

Capital Area Workforce Development

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

July 1, 2023 – June 30, 2024

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

Introduction and Instructions

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

In North Carolina, annually, each 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) 2023 Plan is to provide current information and be effective July 1, 2023 - June 30, 2024 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: <https://www.dol.gov/agencies/eta>.

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

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 Program Year 2023 Plan is Due: May 5, 2023

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

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

Division of Workforce Solutions
313 Chapanoke Road, Suite 120
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I. Local Area Workforce Development Board (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.

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: *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.*

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

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

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

Name: Patricia E. Sturdivant	Title & Salutation: Executive Director; Ms.
Organization Name: Capital Area Workforce Development	Address: 5942 Six Forks Road, Raleigh, NC 27609
Phone Number: 919-856-6048	Email Address: pat.sturdivant@wake.gov

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

Name: Shinica Thomas	Elected Title & Salutation: Chair, Wake County Board of Commissioner; The Honorable
Government Affiliation: Wake County	Address: PO Box 550, Raleigh, NC 27602
Phone Number: 919-856-5566	Email Address: shinica.thomas@wake.gov

5. Provide the name, title, business name, address, phone number, and email address of the **individual authorized to receive official mail for the Chief Local Elected Official (CLEO)**, if different than question 4.

Name: Yvonne Gilyard	Title & Salutation: Clerk of the Board; Ms.
Business Name: Wake County Government	Address: PO Box 550, Raleigh, NC 27602
Phone Number: 919-856-7573	Email Address: yvonne.gilyard@wake.gov

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: Pat. E. Sturdivant	Title & Salutation: Executive Director; Ms.
Organization Name: Wake County Government	Address: PO Box 550, Raleigh, NC 27602
Phone Number: 919-856-6048	Email Address: pat.sturdivant@wake.gov

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 Name: Wake County Government	Address: 5942 Six Forks Road, Raleigh, NC 27609
Phone Number: 919-856-6048	Email Address: pat.sturdivant@wake.gov

8. Attach a copy of the **Administrative Entity/Fiscal Agent’s organizational chart** with an ‘effective as of date’.

- Name document: *Wake County Government Organizational Chart*.

9. Provide the **Administrative Entity's Unique Entity Identifier (UEI)** number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website <https://sam.gov/content/home> to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

UEI: MBQVYH61TEJ1

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, One-Stop System Director/Equal Opportunity Officer

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

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

- Name document: *Capital Area Workforce Development Board List*.

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

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Notes:

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

Capital Area has a Consortium Agreement between Chatham, Lee, Johnston, Orange, and Wake 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: *Capital Area Workforce Development Board By-Laws*.

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

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

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

Capital Area will have the plan on the website at <http://www.capitalareanetworks.com> on May 5, 2023, with comments and/or suggestions due back by June 5, 2023. After the comment period is over, Capital Area will send in any comments that represent disagreement with the Plan.

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

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

- Name document: *Capital Area Workforce Development Organizational Chart.*

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

Date	Time	Location (include address and room # or virtual link)
September 28, 2023	8:30 am – 10:30 am	Zoom meeting https://us02web.zoom.us/j/85391552847?pwd=ODYwdXRXR3NtZk9rVDF2SzRoT0phdz09
December 7, 2023	8:30 am – 10:30am	Park Alumni Center, 2450 Alumni Dr., Raleigh, NC 27606
March 28, 2024	8:30 am – 10:30 am	Zoom meeting https://us02web.zoom.us/j/85391552847?pwd=ODYwdXRXR3NtZk9rVDF2SzRoT0phdz09
June 27, 2024	8:30 am – 10:30 am	Zoom meeting https://us02web.zoom.us/j/85391552847?pwd=ODYwdXRXR3NtZk9rVDF2SzRoT0phdz09

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

18. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ Form (*form provided*). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, participants’ responsibilities.]

- Name document: *Capital Area Workforce Development Certification Form.*

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

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

- Name document: *Capital Area Workforce Development Signatory Page.*

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

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II. Local Area WDB Strategic Planning

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

Locally, WDBs are creatively working to address the new challenges of job growth and expansions. Employers in Local Area WDB areas continue to have a shortage of lower-wage, entry-level and middle-skilled level workers. As a Local Area WDB and workforce system, Local Area WDBs are leveraging resources and

engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Local Area WDBs are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

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

Capital Area Workforce Development Board (CAWD) considers itself a public-private partnership that focuses on economic development by ensuring that 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, Johnston, Lee, and Chatham counties and effective July 1, 2023, Orange County. CAWD services are designed to serve businesses and individuals of all ages. CAWD 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 applies 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 was developed in July 2022. Through the board's strategic planning process, it was determined that the board and staff's focus would be on economic mobility and strengthening the tight labor market. It is with these two focus areas in mind that CAWD settled on the following strategic goals for the new strategic plan, for 2022 to 2025:

1. By 2027 we will provide marginalized and underserved individuals enhanced access and support to secure competencies and credentials required for in-demand careers supporting economic mobility. (Customer Success)
2. By 2025 we will deepen our relationship with employers at the local level and establish CAWD as a thought partner. (Employer Engagement)
3. By 2025 we will demonstrate the value, services, and outcomes that CAWD provides to employers, job seekers, influencers, and community partners, (Branding & Outreach)

CAWD's workforce board 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 committees are continuing to fine-tune strategies, activities, and metrics. The three board committees and the high-level strategies are listed below:

Customer Success

- Identify target populations
- Identify careers
- Identify skills, competencies & credential needed for careers
- Identify the gaps to success
- Benchmark practices that successfully serve the targeted communities

Employer Engagement

- Identify employer needs
- Activate employer relationships
- Address needs with partnership and solutions and share best practices

Branding & Outreach

- Educate local, state, and federal officials on a regular cadence about CAWD and our support for emerging issues
- Leverage messaging from other committees to reach employers and others involved in hiring
- Enhance Ambassador Program
- Utilize community partners as a referral source for information to job seekers or special groups as underserved/marginalized

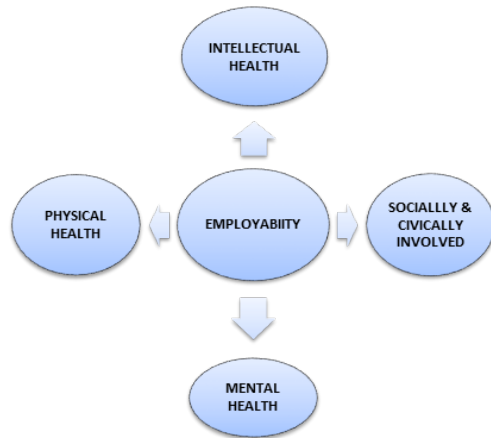
Our strategic goals for our board are all-inclusive and include youth as well as individuals with barriers. However, from an operational perspective, we do provide unique operational strategies for our youth and young adult populations, as well as individuals with barriers.

In addition to addressing the 14 elements required by WIOA, CAWD has developed a service delivery framework that governs our work with our youth and young adult participants.

The purpose of the WIOA youth and young adult framework is to ensure that CAWD's service providers provide a baseline of services and a guideline for delivering those services to prepare youth and young adults for educational and employment opportunities.

All youth and young adults have essential needs that must be met if they are to make a successful transition to life and the workforce. These core needs fall into five (5) categories (Illustration 1): mental health, physical health, civic and social involvement, intellectual health, and employability.

Illustration I



In order for the framework to be successful, CAWD is accountable and responsible for ensuring programs, policies, and services are in place to help youth and young adults move towards self-sufficiency in all five categories. CAWD service providers will utilize support from other community programs whose primary responsibility is meeting the needs of alienated and disengaged youth and young adults. These five core areas must also be considered when designing any program or framework for our target population.

The fundamentals of the WIOA Youth program are Intake, Objective Assessment, Individual Service Strategy (ISS)/Individual Employment Plan (IEP) and Information and Referrals. Based on individual needs identified through the Objective Assessment and the ISS/IEP, youth and young adults are served through a comprehensive array of workforce development services that fall within 14 required program elements of WIOA. By implementing the 14 elements within the necessary strategies and tools provided in this framework and considering the five essential needs for youth and young adults, CAWD will be able to ensure that they:

- Align youth and young adult's education with jobs in high-demand industries
- Improve youth and young adult's employability skills for success in the workplace
- Focus career process, services and programs for youth and young adults
- Address through partnerships and referrals, holistic needs of youth and young adults' mental health, physical health, civic and social involvement, intellectual health, and employability
- Leverage resources and opportunities through strengthened NCWorks partnerships which may include, but not limited to NCWorks Career Centers, Vocational Rehabilitation (VR), Department of Social Services (DSS), Adult Basic Education (ABE), Community College, Universities, and community organizations.



This framework equips CAWD with a standard working system through which to provide workforce development services for youth and young adults. It provides the necessary strategies and tools to assist youth and young adults in identifying their interests and skills, as well as being prepared to succeed in post-secondary education and in a competitive workforce.

CAWD's framework includes five components for WIOA youth and young adult programming that should be used to interconnect the 14 WIOA youth elements, to ensure participants are prepared for employability success. (WIOA youth and young adult funding can only be expended on eligible and enrolled participants.)

Education

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.

Career Pathways

Career pathways versus "jobs" are the focus for youth and young adult 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.

Career Experience

Career opportunities, entrepreneurship, and work-based learning must be available to each youth and young adult in the program. Local businesses are engaged to provide internships, job shadowing, and on-the-job training.

Leadership Development

Leadership development must be a strong aspect of the local Workforce Development Boards youth and young 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.

Wrap Around Services

CAWD will work with state and local organizations to ensure that wrap-around services are available in order to meet the needs of their youth and young adults in different ways. Partnerships must include VR, DSS, Adult Basic Education, and juvenile justice.

Guiding principles are the foundation of the CAWD's youth and young adult service delivery system. They define what is truly important for its success and serve as a template for building and growing our system. Essential to the foundation of the framework is to establish resources and training for staff that administer career development for youth and young adults.

The following represents guiding principles for NC youth and young adult programs:

Accountability

CAWD will set and track local accountability measures that align with USDOL-WIOA performance indicators and the NCWorks Commission on Workforce Development performance accountability measures. The WDB will monitor and provide technical assistance to ensure that these measures are met or exceeded. This will result in high-quality services being provided to meet the needs of youth and young adults. Data related to performance accountability and all other aspects of WIOA youth program operations are captured in the NCWorks.gov online system.

Staff Development

Ongoing professional development for workforce system staff is critical to stay relevant and to better serve youth and young adults. All staff performance is supported by specific organizational and management practices that ensure that the best people are retained and adequately trained and supported on the job.

Case Management

The WDB's ensure that extensive one on one interaction between staff and participants is a part of service delivery. Case management will require long-term commitments to effectively create positive outcomes for youth and young adults. This activity must connect youth and young adults to the right resources and services to improve education and training outcomes and to establish pathways to employment.

Local Area Assessment

CAWD will have a clear understanding of their target youth population. Prior to program design of the board's youth and young adult program, the local board will research and have a clear picture of the following:

- Labor market data (high-growth, high-demand industries/sectors)
- Youth and young adult demographics
- Available resources (funding, services, tools...etc.)
- Local youth and young adult issues (gangs, high poverty, English language proficiency, etc.)
- Other youth and young adult programs

CAWD is aware that some job seeker customers have more barriers to employment than others which is why one of our key strategic goals is focused on "Customer Success" and assisting the untapped workforce in gaining the skills competencies and credentials required for in-demand, family-supporting careers. While CAWD's philosophy is to "meet the customer where they are" and design a workforce plan that is tailored for the individual, CAWD does have several programs that provide enhanced services for individuals with significant barriers to employment as outlined below.

CAWD has a strong reentry program serving individuals that have been formerly incarcerated that have significant barriers to employment. CAWD has enhanced its Reentry program through funding through the Department of Public Safety, US Department of Labor, and Wake County Government.

- **Wake Local Reentry Council (LRC):** CAWD serves as the intermediary for the Wake County LRC. The Wake LRC is a collaborative of organizations working to help men and women transition back into the community after leaving incarceration. Wake LRC is located within an NCWorks Career Center for direct connections to education, training, and employment so that candidates are well-prepared for the workplace.

- Community Grants: Through Wake County ARPA funds, CAWD provided grants up to \$25,000 for community-based organizations that support formally incarcerated individuals. The support ranges from cell phones for employment assistance to training classes for high-demand industries.
- PROWD - North Carolina Department of Commerce, Division of Workforce Solutions received a U.S. Department of Justice (USDOJ) and the U.S. Department of Labor (USDOL) collaborative grant named Partners for Reentry Opportunities in Workforce Development (PROWD) Grant. Capital Area Workforce Development (CAWD), Kerr-Tar (KTWDB) and Durham Workforce Development Boards (DWDB) are subrecipients to deliver the core work of the grant—provide career awareness, education and training, and reentry support to individuals exiting the Butner Federal Correctional Complex and returning to the region.

Another population that has significant barriers to employment is the older worker. In support of older workers, CAWD partnered with AARP to establish a “Back to Work 50+” program in the NCWorks Career Center. The program provides training, coaching and job search tools to help older workers to compete with confidence for today’s in-demand jobs.

