badges have been obtained by customers within the Capital Area.

IBM SkillsBuild continues to be a valuable resource for individuals seeking to upskill, job seekers, and entrepreneurs.

7. Describe how the Local Area WDB's inform other Local Area WDB's of best or promising regional workforce practices.

The Executive Directors Council (EDC) includes all workforce board directors from across NC. This group meets every two weeks virtually and face to face once per quarter. During meetings, directors have the opportunity to share best practices and some meetings are dedicated to best practice sharing only. In addition to the opportunity to share best practices in these meetings, directors also share common issues and get insight and support from other directors on potential solutions based on their experiences.

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

One of the CAWD Board Committees is Sector Strategies. This Committee is focused on the alignment of initiatives in high growth sectors with the workforce system and economic development needs. Due to the economic development growth, the Committee members decided to focus on the workforce needs in the IT sector as it is a high-growth sector with significant workforce needs in the Capital Area.

The Committee discussed various strategies to address this issue and selected a virtual forum. The committee was the architect of the forum agenda which included labor market trends, an attendee poll, a panel discussion and highlights of NCWorks business services solutions. Two of the panelists were a small business owner of a Tech company and a recruiter from a large Tech employer. The Committee members focused the discussion on the challenges facing employers right now and nontraditional solutions to filling those openings. It was an engaging panel discussion with the panelists sharing their best practices for recruiting and talent development.

Board members on a second Board Committee, Customer Solutions, brainstormed on ways to support various populations of jobseekers. Resulting from these discussions, a mature worker program was implemented at NCWorks Career Center. This program is in partnership with AARP and supports mature workers with their job search through training and career coaching.

The innovative and strategic ideas of our Board Committees resulted in an IT forum event and a program implementation. The business engagement practice of strategic Committee work where the board members decide the direction has been very effective.

VIII. Program Year 2022 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2022 Local Area Plan. The Local Area Plan is not complete without these documents. Name each document: Local Area WDB Name, Policy Name.

- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” **only** if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder”.

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2022 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	Yes	No
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	Yes	Yes
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy	Yes	Adult/DW - Yes Youth - Yes
8. Oversight Monitoring Policy, Tool and Schedule	Yes	Yes
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes	Yes
11. Supportive Services Policy	Yes	Adult/DW - No Youth - Yes
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	Yes	No

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

- In the second column mark “Yes” **only** if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add a blank document in WISE as a “placeholder”.

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

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2022 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	Yes	Yes
2. Local Area WDB Needs-Related Policy	N/A	N/A
3. Local Area WDB Transitional Jobs Policy	N/A	N/A
4. Local Area WDB Youth Incentive Policy	Yes	No
5. Local Area WDB Guidance for Finish Line Grant	Yes	No

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

Individual Training Accounts (ITA) Summary	
Dollar Amounts	\$3,500 for tuition only (does not include books, etc.)
Time Limits	Generally, up to 2 years. Exceptions are available

Degree or Certificates allowed (Associate's, Bachelor's, other)	<ul style="list-style-type: none"> • Associate degree • Completion of a Bachelor degree (within the time limit cited above) • Occupational licensure • Occupational certificate, including Registered Apprenticeship and Career and Technical Educational certificates • Occupational certification • Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment
Procedures for determining case-by-case exceptions for training that may be allowed	<p>Exceptions to the length of training and/or to cost limitations must be approved in writing by Capital Area staff. And including the following information must be E-mailed to Jessica McLeod at jessica.locklearmcleod@wakegov.com.</p> <ul style="list-style-type: none"> a. Name of participant b. NCWorks Online User ID c. Enrollment date d. Date of last service e. Type of exception being requested f. Justification for the exception <p>Staff will respond within five business days to the request.</p>

Individual Training Accounts (ITA) Summary	
Period for which ITAs are issued (semester, school year, short term, etc.)	Capital Area ITAs/vouchers will be issued on a term basis or for the duration of a specific course of study for short term training. Students will be reassessed on a term basis to determine need for ongoing scholarship funds.

Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Books, uniforms, certifications, exams, supplies, student activity fees, campus access fees, criminal background checks, physicals, and/or shots
Other	At least eighty percent (80%) of training dollars spent must lead to an occupation in an in-demand industry as defined by Capital Area Workforce Development Board with an emphasis on the high growth, in-demand, hard-to-fill occupations, and no more than twenty percent (20%) of training dollars may be for other occupations.

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

Adult Supportive Services

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
<p>Ongoing transportation-related expenses:</p> <ul style="list-style-type: none"> ● Public/Private Bus Tickets ● Carpool/Van Fees ● Taxi/Uber/Lyft Fares (limited basis only, not for daily transport) ● Parking Fees ● Mileage Reimbursement <ul style="list-style-type: none"> ○ to a WIOA participant, or; ○ to an individual transporting a WIOA participant 	Only allowed through special approval	<ul style="list-style-type: none"> ● Clothing and other items (tools, etc.) required for an interview, employment and/or training ● Reasonable accommodations for Persons with Disabilities (special services, supplies, assistive technology, etc.) ● Records required for employment (birth certificate, background check, etc.) ● Other employment-related needs 	<ul style="list-style-type: none"> ● Only allowed through special approval ● Finish Line Grant supportive services are allowed up to \$1000. 	Supportive service payments may be used for late fees or reconnect fees associated with delinquent client utility bills

Youth Supportive Services

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
<p>Allowed One-time transportation-related expenses:</p> <ul style="list-style-type: none"> ● North Carolina Vehicle Registration Fee ● Vehicle Inspection Fee ● Vehicle License Plate ● North Carolina Driver's License 	<p>Child Care costs: \$50 per child per day or the actual cost per day if less than \$50 per day.</p>	<ul style="list-style-type: none"> ● Clothing needed for an interview ● Clothing and other items (tools, etc.) required for employment and/or training ● Reasonable accommodations for persons with disabilities (special services, supplies, assistive technology, etc.) ● Records required for employment (birth certificate, background check, etc.) ● Other employment-related needs 	<ul style="list-style-type: none"> ● Emergency Costs: Maximum of \$750 per enrollment year per WIOA participant and not to exceed \$2,250 over the course of enrollment in WIOA ● Finish Line Grant supportive services are allowed up to \$1000. 	<p>Supportive service payments may be used for late fees or reconnect fees associated with delinquent client utility bills</p>

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

Attachment Checklist from Local Area Plan Instructions

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

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

- ☒ Local Area WDB Supportive Services Policy
- ☒ Local Area WDB Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- ☒ Local Area WDB Incumbent Worker Training Policy (*optional*)
- ☒ Local Area WDB Needs-Related Policy (*optional*)
- ☒ Local Area WDB Transitional Jobs Policy (*optional*)
- ☒ Local Area WDB Guidance on Finish Line Grants (*optional*)
Capital Area Finish Line Guidance is an attachment to the Supportive Services Policies
- ☒ Memorandum of Understanding
- ☒ Customer Flow Chart

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

Appendices

NC Local Area WDB By-laws Required Elements

[A](#)

By-laws Guidance

[B](#)

Local Area WDB Membership Requirements

[C](#)

NC Local Area WDB By-laws Required Elements

At a minimum the Local Area WDB by-laws must include the following items for DWS approval.

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

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

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

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

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

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

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

NAME HERE WDB by-laws

Article 1 **Name and Purpose**

Section 1. Name

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

Section 2. Purpose and Responsibilities

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

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

The Board responsibilities shall include:

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

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

Article 2

Board Members

Section 1. Appointment

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

The number of business sector nominees shall be at least 51% of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations

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

Section 2. Composition

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

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

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

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

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

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

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

Section 3. Tenure

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

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

Section 6. Vacancies

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

Article 3 **Meetings**

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

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

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4 **Organization**

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5 **Committees**

Section 1.