In order to support visually challenged individuals, CAWD recently had the CAWD NCWorks Career Center Brochure translated into Braille.

As mentioned earlier, CAWD’s approach to serving customers is to meet them where they are versus a cookie cutter approach to service delivery. One of the first things that is done when a person visits the center for the first time is to do an assessment to determine barriers to employment. At that point, an individual plan is put in place to address the barriers for the individual. That includes connecting them to community partners, if needed. CAWD will continue to assess who comes into our center and determine if there are specific populations that need more expansive support outside of our normal process. If so, CAWD will design service delivery programs for that specific group.

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)]

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

1. Implement WIOA with other core programs, including the design of the One-Stop Career Center System and the integrated performance accountability system
2. Efficiently provide services
3. Implement universal design principles into the workforce development system’s facilities and operations
4. Establish and expand partnerships with community rehabilitation service providers and businesses

5. 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
6. Implement continuous improvement measures
7. 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
8. Identify and implement any best practice opportunities to expand services/programs to meet ongoing needs of individuals with disabilities.

Over the last several years, CAWD 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 job seekers are obtaining the skills needed to be competitive. CAWD has convened education and business partners to develop customized training options if a training need is identified. CAWD 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 discussions to find solutions to support employment and training efforts.

CAWD 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 using 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, CAWD will continue to explore creative partnerships with community organizations and other service providers, such as the Job Reentry 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. CAWD aims to connect individuals with the following in-demand industry sectors using up-to-date Labor Market Information (LMI):

1. Healthcare
2. Advanced Manufacturing
3. Information Technology
4. Hotel
5. Skilled Trades

CAWD has four regional career pathways representing four of our target industries. Our Career Centers will continue to use these pathways to guide job seeker customers for access to family sustaining careers. With the

recent challenges with the Hospitality industry, CAWD received funding in Wake County to lead a hotel initiative with a focus on supporting area hotels with recruiting, work-based learning, and outreach. This initiative is funded by Wake County Government and CAWD will be promoting other counties in the CAWD region to fund similar efforts for their counties.

“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, CAWD 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. CAWD partners with three (3) local community colleges, Wake Technical Community College, Central Carolina 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 Durham Technical Community College as we prepare to lead efforts in Orange County.

The above-mentioned strategies and efforts are the result of regional economic and employer-driven priorities. Our career pathways are based on regional labor market information that identifies the high growth/high-demand industries for our region. As we developed the career pathways, we engaged employers with industry round tables to validate our assumptions and the labor market data. Our pathways were developed regionally to include Durham Workforce Development Board and Kerr Tar Workforce Development Board.

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 businesses with 250 or less employees and 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. Capital Area's Business Engagement Director serves as the key contact for layoff aversion activities. Through ongoing engagement with the Engagement Director and NCWorks Outside Business consultants, CAWD has a view of the challenges employers in the region have and in turn, ensures that they are aware of the services of the NCWorks Career Center to support layoff aversion. CAWD is also a member of many of the Chambers of Commerce in the Capital Area Region and regularly supports and participate in workshops and work groups to keep in touch with business needs and challenges.

In support of several large economic development projects in Lee and Chatham counties, CAWD is partnering with Central Carolina Community College's leadership to develop an integrated approach to address the workforce development needs of the companies moving to the area. As well, CAWD and Wake Technical Community College developed a joint marking handout to be shared with businesses and economic developers in order to highlight how the two organizations work together to support business needs.

CAWD will continue 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 businesses. A comprehensive website, marketing resources, and mini grants will be available to entrepreneurs participating in CAWD's "Pathways to Entrepreneurship" initiative. Because this effort is funded by Wake County Government, the mini grants can only be used for Wake County entrepreneurs.

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, Triangle Literacy Council and effective July 1, Durham Technical Community College since they serve Orange County. 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 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.

Wake Technical Community College Basic Skills provides an 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 their 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 that started in the Spring of PY22 in the Wake County.

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 strengthen the relationship and identify more ways that the two organizations can partner for adult basic education services. Currently participants are referred to Central Carolina Community College if they need basic skills training.

Capital Area will start to work with Durham Technical Community College starting July 1, 2023, to establish relationships with Adult Education and Literacy activity groups to build on the relationships already established through the current service providers for Orange County.

In order to understand what all of our partners are doing as it relates to workforce development, CAWD host partner meetings on a quarterly basis. Adult Education and Literacy partners are included in these partner meetings. This allows partners to share priorities as well as collaborate when appropriate. This not only allows better service for our customers, but it also ensures that the board's activities complement partners activities versus duplicate. However, duplication of services is not an issue for CAWD. Our approach to workforce development is understanding the core services of our partners and working to leverage each other's resources and expertise. This is accomplished by having regular communication with our partners.

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

Capital Area will continue to work with the local Vocational Rehabilitation (VR) offices in Wake, Lee, 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, 2023, Capital Area will also work with local VR offices in Orange County. We will incorporate these services in the same manner that we do in Wake, Johnston Counties, Lee, and Chatham.

Capital Area will partner with Vocational Rehabilitation to host hiring events exclusive for VR customers. The hiring events will be hosted throughout the region at various Career Centers throughout the area at different times. Our business service team will work in partnership with the regional VR staff to recruit and identify employers to participate in these exclusive hiring events. Our goal is to increase awareness and

employment opportunities to VR customers. We also will have a VR staff representative provide an annual overview of VR services to Career Center staff and offer 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.

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 Orange County beginning July 1, 2023.

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)]

The NCWorks commission does not have standards or 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:

1. Be the community’s “champion” for workforce development
2. Be the catalyst for creating a diverse and higher quality workforce
3. Develop a strategic vision for the local and regional workforce issues
4. Convene the relevant organizations and individuals to address workforce issues
5. Create and promote workforce policy
6. Be an accountability and change agent

Capital Area has an extensive monitoring and quality assurance program, 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 monitoring review a year. Additional reviews are contingent on center designation (Comprehensive, Tier 2, Specialized or Partner sites) and 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 job seekers 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 ARPA 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. So far for Lee and Chatham, there have not been national disasters since CAWD assumed responsibility.

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, to name a few.

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

CAWD is committed to and has an extensive history of working closely with partners and community groups to increase resources and opportunities for 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 NDWG, 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 are 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 NDWG. 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 to be strategic in outreach. CAWD will research and add data as its region grows to include Lee, Chatham, and Orange counties.

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 data.

Some examples of programs specifically being implemented:

Women of color: A recent Lightcast, a global market analytics company, labor market report indicates that construction jobs in the Triangle region are expected to grow by 6% between now and 2026. This was supported by the last Triangle Talent Regional Skills Analysis survey where 59% of Construction and Skilled Trades employers expected to grow in the next three years. In response to this statistic, CAWD also recently started a collaboration with Hope Innovation, Hope Renovations, a 501c3 nonprofit based in Chapel Hill, was launched in Summer of 2020 to address this gap, and has experienced significant success toward that goal. Their tagline is "building futures, transforming lives". They accomplish this goal by empowering women and non-binary individuals into careers in construction through a combination of hands-on, classroom-based training, comprehensive career development support, and on-the-job experience, gained alongside Hope's construction crews, carrying out repairs and renovations for seniors in the community. Goal is to serve 25 women of color.

Reentry: CAWD serves as an intermediary which is a collaborative of organizations working to help men and women transition back into the community after leaving incarceration. Wake LRC is located within an NCWorks Career Center for direct connections to education, training, and employment so that candidates are well-prepared for the workplace.

Reentry community grants: Through funds received from Wake County, CAWD provides up to 25k to community-based organizations to provide support and services to reentry individuals. This is helpful for those individuals more interested in receiving services in their communities versus coming to a career center.

Disconnected youth: CAWD's apprenticeship prep program targets disconnected youth to connect them to a registered apprenticeship. CAWD has had two (2) cohorts for its electrical apprenticeship program with all

students moving into established internships with an IBEW employer after the apprenticeship prep program. CAWD currently has an IT apprenticeship that started in late spring. CAWD is also currently working with Central Carolina Community College to support Sanford contractors. The goal is to send ~12 students through the program with 75% moving into an established apprenticeship with one of the Sanford contractors.

CAREER NDWG: CAWD continues to implement the components of its DOL CAREER NDWG. The goal of this project is to reach those most adversely impacted by the pandemic specifically underserved marginalized communities and provide the training and tailored support they need to retrain, reset, and be successful in higher-waged careers.

Hotel Initiative: Over 40% of the job losses during the pandemic were in retail and hospitality. These job losses disproportionately impacted women, young adults, and people of color. Although the job losses were distributed unevenly, it has also provided an opportunity to reach those who could most benefit from retraining into new careers with family-sustaining wages. CAWD's Hotel initiatives support hotels in the Wake County area to connect to talent.

CAWD targets industry sectors in the region that have talent needs and provide careers with good wages and opportunities for growth. CAWD plans to reach those dislocated workers, especially those from lower-paying industries, and help connect them to the education, training, and support they need to attain and succeed in new careers.

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 advanced talent based on employer needs. Through our approved training provider list, CAWD has a variety of independent and community colleges approved for ITAs.

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 and planned for 2023. 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 are represented on our workforce board. This ensures that 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.

CAWD takes its eligible training provider responsibilities seriously and had a performance requirement before the state mandated it as a part of the approval process. In addition, CAWD has a process that students can

follow in order to provide feedback about a trainer provider. Once the complaint is received, CAWD follows up and in some cases has unapproved a provider based on consistent student negative feedback.

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, 2023, Capital Area will include the economic development organizations and chambers of commerce in Orange County 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 provided Letters of Support/Workforce Plans for eleven (11) economic development projects estimating 3,733 new jobs in PY22. (July 1, 2022 through April 13, 2023) and participated in three (3) workforce discussions at the request of economic development partners. The Business Engagement Director is engaged in workforce meetings to support the major economic development projects including Fujifilm Diosynth Biotechnologies, VinFast, and Wolfspeed.

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

CAWD identifies high-growth and high-demand industries/sectors to determine and drive where the major focus for effort and funding is allocated. This includes requiring service providers to allocate 90% of their training dollars to the high-growth sectors; the creation of career pathways to support each CAWD high-

growth sectors; doing industry rounds tables on a regular basis to hear directly from sector employers about their needs and challenges; establishing pre-apprenticeship programs for each of the high-growth industries, so far skills trades and IT. We are continuing to work on healthcare and advanced manufacturing. In all of these cases, CAWD is working with community colleges, state organizations and collaborating with employers.

13. 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	999
Advanced Manufacturing	Durham, Kerr-Tar	2016	81
HealthCare/Life Sciences	Durham, Kerr-Tar	2016	578
Construction/Skill Trades	Durham, Kerr-Tar	2017	199

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

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

CAWD's four certified career pathways are IT, Health/Life Sciences, Advanced Manufacturing, and Construction/Skilled Trades. These are still the most in-demand sectors with good pay and potential for career growth. Because these are still the core career pathways, we develop specific careers programs within those pathways and will develop new pathways as needed.

- a. CAWD is developing a specific nursing career pathway within the larger Health/Life Sciences pathway. This pathway will specifically lead individuals from CNA, CMA, to LPN to RN to BN, to Preceptors. This pathway is currently being developed with the collaboration of employers, educators, and workforce partners.
- b. The NCWorks Certified Career Pathways were developed regionally with K-12, Community Colleges, Universities, employers, and other partners. A major part of the design involved understanding the skills, certifications, and degrees required by employers. The partners then aligned their offerings at

each education and training level. K-12, Community Colleges, and Universities created agreements to recognize skills taught at each level to allow students to build on skills and certifications at each level of their education journey. The education and training is not duplicative because they recognize and align with the skills and certification of the partner organizations.

- c. The partners that developed the career pathways are all members of the Partners Circle and have other regular meetings and interactions. The Partners Circles are held quarterly, and members share their programs and seek opportunities to collaborate. These Circles as well as other partner meetings provide opportunities for all members to discuss their pieces of the pathway and reduce duplication.

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

- a. Through the Career Pathway and Industry Sector designations, CAWD has prioritized industries that provide well-paying careers with growth opportunities and in growing industries for the region. This priority means that 80% of all training funds go toward training in our high-growth industries-- IT, Health/Life Sciences, Advanced Manufacturing, and Construction/Skilled Trades. This ensures that the majority of job seekers are being trained for careers in high-demand fields.
- b. Career Advisors at NCWorks and NextGen Centers as well as at partner schools and community colleges utilize tools such as NCCareers and Triangle Career Pathways tools to help guide students and job seekers into career pathways that include work-based learning, stackable credentials, and On-the-Job Training. Specifically, CAWD has developed a Pre-Apprenticeship Prep program to guide young people into careers that offer pre-apprenticeships, apprenticeships, and direct employment. The NextGen Center has partnered with training providers to hold information sessions, gets hands-on experience, and hear from workers in the field. Interested candidates then enroll in the pre-apprenticeship program and earn entry-level certificates that can lead to a Registered Apprenticeship, direct employment, or continued education.
- c. The Apprenticeship Prep Program is directly targeted to youth with barriers. These barriers include transportation, childcare, access to technology, tools and uniforms, and the loss of income when attending classes (even if the job is part-time or low pay). The support services in this program directly address the barriers that hard-to-serve young adults face. Participants receive support for transportation, limited childcare, the tools, equipment, technology such as Chromebooks and hotspots. The program also provides incentives based on the completion of milestones. This encourages training completion and helps mitigate any loss of income to participate in the education components.
- d. CAWD uses a range of awareness strategies to reach youth and adults. CAWD has always worked in communities to reach individuals that are harder to reach due to transportation, childcare, awareness, or other barriers. Through the DOL CAREERS grant, CAWD has been able to further expand outreach into harder to reach communities. NCWorks Career Center staff have held office hours in harder to reach communities. Staff have held and participated in community events to inform residents about the

NCWorks services. To reach youth, the NextGen program has been utilizing Virtual Reality tools to give youth a hands-on experience in different careers. These VR tools not only give realistic experiences, but appeal to youth that are more tech savvy, but appeal to youth that are more tech savvy. All CAWD's career awareness strategies involve having a presence in the community and present career information in format that is understanding and appealing to our diverse audiences.

III. NCWorks Commission

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

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

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

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

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

To ensure local employers are aware of the wide array of business services offered, CAWD business services staff engage in outreach activities with local employers.

These engagements will continue to 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 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, Capital Area Reentry programs, NextGen Centers, NCWorks, Telamon Corporation, and school systems. Additionally, information detailing available employer services and/or hiring events are also shared with our partners including Vocational Rehabilitation, Agriculture, and Foreign Labor staff. 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).

While the Business Engagement staff are focused on strategic partnerships and initiatives, Business/Employer Services staff serve in the Talent Employment Solutions (TES) function at the NCWorks Career Center and include: a Business Services Manager, five Business Services outside Consultants, two Job Seeker Consultants, and two Inside Recruiting Consultants. 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. CAWD is still assessing the Orange County office arrangement for Veterans.

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 and make any referrals to Agricultural Services and/or Foreign Labor staff. The Job Seeker Consultants work directly with job ready individuals to match them with the jobs sourced by the Business Consultants. The Inside Recruiting Consultant are responsible for sourcing and screening candidates based on the employer's specifications. 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. Effective July 1, 2023, there will be an additional business services staff dedicated to business services in Orange County.

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

CAWD's strategy involves building trust and perceived value. We have come to the realization that what we say about NCWorks may have nothing to do with what potential customers want or need to hear. Our enhanced focus utilizes "voice of customer" (VOC), a framework that is about using feedback from real customers about their experience and expectations with our services. Understanding exactly who our customers are and what they think, and feel will help us deliver targeted and successful communications and experiences. To build trust, potential customers need to know that NCWorks understands their challenges, a critical aspect of the brand's identity. Putting out information that converts prospects into customers by using the same language they use when talking about NCWorks supports this identity. Over 500 customer satisfaction surveys responses were analyzed to determine VOC and they also revealed NCWorks' unique selling proposition: the staff. They are repeatedly described as helpful, professional, knowledgeable, and personable. If prospects believe they will receive unparalleled support from the staff, they are more likely to "buy" what's being offered.

VOC will also be used to identify how customers describe their pain points and what THEY say they need. This information was also revealed in the customer satisfaction surveys. Using this feedback when developing outreach materials, websites, or social media posts will feel more relevant to the reader because they are better able to see themselves. From there we will highlight NCWorks solutions that can alleviate those pain points and position the brand as THE solution to their problems.

For NCWorks NextGen, we will do more messaging to parents. We have seen an uptick in the number of parents requesting help through CAWD's website and one service provider cited an increase in the number of frustrated parents of middle schoolers who are dropping out.

Increasing brand awareness among youth and adults will involve more onsite in-person interactions such as an open house, community/family day, a youth ambassador program, and participating in similar events hosted by other organizations such as high school career expos.

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

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

The 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 collaborative efforts that exists 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 is a partner in the Johnston County Workforce Alliance. The goal of this alliance is to develop and implement 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 implement strategies identified in the strategic plan and 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 identified 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. The strategic plan was communicated in February 2023 and the Alliance is prioritizing which area to focus on in the coming year.

As mentioned earlier, CAWD has partnered with Wake County Economic Development and the City of Raleigh in 2017, 2020 and will again in 2023 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 considering 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.

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

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

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

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 NDWG we received to serve historically marginalized communities.

6. 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, On-The-Job Training, 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 Consultants are split by industry for Wake County and by county for Johnston, Lee, and Chatham Counties. Beginning July 1, 2023, Orange County will also have a dedicated

Business Services Consultant. This allows for each Business Consultant to have a working knowledge of their industry (or geography) 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 to CAWS for Small Business Workforce Development activities specifically focused on small businesses with less than 50 employees and owned by minorities, women, individuals with disabilities or veterans. This grant includes funding for OJT, Work Experience, and Incumbent Worker. This funding will continue in 2024 or until the funds are exhausted.

In program year 2022, North Carolina Department of Commerce Division of Workforce Solutions awarded ARPA funds for Small Business Workforce Development activities specifically focused on small businesses with less than 25 employees and owned by minorities, women, veterans, or individuals with disabilities. This grant includes funding for OJT, Work Experience and Incumbent Worker and covers the entire CAWD region. This funding will continue in program year 2023 and until the end of the grant in 2026.

IV. NCWorks Career Centers

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

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

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

- Name document: Capital Area Workforce Development_PY 2023 NCWorks Career Centers.

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

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 contract for the CAWD region as well as provider of WIOA Adult/Dislocated Worker Service Provider contract in Wake, Lee, Chatham and Johnston Counties and Orange County DSS was awarded a contract for the Adult/Dislocated Worker Service Provider for Orange County. The competitive RFP process took place from December 2022 to March 2023. The contract award will begin on July 1, 2023, and is for one year. Contract extensions for the One-Stop Operator and 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.

The goal of CAWD 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), CAWD'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 and 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, 2023, the Capital Area NCWorks Career Center system will include: two Tier I Centers, one in Wake County; one in Orange County; seven Tier II Centers, four in Wake County, one in Chatham County, one in Lee County; one in Johnston County and two stand-alone NextGen Centers, one in Wake County and one in Johnston County (youth services in Lee, Chatham and Orange 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.

- 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, and 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 assist 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 looks for other resources before providing them through WIOA funding. Youth are assessed on a regular basis to determine the 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 - TAA Petition Pending -Is a member of a worker group covered by a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination:

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:

1. additional career planning and counseling

2. counseling regarding the workplace
3. contact with the participant's employer, including assistance with work-related
4. problems that may arise
5. peer support groups
6. career pathway development
7. information about additional educational opportunities
8. information and referrals to supportive services available in the community
9. case management administrative follow-up
10. assistance in securing better paying jobs
11. 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).
 - b. Long after the initial start date does staff have full access to NCWorks.gov?
 - c. The staff development activities reinforce and improve the initial training efforts.
 - d. Describe the specific training that staff receive around diversity, equity, and inclusion.
- a. CAWD along with the Operator has instituted a comprehensive training plan and onboarding process for partners and all new and existing staff members throughout its system. 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 within 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). 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. Staff have full access to NCWorks.org after the initial 15 days of onboarding.

c. CAWD will continue to be 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 region 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 or hybrid platform. For instance, training on Diversity, Equality, and Inclusion, Active Shooter, Customer Service, Working with Special Populations, Reentry Simulation, Mental Health, etc. Staff training is conducted on a regular scheduled basis at the NCWorks Career Center on Fridays or as needed throughout the year. On Friday afternoons, the Center closes at 2:00 pm to allow staff to participate in training and team building exercises.

The NCWCC managers meet collectively to determine staff training topics. After each training session, the Instructor Coordinator conduct training surveys and encourages staff to recommend training topics. Staff are also required to complete online training modules through LinkedIn Learning, IBM SkillsBuild, and the NC Works Training Center.

d. Staff continually receives training around diversity, equity and inclusion. Staff are required to complete the DEI training modules offered by the NCWorks Training Center on Equity, Inclusion, and Diversity. In addition, CAWD has hosted and will continue to offer training on Diversity, Equity, and Inclusion. Last year DEI training was a special segment at the CAWD Annual Kick off. The training was so popular that Part II of the training was offered during Workforce Development Professionals Month.

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

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 Tier 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. Some NCWorks Career Centers have either a Local Veteran Employment Representative (LVER), or a Disabled Veteran Outreach Program (DVOP) or 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 offers service to persons with disabilities through center accommodations and referrals to our partners Vocational Rehabilitation, DHHS-Division of Services for the Blind, NC Center for the Blind, and DHHS Division of Services for the Deaf and Hard of Hearing. All services are available virtual as well as in-person to persons with disabilities. The following tools and resources are available in some of our locations to assist us with effectively serving persons with disabilities with their job search and employment-related needs:

Vision

- Speech software for computers such as *Natural Reader* and microphone and headsets. With this free software, you can copy, paste, and edit text; and it will convert the text into spoken words
- Use larger font on printed handouts when possible and audio descriptions on videos such as closed captioning
- Screen enlargement capability. This allows users with low vision to enlarge the print on the monitors by changing the magnifier settings or by using ZOOMTEXT software
- A large monitor for people with low vision
- Paper materials are presented in contrasting colors (e.g., black and white)
- Reading glasses provided, if needed
- NCWorks Career Center brochure is available in Braille

Hearing

- Amplified telephone capabilities.
- Offer a quieter place to interact.
- Closed-captioned setting available for videos or presentations, and staff has the training to quickly turn on captions
- Staff knows how to locate and secure sign language interpreting services.

Computer Access

- A workstation that is height-adjustable for use by wheelchair users that offers alternative ways to access the computer, including for example: the capability to change from sit to stand.
- Microphones and headsets
- Laptops available for alternative space.

Learning

- Materials are or can be made available in a language that is easy to understand (3rd - 5th-grade level).
- Capability to record presentations, discussions and/or written materials for customers who have difficulty taking notes. Smartphones also have this capability.
- Basic orientation materials can be made available in alternate formats (large print, Braille, audio, text, etc.) upon request.

- Materials can be made available that account for a variety of learning styles and are also accessible to people who have limited or no reading skills (e.g., pictures, videos, and audio formats), upon request.

To strive for greater collaboration with organizations that serve persons with disabilities, the NCWorks Career Centers have connected with Community Workforce Solutions and Vocational Rehabilitation to strengthen its relationship and create innovative strategies to serve customers better effectively. 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.

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, CAWD's Communications Manager, 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 has a strong linkage with the Division of Employment Security regarding the unemployment insurance (UI) program. 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 customers, including RESEA, 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.

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

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

- Name document: *Capital Area Workforce Development_Services Flowchart 2023.*

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

- Name document: *Capital Area Workforce Development_NCWorks Career Center MOU.*

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

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
- b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

- a. CAWD, as the oversight entity under the WIOA for Wake, Johnston, Lee, Chatham, and Orange Counties, takes seriously its 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 CAWD Quality Assurance Review Team. Members of this team include the Adult Workforce Development Program Consultant, Youth Workforce Development Program Consultant, 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. 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 PY22 MOU, PY23 MOU will not be available until sometime in August 2023.)

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;	\$352,537.71	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wakegov.com 919.856.6048
WIOA Title I: Job Corps	\$9,875.46	Yes	No	Monthly	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 Turner.Norman@jobcorps.org 252.438.6161
WIOA Title I: YouthBuild	N/A	N/A	N/A	N/A	N/A	N/A
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)	\$1,205.87	Yes	No	One – time payment	N/A	Susan Oney Telamon Corporation 5560 Munford Rd.; Ste. 201 Raleigh, NC 27612 -2621 sony@telamon.org 919.851.7611
WIOA Title III: Wagner-Peyser Act Employment Service (ES) program	\$314,768.19	Yes	Yes	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
WIOA Title III: Trade Adjustment Assistance (TAA) activities						
Jobs for Veterans State Grants (JVSG) programs						
Senior Community Service Employment program (SCSEP)	\$5,774.03	Yes	No	NFA	N/A	Kathryn Lanier NC Department of Health and Human Services Division of Aging and Adult Services 693 Palmer Drive Raleigh, NC 27603 kathryn.lanier@dhhs.nc.gov 919.855.3400

Unemployment Compensation (UC) programs	\$86,572.00	Yes	No	NFA	N/A	Jordan Whichard NC Department of Commerce 301 North Wilmington Street 4336 Mail Service Center Raleigh, NC 27699-4346 Jordan.whichard@nccommerce.com
Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007)	\$13,458.18					Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wakegov.com 919.856.6048
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs	\$748.00	Yes	No	NFA	N/A	Gilda Rubio Festa NC Community College System 200 West Jones Street Raleigh, NC 27603 rubiofestag@nccommunitycolleges.edu 919.807.7132
Carl D. Perkins Career and Technical Education programs	\$800.00	Yes	No	NFA	N/A	Bob Witchger NC Community College System 200 West Jones Street Raleigh, NC 27603 witchgerb@nccommunitycolleges.edu 919.807.7126
WIOA Title IV: Vocational Rehabilitation (VR) Services program	\$5,826.00	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	\$957.00	Yes	No	NFA	N/A	
Department of Housing and Urban Development Employment and Training programs	N/A	N/A	N/A	N/A	N/A	N/A
Community Services Block Grant (CSBG) programs	\$5,064.00	Yes	No	NFA	N/A	Kathy Sommese NC Department of Health and Human Services Division of Social Services 820S. Boylan Avenue Raleigh, NC 27603 Kathy.sommese@dhhs.nc.gov 919.527.6415
Temporary Assistance for Needy Families (TANF) program	\$4,539.00	Yes	No	NFA	N/A	Susan Osborne NC 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	\$21,042.84	Yes	No	Monthly	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	Monthly	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	\$18,003.60	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wakegov.com 919.856.6048
NC Association for Workforce Development Boards	\$1,189.95	Yes	No	One-time payment	N/A	Stephanie Deese North Carolina Association of Workforce Development Boards, 1830 – B Tillery Place Raleigh NC 27604 S.deese@ncawdb.org 919.414.2085
CAREER Grant	\$3,000.60	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wakegov.com 919.856.6048

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

CAWD takes pride in being innovative and making job seeker needs a priority. 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 can 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, CAWD 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 MS Team, and 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 policy regarding redaction 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 career center managers meeting is held, and all outcomes are broken down by center. 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 the 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 ensure that we will have a positive outcome. For example, credentials are reviewed quarterly to ensure 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. 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.
 - b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.
 - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].
 - d. Including Historically Underutilized Businesses.