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

Section 2.

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

Section 3.

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

Article 6
Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7
Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

Signed:

Board Director Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

Board Chair Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

- A. All pertinent provisions of the Sunshine Provision must be complied with, including specifically the proper notice of any regular or special meeting, the proper record keeping or

minutes of each meeting, the appropriate agenda preparation for each meeting, which in addition shall be posted along with the notice of the meeting; and, in particular, any use of closed sessions shall be in compliance with the provisions of WIOA.

- B. All Board and Committee members attending meetings by electronic conferencing shall be entitled to vote as if they were personally and physically present at the meeting site so long as a quorum is, in total, present and accounted for, and their votes shall be recorded by the Board Director.
- C. A Board or Committee member who attends a meeting by electronic, video, or audio conference must provide notice to the Board Director at least 24 hours prior to the meeting unless such advance notice is impracticable.
- D. The location of the meeting included on the notice shall be equipped with a suitable transmission system (e.g., a speakerphone) in order that the public audience, the members in attendance and any staff in attendance will be able to hear any input, vote, or discussion of the conference and that the member attending by electronic means shall have a similar capability of hearing and participating in such input, vote, or discussion.
- E. As the Board or its committees begin each new matter of business, the Chair will check with all remote location(s) where members are to ensure that each such connection is active.
- F. When a motion is made, and seconded, and discussion regarding the motion begins, the Chair will check that the connection with remote location(s) where members are present is active. Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.
- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.
- H. The procedures outlined above shall also apply to each Board and its Committee members.

Local Area WDBs Membership Requirements

Representative of Business	Who May Satisfy the Requirements
(WIOA Section 107(b) (2)(A))	<p>The majority of the members of the Local Area WDB must be representatives of private sector business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Area WDBs may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> • be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority; • provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and • are appointed from among individuals nominated by local business organizations and business trade associations. <p><i>[In North Carolina, examples of allowable business organizations may include chambers of commerce, trade organizations, large non-profit organizations, such as Rex Hospital, and for-profit organizations, such as Duke Hospital, depending on the specific circumstances. Examples of unallowable business organizations include the N.C. Department of Public Safety or other state or municipal agencies.]</i></p>
Representative of Workforce (WIOA Section 107(b)(2)(B))	<p>Not less than 20% of the members of the Local Area WDB must be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> • must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; <p><i>[Employee representatives must come from organizations that advocate, enhance, or protect the rights of a group of employees. In North Carolina, such examples include the North Carolina Association of Educators (NCAE), the State Employees Association of North Carolina (SEANC), and the National Guard Association). The National Council for Accreditation of Teacher Education (NCATE) is an example of an organization that is not allowable as a labor organization.]</i></p> <ul style="list-style-type: none"> • must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a

	<p>representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists, and may include:</p> <p>In addition to the representatives enumerated above, the Local Area WDB may include the following to contribute to the 20% requirement:</p> <ul style="list-style-type: none"> • one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and <p><i>[In North Carolina, examples of allowable community-based organizations include organizations such as Goodwill and community action agencies.]</i></p> <ul style="list-style-type: none"> • one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs or eligible youth, including representatives of organizations that serve out-of-school youth. <p><i>[Community College representatives would not be appropriate for this category.]</i></p>
<p>Representatives of Education and Training</p> <p>(WIOA Section 107(b) (2)(C))</p>	<p>The balance of Local Area WDB membership must include:</p> <ul style="list-style-type: none"> • At least one eligible provider administering adult education and literacy activities under WIOA Title II; • At least one representative from an institution of higher education providing workforce investments activities, including community colleges; and • At least one representative from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> • Economic and community development entities; • The State Employment Service Office under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and • The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title. <p>In addition to the representatives enumerated above, the CLEO may appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> • Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment; • Governmental and economic and community development entities who represent transportation, housing, and public assistance programs; • Philanthropic organizations serving the local area; and • Other appropriate individuals as determined by the CLEO.

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