- a. 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 an 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 Services 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 employer services such as 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. 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@ncommerce.com. Employers can find the Job Order Submission Form at nworks.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.

As employers express an interest in tapping into available Veteran’s Services, they are connected to a Local Veteran’s Employment Representative (LVER) for further assistance. LVERs have a focused priority of service regarding employment, training, and placement services furnished to veterans. Additionally, LVERs engage with local employers to advocate and increase employment opportunities for veterans, particularly veterans with barriers to employment. The Business Services Manager or the Center Manager typically assigns these employer referrals.

- c. 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 (WCED) 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 WCED Partner meeting that is held bi-monthly. CAWD is a partner in the Johnston County Business and Industry Alliance and is partnered with Johnston County Economic Development in program year 2022 on the development of a workforce development plan for Johnston County and will begin implementation in program year 2023.

Community College – Johnston Community College is represented on the CAWD board. Johnston, Wake, and Central Carolina Community Colleges are represented on the CAWD partnership collaboratives that meet once per quarter to address regional workforce issues. Beginning July 1, 2023,

Durham Technical 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 and Central Carolina Community College. CAWD developed a joint brochure with Wake Technical Community College for expanding businesses to address their talent recruitment and training needs. CAWD also regularly meets with Central Carolina Community College to discuss workforce development support for the recruitment and training of the workforce needed by the major economic development projects in Chatham County. CAWD is partnering with Central Carolina Community College to develop a joint strategy for support the major Electric Car employer in Chatham County. CAWD partners with these Community Colleges to apply for grants to expand workforce capacity in the Capital Area.

- d. Business Services has a strong connection with the Office for Historically Underutilized Businesses (HUB). In program year 2022, Business Services received a list of businesses with HUB certification with the objective of performing outreach to those businesses to communicate NCWorks employer services available to them. The Business Engagement Director engaged with the HUB office's Minority Business Development Agency (MBDA) and shared CAWD's small business workforce development and entrepreneurship initiatives. CAWD hosted a virtual forum to communicate the services available to small businesses in program year 2022 and based on that success, will hold two (2) information sessions like this again in program year 2023.

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

- a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].
- b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and job seeker recruitment efforts.
- c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]
- d. Coordinating with DWS TAA and Business Services staff to provide Rapid Response assistance and appropriate career and training services to workers for whom a petition has been filed. (20 CFR 618.816)

- a. CAWD uses labor market information to identify high-growth/high-demand sectors and occupations and requires 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 also uses labor market data to study trends, projections, and impact, which 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 the 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. CAWD has an Agriculture Services Consultant co-located in our Clayton Career Center. The consultant provides job referrals to the Migrant and Seasonal Farmworker (MSFW) 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) stationed at the Wake, Johnston, and Lee County 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. CAWD 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.

- d. Once a WARN notice has been received, Business Services staff work in conjunction with the CAWD Business Engagement Director and the Center Manager to establish contact with the company and assess the situation to develop a transition plan. To offer intentional and tailored services to the business and impacted employees, data is collected on information on the types of workers impacted positions and salaries, as well as any known official layoff/closure dates. With this information, our consultants create a customized plan that includes transitional services for those employees affected. During Rapid Response sessions, employees receive relevant information that includes, but is not limited to how to access unemployment benefits, training resources, specialized assistance programs available, and developmental workshops. Contact is initiated with companies in the region that hire workers with similar skills to set-up onsite or virtual hiring events for the impacted employees. The hiring events are geared to assist impacted employees with returning to work quickly. The Business Services staff works with the employer to host onsite and offsite Rapid Response, transitional job fairs or hiring events for the affected workers.

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

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

- a. 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 2023, CAWD plans to increase its emphasis on serving small businesses and entrepreneurship support. CAWD has a goal to increase the number of small businesses served in its service area through the expansion of its Wake County pilot program to Johnston, Lee, Chatham, and Orange Counties. CAWD will do this through the State Fiscal Recovery Funds (ARPA) grant to support Small Business Workforce Development programs such as OJT, Work Experience and Incumbent Worker Training. This funding will broaden the eligibility requirements to increase the number of small businesses utilizing those programs.

- b. CAWD developed an entrepreneurship initiative titled: 'Pathway to Entrepreneurship' and launched 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 designed an end-to-end model to support entrepreneurs at any stage of their business. As part of this model, a workshop is 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 was be piloted in Wake County and will leverage the current entrepreneurial 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. CAWD will continue to assess the program and if successful and funded, plans to scale the program to Johnston, Lee, Chatham, and Orange counties. An interactive website will be available to support the efforts of the Pathway to Entrepreneurship program.
- c. 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, Wolfsped, 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, incumbent workers, and their new site in Chatham County.
 - 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 U.S. Department of Labor’s Nursing Expansion Grant Program to increase the number of middle and high-skill nursing opportunities. This regional group included UNC Hospital, Duke Hospital, Wake Technical Community College, Central Carolina Community College, Johnston County Community College, Wake County Economic Development, Johnston County Economic Development, and other employer and community partners.
- 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 partnered with Johnston County Economic Development in the 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. Johnston, Wake, and Central Carolina Community Colleges are represented on the CAWD partnership collaboratives that meet once per quarter to address regional workforce issues; Durham Technical Community College will be included in program year 2023. The CAWD Executive Director meets regularly with the president and other leadership at Wake Technical Community College. CAWD partnered with Wake Technical Community College to develop a joint brochure for expanding businesses to address their talent recruitment and training needs. CAWD partners with its community colleges 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.*

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

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

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

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

- a. Capital Area’s unemployment rate is currently at 3.2% as of April 2023. Wake County = 3.0%, Johnston County = 3.2%, Lee County = 3.9%, Chatham County = 3.1% and Orange County = 2.8%.

While the Q2 and Q4 Employment performance pools remain lower than pre-pandemic performance pools, the Employment performance indicators have demonstrated a noticeable improvement in the current program year when compared to the previous program year. This indicates that the Capital Area region has been successful in achieving its objectives and goals related to employment. The improvement in the Employment indicators suggests that more individuals have been able to secure employment and sustain it,

which is a positive sign for the overall economic growth and development of the region. It also indicates that Capital Area has been effective in addressing the employment challenges faced by the community. This positive trend in the Employment performance indicators serves as motivation to continue to strengthen efforts to enhance employment opportunities for individuals in the region.

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 seekers 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 Orange County into CAWD PY23 pools. CAWD does not expect the small denominators to negatively impact performance.

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

- Dislocated Worker Performance Indicator denominator pools continue to be smaller for Capital Area.
- Traffic at the NCWorks Careers Centers and NextGen Centers is low.
- Customers not providing the certificate documentation for staff to record the credential in NCWorks Online.
- Customers not providing the documentation for staff to record Measurable Skill Gains.
- CAWD not having access to predictive rosters (Employment Q2, Employment Q4, and Credentials)

b. 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	PY19	PY20	PY21	PY22 (# of mths, estimated count for full year)
Homeless or Runaway	Decreasing	233	314	160	102 (8 mths only, 153 est. for full year)
Low Income	Decreasing	1,185	1,748	1,499	1,108 (8 mths only, est. 1,476 for full year)

Offender	Decreasing	1,092	880	921	494 (8 mths only, est. 741 for full year)
GENDER					
Male	Increasing	5,453	5,898	4,427	2,955 (8 mths only, est. 4,433 for full year)
Female	Decreasing	5,858	5,884	5,058	3,244 (8 mths only, est. 4,866 for full year)
AGE					
14-18	Increasing	123	112	99	67 (8 mths only, est. 101 for full year)
19-21	Increasing	356	470	354	242 (8 mths only, est. 363 for full year)
22-24	Decreasing	503	759	545	337 (8 mths only, est. 506 for full year)
25-34	Decreasing	2,364	3,104	2343	1556 (8 mths only, est. 2,334 for full year)
35-44	Increasing	2,428	2,750	2170	1448 (8 mths only, est. 2,172 for full year)
45-54	Increasing	2,514	2,701	2053	1383 (8 mths only, est. 2,075 for full year)
55-64	Decreasing	1,859	1,962	1518	921 (8 mths only, est. 1,382 for full year)

65 and older	Decreasing	468	551	428	263 (8 mths only, est. 395 for full year)
RACE					
African American	Decreasing	5,038	4,822	4,319	2563 (8 mths only, est. 3,845 for full year)
White	Decreasing	3,594	3,957	2,729	1801 (8 mths only, est. 2,702 for full year)
Hispanic or Latino	Increasing	664	942	677	469 (8 mths only, est. 704 for full year)
Asian	Increasing	209	317	155	138 (8 mths only, est. 207 for full year)
Hawaiian Native/Other Pacific Islander	Increasing	28	32	13	17 (8 mths only, est. 26 for full year)
American Indian/Alaskan Native	Increasing	171	178	122	98 (8 mths only, est. 147 for full year)

Capital Area uses FutureWorks 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 drilled down and specifically broken out by each Center. 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.

FutureWorks reports are very valuable, and Capital Area looks at all characteristics. Capital Area has drilled down by industry to determine areas of focus. FutureWorks BI provides customizable dashboards, ad-hoc reporting, drill-down capabilities, predictive analytics, and data visualization tools. By leveraging these tools and technologies, Capital Area can gain an advantage by being more agile, responsive, and proactive in decision-making processes.

- c. 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. Although the Hospitality industry is not one of CAWD’s targeted industries, it suffered tremendously during and as we enter post-pandemic. Businesses grappled with policies and benefits for workers. As rising inflation and labor shortages applied increasing pressure on businesses

throughout the year, businesses began to retreat from the aggressive wage increases and some were forced to lay off staff. The ‘employee driven’ market that was driving the “The Great Resignation” or “Job Hop”, slowed. 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, a skill set mismatch to open positions, or the smaller number of younger workers entering the workforce relative to the retiring Baby Boomer population.

CAWD responded to the challenge of mature workers reentering the workforce by partnering with AARP to host 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 has implemented an IT pre-apprenticeship program to help address the skills mismatch to the open Tech positions and will continue to champion this effort. 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.

Industry growth is spurring a serious need for people and CAWD, with the support of the City of Raleigh and Wake County Commissioners, has taken on the challenge. The hospitality industry was hit hard during the pandemic and workforce recovery has been challenging for most. CAWD created the Five Stars Work Initiative to help the industry reimagine and reinvent its workforce. This means rethinking how they recruit, train, and keep employees engaged for the long term. The best news is that hotel leaders are committed to doing what it takes.

Business Services Consultants continue to work with employers who struggle with their recruiting efforts for open positions. Initially, due to the tight labor market, hiring event attendance dramatically declined however attendance is gradually increasing. 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. Healthcare employers are more open to partnering in developing the pipeline. This includes a newly formed Healthcare Collaborative that focuses on Nursing occupations to work collaboratively to recruit and train potential employees.

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 Tourism Industries have started to rebound evidenced by the increasing numbers of travelers to the area. While restaurants have established a new operating normal such as shifting to delivery or pick-up replacing in-restaurant dining, closing on a set day each week, or shortening their hours in order to remain open, hoteliers continue to face workforce shortages. In response to this, Wake County and the City of Raleigh engaged CAWD to lead a workforce development initiative to develop and build a talent pipeline for the industry.

Local and small businesses were also 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. To expand on this pilot, CAWD was awarded State American Rescue Plan Act dollars. This grant targets small businesses owned by minorities, women, individuals with disabilities or veterans for businesses with less than 25 employees. It provides OJT, Work Experience and Incumbent Worker Training funds through a broadening of eligibility criteria to assist small business eligibility.

In March 2022, Capital Area's unemployment rate was 3.0% with 21,446 unemployed individuals. One year later, in March 2023, Capital Area's unemployment rate was 3.2% with 25,381 unemployed individuals.

As of 2022, Capital Area's population increased by 10.0% since 2017, growing by 154,125. Population is expected to increase by 8.4 between 2022 and 2027, adding 142,610. From 2017 to 2022, jobs increased by 10.5% in Wake, Johnston, Lee, Chatham, and Orange Counties from 817,551 to 903,476. This change outpaced the national growth rate of 2.4% by 8.1%. As the number of jobs increased, the labor force participation rate increased from 64.3% to 65.0% between 2017 and 2022. Concerning educational attainment, 29.6% of Capital Area's residents possess a Bachelor's Degree (8.7% above the national average), and 8.9% hold an Associate's Degree (0.1% above the national average). The top three industries in 2022 are Restaurants and Other Eating Places, Education and Hospitals (State Government), and Education and Hospitals (Local Government).

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, mental health benefits, extra vacation time or improved benefits.

Data sources:

NC Unemployment Claims Dashboard

NC LEAD Regional Labor Market Overview

NC LEAD QCEW

NCWorks LMI

EMSI: Industry Snapshot

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

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 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 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. The federal performance data is emailed to the service providers, along with strategies for improvement. Monthly performance data discussions with the Youth service providers and quarterly performance data discussions with the Adult service provider take place to ensure Federal Performance Indicators are met or exceeded.

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.

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

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

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.

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

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

Each new program year all center staff attend a CAWD NCWorks Career Center Kick-Off training. The Kick-Off training addresses the following regarding performance:

- definition of each measure
- strategies for meeting each measure
- documenting performance in NCWorks
- discussing current issues with any particular measure
- status of current performance

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

Performance information is shared with all 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 some FutureWorks Bi rosters and reports in NCWorks Online. 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 the 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.

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

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

Capital Area monitors the Measurable Skill Gains (MSG) very closely. This is done in real-time. All key service 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 are 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 of our internal measures 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. This ensure no surprises are discovered toward the end of the program year. By documenting MSG, staff are in contact with students and can remain abreast of any issues that may arise which could impact credential attainment. At that 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 it is 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 analyzed by the Accountability Specialist. This action is performed to track progress on our Performance Indicators. The Roster Reports assist the service providers in identifying participants measure status (positive or negative). In many instances by viewing and interpreting the data service providers were able to improve performance dramatically. Key staff that have Roster access will be trained thoroughly on how to access and download their data. This information is shared internally at staff meetings quarterly.

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

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

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.

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.

CAWD expects 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, the 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 website 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.
-
- Attach if a separate policy.
 - Name Document: *Capital Area Workforce Development ETPL Policy*.

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- 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 website 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.

- Attach if a separate policy.
 - Name Document: Capital Area Workforce Development ETPL Policy.

VII. Equal Opportunity

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

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 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 EO Notice form at the bottom where the 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: *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 Lee, Chatham, Orange, Johnston and Wake 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 staff.

Furthermore, the 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 staff.

VIII. Adult and Dislocated Worker Services

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.
 - a. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.
 - b. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

- a. CAWD is fortunate to have a strong education and training system available to Adults and Dislocated Workers in its region. Wake Technical Community College, Durham Technical Community College, Johnston Community College, and Central Carolina Community College are a strong foundation. Combined, all four colleges offer over 250 approved/certified courses both in the classroom and online. In addition, Capital Area has over 60 training providers that have been approved to offer training in its 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 will continue to be: Healthcare, Information Technology, Skilled Trades, and Manufacturing. As a result of the data analyzed, discussions, and information gathered, CAWD will require that 90% 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, incorporate creative and innovative ideas and technology, building strong connections with local employers which allows center staff to stay abreast of changing workforce skill needs, maintaining strong and open communication with training providers allows staff to follow a student's progress and remove barriers quickly to ensure successful completion, increasing the availability of apprenticeship options that allow job seekers expanded earn and learn experiences, and collection of immediate feedback from students that allows Center staff to address any training concerns.

- b. Although CAWD acknowledges that there has been some improvement with obtaining credentials and documentation directly from some students or directly from the training providers it continues to be a weakness in our One-Stop system. Potential solution: Define clearer expectations regarding documentation submission – possibly have students sign an additional release of information to receive documents from training providers. CAWD has included it in our One-Stop MOU with the community colleges for them to assist in providing the documentation needed for performance.

Job-seekers accessibility to in-person training in rural areas. Transportation continues to be a challenge for job seekers in rural areas. Often there is no transit system and if there is it is limited. More and more virtual courses are being added to training providers catalogs however CAWD continues to observe that On-line training and on-line services are not ideal for everyone. Barriers may include the job-seekers lack of technology skills, and they may not have access to an area virtually that is conducive to learning which will negatively impact them completing training. Potential solution: CAWD has computer labs or access to them in all its NCWorks Career Centers and offers them for job seekers to attend virtual courses. CAWD also offers supportive services to assist eligible job seekers with transportation.

The availability of accurate training provider performance data in NCWorks Online. Some training providers are continuing to struggle with entering their performance into NCWorks Online. This ultimately could have negative impacts on the customer's completion rate. CAWD is 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. Some training providers have been deactivated for failure to submit their performance data.

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 and WIOA Adult and Dislocated Worker Service Provider through a Request for Proposal (RFP) process every four years and NextGen Youth/Young Adult every three years.

Equus Workforce Solutions was awarded the One-Stop Operator/WIOA Adult/Dislocated Worker Service Provider contract in Wake, Lee, Chatham and Johnston Counties and Orange County DSS was awarded the Adult/Dislocated Worker Services. The competitive RFP process took place from December 2022 to March 2023. The contract award will start on July 1, 2023, and is 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.

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), CAWD'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.

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

3. Provide the date and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract (one-four years) and the current year of the contract (e.g., Year one of possible three).

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 Service Provider contract for the Capital Area region. The competitive RFP process took place from December 2022 to March 2023. The contract award will begin on July 1, 2023, and will be 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.

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, 2023 using the PY 2023 Adult/Dislocated Worker Service Provider List provided.

- Name document: Capital Area Workforce Development_PY 2023 Adult/Dislocated Worker Service Provider List.

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

The 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 has developed a strategic plan for PY22 – PY25. Capital Area's current high-level strategic plan goals for PY22 – PY 25 (July 1, 2022 - June 30, 2025) are as follows:

1. Assist marginalized and underserved individuals enhanced access and support to secure competencies and credentials required for in-demand careers supporting economic mobility
2. To demonstrate the value, services, and outcomes that CAWD provides to employers, job seekers, influencers, and community partners
3. To deepen and widen our relationship with employers at the local level and establish CAWD as a thought partner

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, Branding & Outreach, 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 other's 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 raining 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.

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:

1. additional career planning and counseling
2. counseling regarding the workplace
3. contact with the participant's employer, including assistance with work-related problems that may arise
4. peer support groups
5. career pathway development
6. information about additional educational opportunities
7. information and referrals to supportive services available in the community
8. case management administrative follow-up
9. assistance in securing better-paying jobs
10. 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.

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

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

Capital Area Workforce Development (CAWD), as the oversight entity under the Workforce Innovation and Opportunity Act (WIOA) for Wake, Johnston, Lee, Chatham and Orange 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 Development Program Consultant, Youth Workforce Development Program Consultant, 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, Data Validation 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.

IX. Youth Services

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

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

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

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

1. Provide a description and assessment of the type and availability of youth workforce activities in the 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	PY21 – 81% completion rate (34 of 42 successfully completed the WEX)
Pre-Apprenticeship	Yes	Objective Assessment, TABE, YouScience/ Capital Area Model	PY21 – 88% completion rate (7 of 8 successfully completed)

Job Shadowing	Yes	Objective Assessment, TABE and YouScience Assessments	PY21 – 100% completion rate (4 successfully completed)
On-the-Job Training (OJT)	Yes	Objective Assessment, TABE and YouScience Assessments	PY21 – 38% completion rate (5 of 13 successfully completed)

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 will continue to work 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)]

Capital Area will also continue to follow the NextGen Framework for Youth Services in the Capital Area region:

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 postsecondary 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 wraparound 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.
- 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.

The Capital Area Apprenticeship Prep program is a youth-focused pre-apprenticeship initiative that prepares NextGen participants who can benefit from additional support before heading into the workforce. This program 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:

- Participants engage in work-based/experiential learning and continue furthering their education during or after high school and/or college.
- Participants are connected to career pathways during education, increasing their 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 features industries that are in demand in the Capital Area region. It also combines basic skills preparation, occupational skills training, and other activities and supports 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 makes a difference in the lives of youth and young adults while supporting economic and workforce development.

Youth Apprenticeship Prep Pipeline

Step 1: Participant Recruitment:

Recruitment for the program will be targeted based on industry. It takes place via referrals from our partners, such as local high schools, community colleges, community-based organizations, and Social Services organizations. This stage is the entry point where the NextGen participants are exposed to the program requirements and industry information of their desired career path.

Step 2: Program Eligibility

As a part of the screening process, NextGen participant 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
Individuals with a Disability
Low-income

Step 3: Path Determination/Enrollment

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

- **Path #1:** They are immediately enrolled into the program, if:
 - Participant has HS Diploma or HS Equivalent, or
 - Participant 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: NextGen participant will work on HS Diploma/HS Equivalency as a first activity in the program

- **Path #2:** Youth's enrollment is temporarily delayed into the program and referred to the local Community College for the 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: Career Readiness Bootcamp

Before the NextGen participant start their pre-apprenticeship, they will be engaged in a Career Readiness Bootcamp where they will develop and sharpen essential skills that are vital in almost every industry.

- Participants are engaged in Leadership Development activities geared toward the desired occupation.
- Additional activities can also be assigned that are 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 program experience, this stage involves NextGen participants completing a pre-apprenticeship program to explore their interest and fit in a technical field before committing to a full apprenticeship. Before committing to the pre-apprenticeship, they will be able to learn more about the industry through pre-enrollment sessions.

- The sessions will be industry-specific;
- Include tools for youth to learn more about the industry; and
- Include speakers from the industry

The pre-apprenticeships are conducted using approved training providers, including community colleges, where youth will earn their industry-recognized credentials. Participants 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, the NextGen participant is referred to applicable apprenticeship, further education, or employment. Where applicable, OJT dollars will be used to support the entrance to employment or a registered apprenticeship.

Step 7: Exit/Follow-up

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

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 NextGen participants 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 NextGen participants, develop an ISS for them. The ISS details the path each participant needs to take to complete short-term and long-term goals. Staff will use this ISS to determine every step the participant 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 is well-trained in conducting objective assessments and how to use them to develop the youth's ISS. The Youth Workforce Development Program Consultant 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 NextGen participants 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)]

One of the CAWD 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). NextGen participants are assessed upon enrollment in the program to determine appropriate activities for them. Case managers monitor them 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.

GED instruction is offered in our NextGen Wake and Johnston Centers in partnership with our Community College partners. Participants in the other parts of the Capital Area region are referred directly to the local Community College for the Basic Skills Program with support from their case manager. Additional assistance in high school equivalency (HSE) classes, OST, or postsecondary education is also offered through tutors, on-site and off-site.

As part of Capital Area's new Apprenticeship Prep program, NextGen participants 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, they will be referred to applicable apprenticeship, further education, or employment.

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

Relationship building is important to keep NextGen participants engaged during enrollment into WIOA. It is even more important that there is an ongoing support system available, even after exiting from the program. All NextGen participants are offered follow-up services for 12 months after exit. 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.

If a NextGen participant 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.

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

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

The NextGen participants will be served in a combination of our NextGen Centers (Wake and Johnston Counties) and NCWorks Career Centers Tier 2 (Lee and Chatham Counties). Starting July 1, 2023, we will also be serving NextGen Participants in the NCWorks Career Centers Tier 1 (Orange County). Young adults can also take advantage of the workshops, job fairs, and events that are held through the NCWorks Career Centers as well.

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

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

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

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 2022 to March 2023. The contract award will begin on July 1, 2023, 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. 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 local area with adding a new service provider. Orange County DSS has been selected as the sole provider for Orange County starting in PY23.

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.

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

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

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

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

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

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

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, participant referrals, community events and outreach, marketing materials within local agencies and places of interest to the youth and young adults, 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.

Capital Area WDB did not implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2022.

- a) N/A
- b) N/A
- c) N/A

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 NextGen participants. These activities will include paid and unpaid work experiences, on-the-job training, internships, pre-apprenticeships, and job shadowing.

Youth service providers have had a concentrated focus on these areas and will continue to do so with the efforts of the NextGen Business Services staff, 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 monthly to ensure each service provider stays on track.

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 (BSR). Both representatives are at the service provider level. One BSR is dedicated to NextGen Johnston and the other BSR provides support to NextGen Wake, Lee, and Chatham in collaboration with the Work-based Learning Coordinator. As CAWD expands its region with Orange County, by July 1, 2023, we will determine if additional representatives are needed in that area.

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

Capital Area WDB was awarded the DWS ARPA Recovery to Work grant in PY22. This project will assist youth and young adults with/or at-risk for Substance Use Disorders (SUD) develop and carry out a career plan that leads to successful employment. This will be accomplished by creating a robust partnership network of behavioral health providers, community organizations, employers, and the workforce staff to provide wrap-around guidance, support, and encouragement to youth. Peer Support Specialists will provide real-world life skills and mentoring to show youth that a positive outcome is within their reach. Both goals work to expand

the wrap-around support for youth SUDs to improve their outcomes both with recovery and employment.

Capital Area does not have a re-entry program for young adults currently. However, justice involved youth will be continued to be served through the NextGen programs in our region.

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

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

a. 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 Lee and Chatham have partnered with Central Carolina Community College (CCCC) in referring NextGen participants to their Basic Skills program. NextGen also partners with other curriculum and continuing education programs and departments with all the Community College partners. As eligible training providers for CAWD, the Community College partners (WTCC, JCC, and CCCC) provide valuable training and opportunities for NextGen participants. As CAWD expands to include Orange County in PY23, we will also work closely with Durham Tech Community College and CCCC in serving NextGen participants in that county.

b. CAWD works 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 NextGen participants.

Pre-employment transition services (pre-ETS) are provided at all high schools in our local area region. 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. Capital Area works closely with our Community College partners (WTCC, JCC and CCCC) 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 is even more apparent with Capital Area’s new Youth Apprenticeship Prep model where participants are 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 Orange County in PY23, we will also work closely with Durham Tech 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: Capital Area Workforce Development Board Youth Incentive Policy.

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

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

N/A

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

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 these activities, case managers will assess the NextGen participants' newly acquired skills and identify additional employment barriers. The participant will participate in workshops and/or activities 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.

NextGen staff provide ongoing job readiness and soft skills workshops and activities to NextGen participants. Through the completion of these workforce activities, staff will encourage the participants 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. Please specify partners. [WIOA Section 129(c)(2)(A)]

- Name document: *Capital Area WDB 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 Program Consultant and One-Stop System Director) provides the day-to-day oversight of our NextGen programs. This staff also provides training and technical assistance while the Accountability Specialist monitors performance. In addition, the Strategic Initiatives team assists with planning and overall implementation of special projects. Youth service providers submit monthly reports established by CAWD staff to track the progress of service delivery.

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

a) Provide the committee's purpose/vision.

N/A

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

N/A

N/A

N/A

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

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

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

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

X. Local Area WDB Innovations

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

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
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.	2/19/2020-6/30/2023 Have a current application to serve an additional 3 years	N.C. Department of Public Safety \$150,000 per year for regular programming \$25,000 per year for two years for additional services	
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.	07/01/2021-12/31/2023	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 \$1,362,890	

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	
Hotels Workforce Initiative (Five Stars Hotel Employment Initiative)	To address the workforce needs of the hotel industry in Wake County through recruitment, training, placement and employer support	7/1/2022-12/31/2024	Wake County and City of Raleigh ARPA funds \$812,500	NCRLA
NC PROWD (Partners for Reentry in Workforce Development)	To provide career advising and planning, reentry support, education & training, and employment to individuals exiting Federal Correctional Facilities and returning to the region.	10/1/2022-3/30/2026	U.S. DOL and DOJ, subrecipient of NC DWS \$3,238,171	NC LEAD, Kerr-Tar and Durham Workforce Boards
Business Outreach for Support and Services	To provide workforce support to small and micro businesses, especially those that are women, minority, veteran owned, to improve employee retention and long-term success of the businesses	1/1/2023-12/31/2026	NC Division of Workforce Solutions \$850,000	

Recovery to Work, Substance Use Disorder Recovery Grant	To assist youth with/or at risk for substance use disorders develop and carry out a career plan that leads to successful employment.	1/1/2023-December 31, 2026	NC Division of Workforce Solutions \$200,000	
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2. Describe one of the Local Area WDB’s best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

CAWD was afforded an opportunity through its creativity and innovation to implemented two Virtual Reality (VR) solutions (Transfr and Be More Colorful/CareerView XR) at their NCWorks Career and NextGen Centers. The Virtual Reality (VR) solutions were funded by the CAREER National Dislocated Worker Grant. Transfr platform allows individuals to practice and master skills in a safe and controlled environment, leading to better learning outcomes and improved performance on the job. Customers wear headsets that track their movements and display interactive visuals and audio, creating a fully immersive experience that feels like being in a real-life situation. The use of headsets allows for a hands-on and engaging experience. For example, customers can interact with various equipment and tools, such as robotic arms and conveyor belts, as they would in a real-world manufacturing setting. The virtual environment allows them to make mistakes and learn from them without any real-world consequences, leading to improved performance and reduced errors when they move onto real-world applications. The CAWD Program Consultant meets with the Customer Success Manager monthly to evaluate performance data and discuss which software modules customers are participating in and completing.

The Be More Colorful/CareerViewXR platform utilizes VR technology to showcase workplace environments, allowing users to explore different career paths and gain a better understanding of what a specific job entail. CareerViewXR offers a “Day in the Life” type of experience to customers in three different ways, which consist of work environment, field trip, and job shadow. The platform is designed to provide an engaging and interactive experience that can help customers make better informed decisions about their career paths. The CAWD Program Consultant also meets with the Be More Colorful team to discuss user analytics. Although this virtual reality software is new to CAWD we anticipate raving customer reviews and outcomes. Data is in the process of being collected and evaluated.

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

Capital Area’s NextGen program’s best practice is utilizing pre-apprenticeship opportunities that yield positive placement into employment opportunities. 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 provided pre-apprenticeship opportunities in the career pathways of Electrical and Lineman. In PY22, we provided NextGen participants with pre-apprenticeship opportunities in Information Technology and again in the Lineman pathway. The effectiveness of the apprenticeship model has

been demonstrated by the number of positive completers that have exited to clearly defined pathways with nationally – recognized credentials.

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

CAWD has worked regionally with Durham and Kerr-Tar Workforce Boards on several initiatives to serve the entire Triangle. This includes the Regional Skills Analysis to understand the talent needs of employers throughout the region and the NCWorks Career Pathways to create a uniform, employer-informed career pathways for students and job seekers across the region. Most recently, CAWD, Kerr-Tar, and Durham have come together with the NC Division of Workforce Solutions and NC LEAD to secure a grant from US DOL and US DOJ called NC PROWD (Partners for Reentry Opportunities in Workforce Development). This grant allows for the three boards to create a system for individuals at the Butner Federal Facility to create career goals, connect to education & training, and receive ongoing support after exiting and returning to our region. This program builds on the best practices of the three boards’ work on assisting returning citizens to find employment and successfully reestablish themselves in their communities. Both Durham and CAWD Boards have had successful US DOL and local grants that have led to living-wage employment and reduced recidivism to participating returning citizens. Successful elements that are replicated in the NC PROWD design include career planning during the last year of incarceration, creating a cohort of back-ground friendly employers, and providing wrap-around support for recently released individuals. This program will start serving clients in mid-2023. The program will track the success of clients (educational attainment, employment, wages, recidivism) through a national client tracking system and this information will be shared regularly with local, state, and national partners.

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

exceeded the PY21 goal to double that number. Our goal is to continue to increase the number of small businesses served in Wake County again in PY23.

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 launched in PY21 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.

In PY22, CAWD received a State ARPA WBL grant. This grant serves small businesses with less than 25 employees and targets those small businesses owned by minorities, women, veterans and individuals with disabilities. This grant enables CAWD to expand the Small Business Workforce Development initiative beyond Wake County to its entire service area to also include Johnston, Lee, Chatham, and Orange Counties. CAWD will track the self-identified categories of business ownership and number of individuals served through Work Based Learning.

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://capitalareanetworks.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, 1,618 individuals have been registered for IBM SkillsBuild, 4,082 learning hours have been completed, 4,047 learning activities have been completed, and 346 learning badges have been obtained by individuals within the Capital Area. IBM SkillsBuild continues to be a valuable resource for individuals seeking to upskill, job seekers, and entrepreneurs.

7. 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 Employer Engagement. 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 Success, brainstormed on ways to support various populations of job seekers. 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.

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

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

- Name Each Document: *Capital Area Workforce Development, 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 for the PY 2023 Plan and requires a review for PY 2023 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder”.

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

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

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

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

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2023 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	YES	NO
2. Local Area WDB Needs-Related Policy	N/A	Click here to enter text.
3. Local Area WDB Transitional Jobs Policy	N/A	Click here to enter text.
4. Local Area WDB Youth Incentive Policy	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, 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

Individual Training Accounts (ITA) Summary

	<ul style="list-style-type: none"> • Occupational certification • Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment Click here to enter text.
<p>Procedures for determining case-by-case exceptions for training that may be allowed</p>	<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> <ol 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>
<p>Period for which ITAs are issued (semester, school year, short-term, etc.)</p>	<p>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.</p>
<p>Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)</p>	<p>Books, uniforms, certifications, exams, supplies, student activity fees, campus access fees, criminal background checks, physicals, and/or shots lick here to enter text.</p>
<p>Other</p>	<p>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.</p>

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

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
<p>ADULT Ongoing transportation-related expenses: Public/Private Bus Tickets, Carpool/Van Fees, Taxi/Uber/Lyft Fares (limited basis only, not for daily transport), Parking Fees, Mileage, Reimbursement to a WIOA participant, or; to an individual transporting a WIOA participant</p>	<p>ADULT Only allowed through special approval</p>	<p>ADULT 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</p>	<p>ADULT Only allowed through special approval</p>	<p>ADULT AND YOUTH Supportive service payments may be used for late fees or reconnect fees associated with delinquent client utility bills</p>
<p>YOUTH Allowed One-time transportation-related expenses: North Carolina Vehicle, Registration Fee Vehicle, Inspection Fee, Vehicle License Plate, North Carolina Driver's License</p>	<p>YOUTH Child Care costs: \$50 per child per day or the actual cost per day if less than \$50 per day.</p>	<p>YOUTH 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.),</p>	<p>YOUTH Emergency Costs: Maximum of \$750 per enrollment year per WIOA participant and not to exceed \$2,250 over the course of enrollment in WIOA</p>	<p>YOUTH Supportive service payments may be used for late fees or reconnect fees associated with delinquent client utility bills</p>

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
		Records required for employment (birth certificate, background check, etc.), <ul style="list-style-type: none"> • Other employment-related needs 		

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

Attachment Checklist from Local Area Plan Instructions

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

The CAWD signed copy of the Consortium Agreement will be submitted July 1, 2023. The final CAWD By-Laws will be submitted June 23, 2023. CAWD draft By-Laws are attached.

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

Attachment Checklist from Local Area Plan Instructions

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

*Mail signed and unfolded originals to assigned DWS Planner at

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

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

Appendices

NC Local Area WDB By-Laws Required Elements

Appendix A

By-Laws Guidance

Appendix B

Guidance Regarding Meetings and Conferencing via Electronic Means

Appendix C

Local Area WDB Membership Requirements

Appendix D

NC Local Area WDB By-Laws Required Elements

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

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

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

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

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

By-Laws Guidance

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

Article 1

Name and Purpose

Section 1. Name

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

Section 2. Purpose and Responsibilities

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

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

The Board responsibilities shall include:

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

By-Laws Guidance

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

Article 2

Board Members

Section 1. Appointment

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

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

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

Section 2. Composition

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

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

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

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

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

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

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

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

Section 3. Tenure

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

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

By-Laws Guidance

Section 6. Vacancies

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

Article 3 Meetings

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

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Section 5. Open Meetings

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

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4 Organization

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

By-Laws Guidance

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5 Committees

Section 1.

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

Section 2.

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

By-Laws Guidance

Section 3.

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

Article 6 Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7 Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

Board Director, Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

Board Chair, Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

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

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

Local Area WDB Membership Requirements

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

Who May Satisfy the Requirements:

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

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

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

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

Who May Satisfy the Requirements:

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

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

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

Local Area WDB Membership Requirements

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

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

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

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

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

Community College representatives would not be appropriate for this category.

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

Who May Satisfy the Requirements:

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

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

Local Area WDB Membership Requirements

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

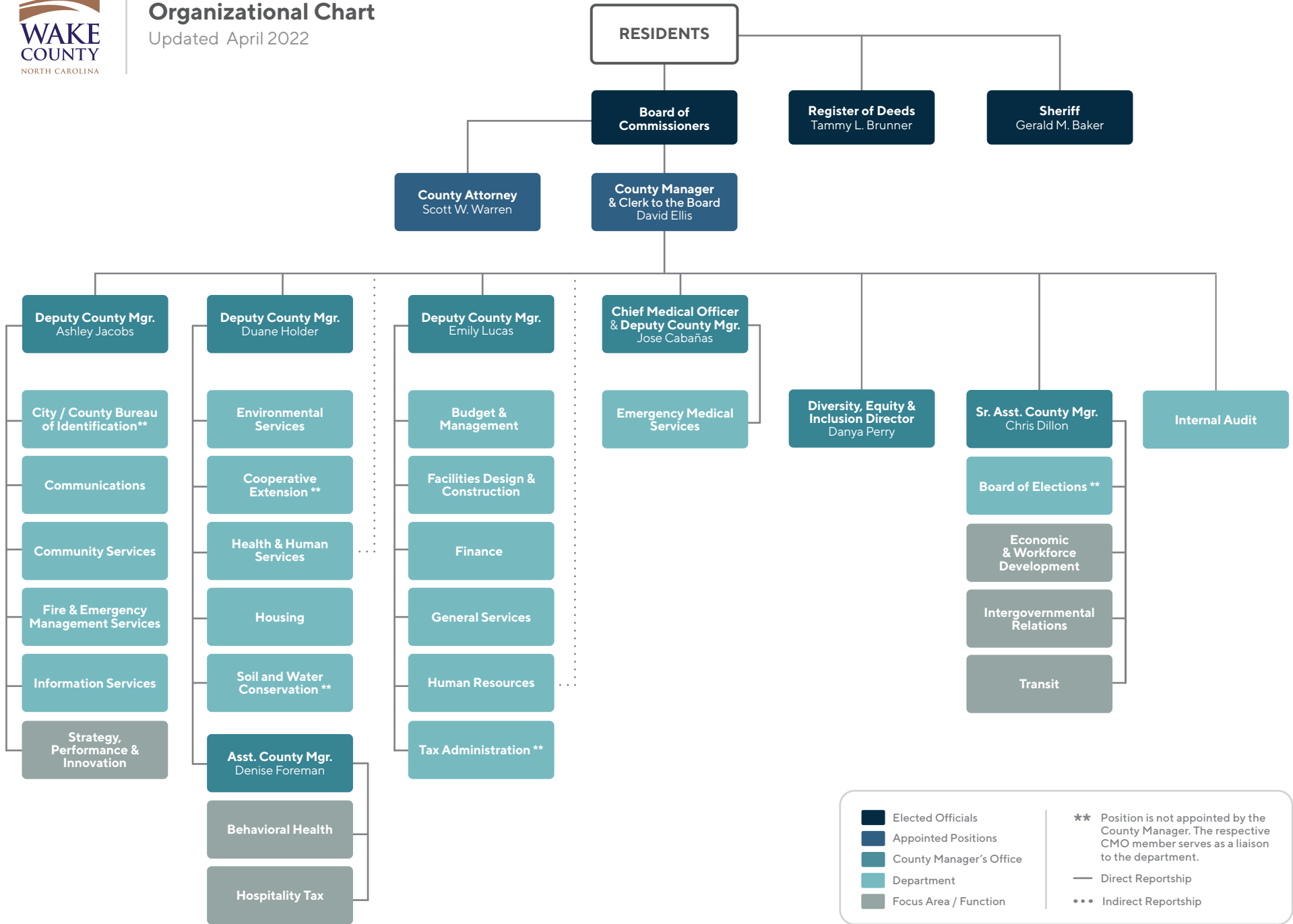
- Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment;
- Governmental and economic and community development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

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



Organizational Chart

Updated April 2022



Elected Officials	** Position is not appointed by the County Manager. The respective CMO member serves as a liaison to the department.
Appointed Positions	
County Manager's Office	— Direct Reportship
Department	
Focus Area / Function	... Indirect Reportship

PY 2023 WIOA Workforce Development Board Members
Effective July 1, 2023 – June 30, 2024

- See directions on the page above if needed.
- Use attachments sent separately.

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
1. Business, Chair	Brian Holland General Counsel	Sectigo, Inc 101 Martinique Place Cary, NC 27511	919-460-3219	Brian.holland@sectigo.com	7/1/23-6/30/25
2. Business	Rodney Carson Principle Engagement Manager	SAS 100 SAS Campus Drive Bldg. C, Office 5263 Cary, NC 27513	919-531-4623	Rodney.carson@sas.com	7/1/22-6/30/24
3. Business	Melissa Short VP Human Resources	Transitions LifeCare 250 Hospice Circle Raleigh, NC 27607	919-828-0890	Mshort@transitionslifecare.com	7/1/22-6/30/24
4. Business	Nicole Jarvis-Miller HR VP Talent Acquisition	Nordstrom 6910 Fayetteville Rd. Durham, NC 27713	919-938-2690	Nicole.miller@nordstrom.com	9/1/21-8/31/23
5. Business	David Palumbo General Manager	Raleigh Marriott City Center	919-833-6433	David.palumbo@aimhosp.com	7/1/22-6/30/24

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		500 Fayetteville St. Raleigh, NC 27601			
6. Business	Jerilyn Meckler Managing Director Strategy & Performance Core	Ankura Consulting Group 132 Oakwood Dr. Macon, NC 27551	919-749-5601	Jerilyn.meckler@ankura.com	5/1/23-4/30/25
7. Business	Courtney Holcomb Human Resources Manager	Bharat Forge Aluminum USA, Inc. 777 Kalyani Way Sanford, NC 27330	919-413-5150	Courtney.holcomb@bharatforge- alusa.com	7/1/22-6/30/24
8. Business	Patrick Townsend Director of Human Resources	Mountaire Farms 1100 E. 3rd St. Siler City, NC 27344	919-633-1768	Ptownsend@mountaire.com	9/1/22-8/31/24
9. Business	Glenda Underwood Talent Acquisition Partner	Lowe's Home Improvement 121 South Woodstone Dr. Clayton, NC 27527	919-634-1456	Glenda.t.underwood@lowes.com	7/1/22-6/30/24
10. Business	Danielle Sardo Human Resources/ PO & T	Biogen 500 Davis Dr. Durham, NC 27709	919-993-1116	danielle.sardo@biogen.com	5/1/23-4/30/25

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11. Business	Craig Sullivan President	A.D. Tubi USA, Inc. 3031 Hamp Stone Rd. Siler City, NC 27344	919-930-3023	Craig.sullivan@adtubi.com	9/1/22-8/31/24
12. Business	Marsha Mebane Human Resources	3M Co. 4191 NC-87 Moncure, NC 27559	919-642-0006	mmebane@mmm.com	9/1/22-8/31/24
13. Small Business	Harold Keen President/CEO	KS Bank 1031 N. Brightleaf Blvd. Smithfield, NC 27577	919-938-3101	hkeen@ksbankinc.com	7/1/22-6/30/24
14. Small Business	Jerry Pedley President/Owner	Mertek, Inc. 3913 Hawkins Ave. Sanford, NC 27330	919-774-7827 ext. 11	jerry@merteknc.com	7/1/22-6/30/24
15. Business (Orange County)	Vacant				
16. Business (Orange County)	Vacant				
17. Labor Organization	Tamika Walker Kelly President	NC Association of Educators P.O. Box 27347	919-832-3000	Tamika.walkerkelly@nae.org	4/1/23-3/31/25

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	Labor Organization- NCAE	700 S. Salisbury St. Raleigh, NC 27611			
18. Labor Organization	Rob Axford Business Manager Labor Organization- IBEW	International Brotherhood of Electrical Workers local Union 553 3300 US Highway 70E Durham, NC 27703	919-596-8220	raxford@ibew553.org	12/1/22-11/30/24
19. Representative of registered apprenticeship program	Mark Bertoncino Director of Customer Service	Buhler Aeroglide 100 Aeroglide Dr. Cary, NC 27511	919-449-6844	Mark.bertoncino@buhlergroup.com	7/1/22-6/30/24
20. Community Based Organization	Jill Straight Sr. Director of Client Service & Advocacy	Dorcas Ministries 191 High House Rd. Cary, NC 27511	919-469-9861	jill@dorcascary.org	7/1/22-6/30/24
21. Adult Education and Literacy eligible under WIOA Title II	Vic McCormick Asst. VP, Workforce Development & Biotechnology	Johnston Community College P. O. Box 2350 Smithfield, NC 27577	919-209-2027	kvmccormick@johnstoncc.edu	7/1/22-6/30/24
22. K-12 Representative	Gail McDougal School to Career Specialist	Wake County Public School System 5625 Dillard Dr. Crossroad 1	919-533-7068	gmcdougal@wcpss.net	10/1/22-9/30/24

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		Cary, NC 27518			
23. Higher Education	Tom White Director	NCSU Economic Development Partnership 1021 Main Campus Dr. Raleigh, NC 27695	919-515-5353	Tjwhite3@ncsu.edu	7/1/23-6/30/25
24. Vocational Rehabilitation Program	Chanda Armstrong Unit Manager	NC DHHS Division of Vocational Rehabilitation 7400 Waters Edge Raleigh, NC 27606	919-859-8315	Chanda.armstrong@dhhs.nc.gov	7/1/22-6/30/24
25. Economic Development	Michael Haley Executive Director	Wake County Economic Development 800 S. Salisbury St. Raleigh, NC 27601	919-664-7042	mhaley@raleighchamber.org	7/1/23-6/30/25
26. Wagner-Peyser Act	Sarah Stone Manager	NCWorks Career Center-Lee County 1909 Lee Way Sanford, NC 27330	919-775-2241	Sarah.stone@nccommerce.com	7/1/22-6/30/24
27. Social Service Representative	Ross Yeager Director	Wake County Northern Regional Center 350 E. Holding Ave.	919-562-6363	Ryeager@wake.gov	7/1/23-6/30/25

**PY 2023 WIOA Workforce Development Board Members
Effective July 1, 2023 – June 30, 2024**

		Wake Forest, NC 27587			
28. Other (Orange County)	Vacant				

Notes:

- Use the form provided and identify categories as indicated on the form. Do not change required category names, but clearly indicate the category.
- In obtaining nominations and making appointments, follow Workforce Innovation and Opportunity Act Section 107(b)(2) and U.S. Department of Labor Training and Employment Guidance Letter (TEGL) 27-14.
- If Local Area WDB has more than 19 total members: 1) add lines to chart and complete all columns for additional members; 2) ensured required percentages are still met, 3) do not count individuals serving dual roles more than once.

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

**CAPITAL AREA WORKFORCE DEVELOPMENT BOARD
BYLAWS**

**ARTICLE I
Name and Purpose**

Section 1. NAME

The name of this organization shall be the Capital Area Workforce Development Board (hereinafter referred to as the “Board”).

Section 2. PURPOSE AND RESPONSIBILITIES

The purpose and responsibilities of the Board shall be to:

- A. Develop and submit local plan to the Governor, a comprehensive 4-year local plan, in partnership with the chief elected official;
- B. Perform workforce research and regional market analysis;
- C. Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-Federal expertise and resources to leverage support for workforce development activities;
- D. Lead efforts to engage with a diverse range of employers and with entities in the region involved;
- E. 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;
- F. 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;
- G. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers;
- H. Conduct program oversight;
- I. Negotiate and reach agreement on local performance accountability measures;

- J. Designate or certify one-stop operators and may terminate for cause the eligibility of such operators;
- K. Coordinate activities with education and training providers in the local area;
- L. Develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board, subject to the approval of the chief elected official;
- M. Access annually the physical and programmatic accessibility the provisions of the Americans with Disabilities Act of 1990 of all one-stop centers in the local area.

ARTICLE II
Members

Section 1. APPOINTMENT

Members of this organization shall be appointed by the following procedure: The Chief Elected Official (Chairman of the Wake County Board of Commissioners, hereinafter referred to as the CEO) shall appoint members based on nominations from the following: local business organizations; local education agencies; vocational education institutions, community-based organizations, and higher educational institutions; and private and proprietary schools; state or local labor organizations and other interested organizations. The number of private sector nominees shall be at least 51 percent of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a member of the nominating organization.

Section 2. COMPOSITION

This board shall be composed of a majority of members who are representatives of businesses in the local area. CAWD total membership shall be 28 board members. This Board shall also include representatives, not to constitute less than 20 percent, of labor organizations, a representative from a joint labor-management apprenticeship program or apprenticeship program in the area, and may include representatives of community-based organizations demonstrating experience addressing employment barriers for adults, veterans, and individuals with disabilities and employment, training, and the education needs of eligible youth. This board shall include a representative of eligible providers administering adult education and literacy activities, a representative of institutions of higher

education, a representative of economic and community development, a representative from the State employment service office under that Wagner-Peyser Act, a representative of the programs carried out under title I of the Rehabilitation Act of 1973 and may include representatives of community-based organizations, local educational agencies, representatives of agencies administering housing, transportation and public assistance, and philanthropic organizations serving the local area.

This board may include such other individuals or representatives of entities as the chief elected official determine appropriate.

Section 3. TENURE

All appointments will be for a two-year term to expire on the 30th last day of the month the appointment was made. 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 unless approved by the CAWD Executive Committee. An individual whose initial appointment is to fill an unexpired term or an initial staggered term of less than two years, shall be eligible to serve the number of full-length terms other members are eligible to serve, unless, prior to the time for reappointment that individual has already served six consecutive years. Members may be re-appointed at the pleasure of the CEO.

Section 4. TERMINATION FOR CAUSE

By simple majority vote of the membership or by action of the Chief Elected Official, a member may be removed for cause from the Board. Cause would be for such actions as malfeasance, misfeasance, misconduct, or any action which would be deemed not in the best interest of the Board.

Section 5. RESIGNATION

Letters of resignation must be submitted to the Capital Area Workforce Development Board Chair. Three consecutive absences without justification will be considered defacto 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. Vacancies will be communicated to the Chief Elected official through the Wake County Clerk's office as well as a notice to the Johnston, Lee, Chatham, and Orange County Clerk's offices. All vacancies are listed on Wake County Government "Citizen Advisory Boards and Commissions" page.

ARTICLE III
Meetings

Section 1. REGULAR MEETINGS

The Board shall meet at such time and place as determined by the Chairperson. The Board will meet no less than four times per year. Normal Quarterly Board meetings are face to face; however, board members may access meetings via conference call, video communications and other alternative methods. The board Chair or Committee Chair may call additional meetings to be held via conference call, video communications or other alternative media sources as deemed necessary. 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. All board meetings will be held in accessible facilities with accessible materials available upon prior request.

Section 2. SPECIAL MEETINGS

The Chairman of the Board and Committee Chairmen 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, 51% of the Board membership constitutes a quorum for transacting business.

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

All full board meetings shall be open to the public.

Section 6. PROXY REPRESENTATION AND VOTING

A member may designate a representative to attend in his/her absence. The representative may participate in discussions but may not make or second motions or vote. A member providing written voting instructions to the Chairman may have his/her representative cast a vote in accordance with the instructions on the specific item(s).

Section 7. CONFLICT OF INTEREST AND VOTING

CAWD Board members shall not cast a vote, or take interest in, any decision-making capacity on the provision of services by such Individual (or any organization which that Individual directly represents), nor on any issue which would provide any direct monetary benefit to that Individual.

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

Each Board member shall annually confirm a statement that affirms such person:

1. has received a copy of the CAWD's Conflict of Interest Policy;
2. has read and understands the policy; and,
3. has agreed to comply with the policy.

ARTICLE IV
ORGANIZATION

Section 1. OFFICERS

The officers of this Board shall be a chairman, a vice-chairman, and a secretary.

Section 2. ELECTION OF OFFICERS

Officers of this Board shall be elected in June for two-year terms with the privilege of re-election. The Chairman and Vice-Chairman will be elected from among the members who are representatives of the private sector. The secretary will be elected from among all members.

Section 3. CHAIRMAN

The Chairman shall preside at Board meetings, designate standing and ad hoc committees deemed appropriate and appoint their chairmen and members.

Section 4. VICE-CHAIRMAN

The Vice-Chairman shall assume all duties and responsibilities of the Chairman in his/her absence from meetings. **In the event that If** the office of Chairman is vacated before the end of the term, the Vice-Chairman shall assume the office in an acting

capacity until **such time as** the Board elects a new Chairman.

Section 5. SECRETARY

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

Section 6. EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Chairman, Vice Chairman, Secretary (from a sector other than private), previous Chair or Vice Chair. As determined by the chairman 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. If the executive committee acts on items between board meetings, the full board will be alerted at the next full board meeting.

Section 7. STANDING COMMITTEES

Committees are created and appointed by the Executive Committee. The only standing committee is the Executive Committee of the board. All other committees are established annually based on the boards strategic plan and/or annual retreat. The Chair shall appoint committee Chairpersons and committee members as needed or as required by the Act. Committees shall consist of board members and community partners responsible for the implementation of Workforce Development Board priorities and strategies. Committees shall be chaired by Capital Area Workforce Development Board members. Local Area staff will serve as support personnel to the standing committees.

Section 8. VACANCY

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

ARTICLE V
Amendments

Section 1. AMENDMENT PROCEDURE

Board Bylaws 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 Bylaws shall be amended upon affirmative vote by a simple majority of the Board.

ARTICLE VI
Severability

In the event that any of the rules, regulations, restrictions, covenants, or conditions of these Bylaws 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 6/25/15 by Capital Area Workforce Development Board

Amended this 22nd day of June, 2023.

Signed:

Pat E. Sturdivant
Executive Director,
Capital Area Workforce Development Board

Date

Brian Holland
Chair,
Capital Area Workforce Development Board

Date

Shinica Thomas
Chair,
Wake County Commissioners

Date

Local Area WDB By-Laws Required Elements – Crosswalk

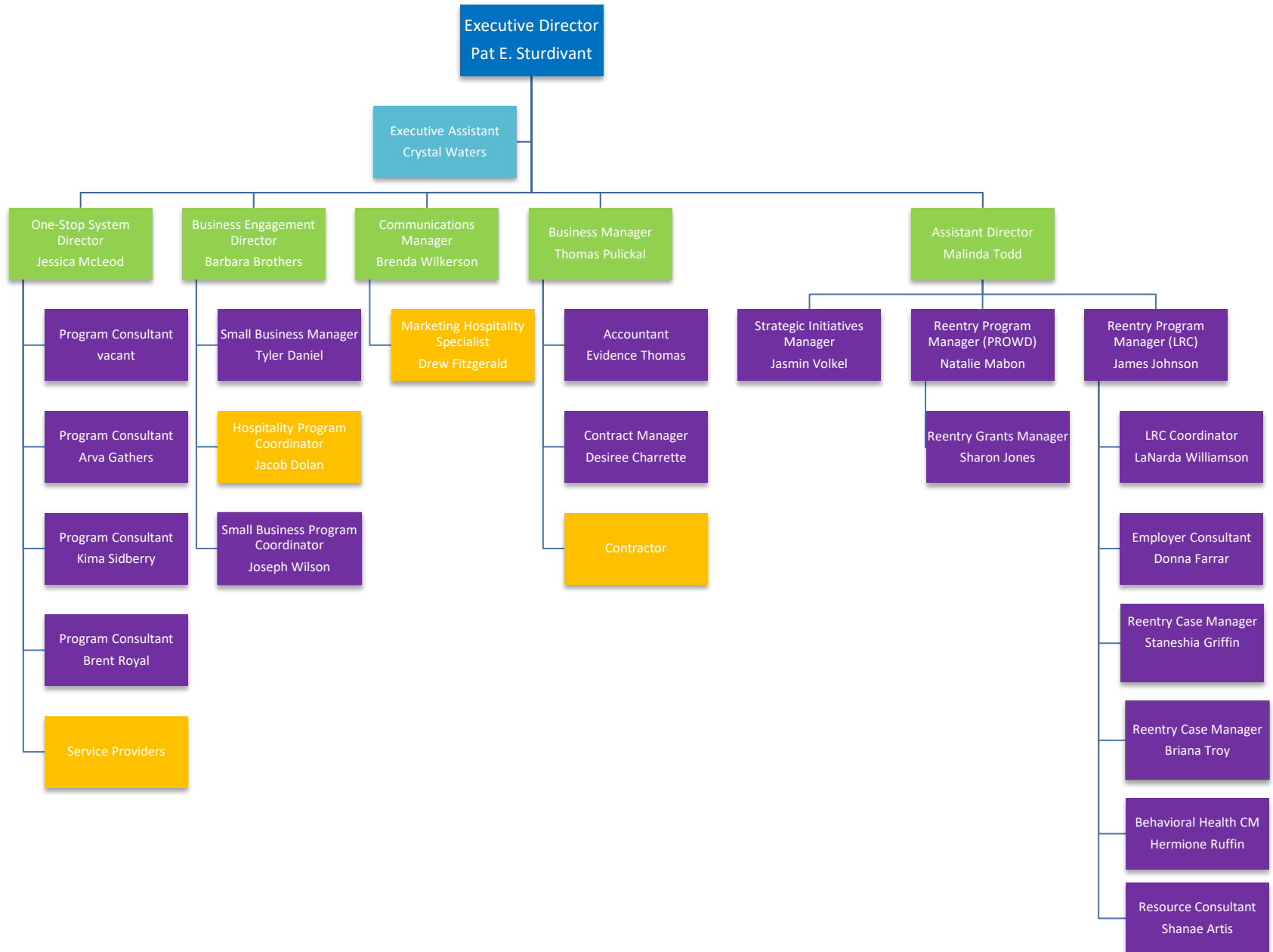
Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).	The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-Laws.
1. The nomination process used by the Chief Local Elected Officials (CLEOs) to elect the Local Area Workforce Development Board (WDB) Chair and members.	Article II/ Section 1
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expires in a given year.	Article II/ Section 3
3. The process to notify the Chief Local Elected Officials (CLEOs) of a Local Area WDB member vacancy to ensure a prompt nominee within 90 days of the vacancy.	Article II/ Section 6
4. The proxy and alternative designee process that will be used when a Local Area WDB member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).	Article III/ Section 6
5. The use of technology such as phone and web-based meetings, that will be used to promote Local Area WDB member participation (20 CFR 679.110(d)(5)).	Article III/ Section 1
6. The process to ensure Local Area WDB 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.	Article 1/ Section 2
7. A description of any other conditions governing appointment or membership on the Local Area WDB as deemed appropriate by the Chief Local Elected Officials (CLEOs); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.	N/A

Local Area WDB By-Laws Required Elements – Crosswalk

North Carolina Specific Requirements That Must be Specified Within the By-Laws.	The Article/Section Where the Required Elements are Located Within <i>Current</i> By-Laws.
8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Local Area WDB.	Article III/ Section 4
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.	Article II/Section 3
10. The Local Area WDB’s policy assuring attendance and participation of its members.	Article II/Section 5
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Local Area WDB positions.	Article III/Section 3
12. Any standing committees the Local Area WDB has established shall be included in the by-laws.	Article IV/ Section 7
13. The Local Area WDB’s conflict of interest policy, which may not be any less stringent than the requirements of the Commission’s Policy Statement, shall be referenced in the by-laws.	Article III/Section 7
14. The process the Local Area WDB will take when expedient action is warranted between Local Area WDB meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Local Area WDB.	Article III/ Section 2
15. Local Area WDB meetings will be held in accessible facilities with accessible materials available upon prior request.	Article III/ Section 1
16. The Local Area WDB will meet no less than four times per program year.	Article III/ Section 1

Capital Area Workforce Development Board Org Chart

Effective as of 3/28/23



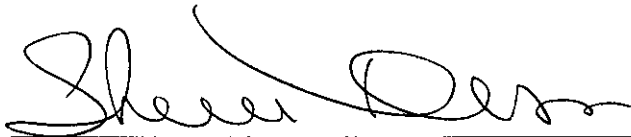
Certification Regarding Debarment, Suspension, and Other Responsibility Matters

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, Participant's Responsibilities.

1. The prospective primary participant certifies, to the best of its knowledge and belief, that it and its principals:
 - a. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
 - b. have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c. are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - d. have not within a three-year period preceding this certification had one or more public transactions (federal, state, or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Shinica Thomas, Chair Wake County Board of Commissioners

Printed Name and Title of Authorized Administrative Entity Signatory Official



Signature

17 April 2023

Date

**Workforce Innovation and Opportunity Act of 2014
Program Year 2023 Local Area Plan Signatory Page**

For Capital Area Workforce Development WDB

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

May 5, 2023

Submission Date

Workforce Development Board Chair

Chief Local Elected Official

Brian Holland

Typed or Printed Name

Shinica Thomas

Typed or Printed Name

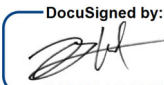
Chair, Capital Area WDB

Typed or Printed Title

Chair, Wake County Commissioners

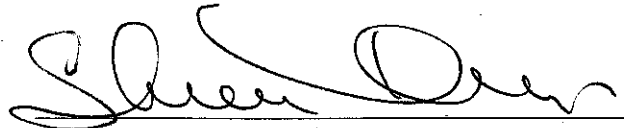
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Signature



Signature

4/24/2023

Date

17 April 2023

Date

**PY 2023 WIOA Capital Area Workforce Development WDB
NCWorks Career Center Locations (Effective July 1, 2023)**

A. One-Stop Location(s) (Address, Phone number and Hours)	*B. Tier 1 or Tier 2, Specialized or Affiliate [if Specialized, list the type of Specialized Center (i.e. youth)]	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Title I Adult/DW Career Services and Method of Selection	F. Functional Manager (manages the day-to-day operations)	G. WIOA Title I Youth Services Provided Onsite (Y/N) Name of Youth Provider(s) (list youth services provided)	H. Additional Partners
1830-B Tillery Place, Raleigh, NC 27604 Hours: M-TH 8:30am - 5:00 pm; F 8:30am - 2:00pm; Contact Center: M-TH 8:30am - 5:00pm; F 8:30am - 2:00pm; Virtual hours of operation - T, TH 8:30am - 6:00pm	Tier 1	WIOA Adult/DW; Wagner-Peyser (WP); Trade Act, Veterans Services (DVOP & LVR); Job Corps; Centre for Homeownership; Community Success Initiative; Title IV NCBA; Eckerd; Roads to Reentry; Wake Local Reentry Council;	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Kenneth Angeli	N/A, Youth Services provided through referral process	Wake Tech Community College (WTCC), WC HS (Veterans Services), Vocational Rehabilitation (VR), Job Corps, Centre for Homeownership, Community Success Initiative (CSI)
8998 US Hwy 70 West, Suite 101 Clayton, NC 27520 Hours: M-TH 8:30am - 5:00pm; F 8:30am - 2:00pm;	Tier 2	WIOA Adult /DW; WP; Trade Act, Veterans Services (DVOP); Job Corps; NCBA; Consumer Credit Counseling	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Genita Spencer	N/A, Youth Services provided through referral process	Johnston Community College, Department of Social Services (DSS), JCI, National Farmworkers and Native American Programs, Literacy Council, VR, NCBA, Johnston County Schools, Johnston County Youth Services, Inc.

A. One-Stop Location(s) <i>(Address, Phone number and Hours)</i>	*B. Tier 1 or Tier 2, Specialized or Affiliate [if Specialized, list the type of Specialized Center (i.e. youth)]	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Title I Adult/DW Career Services and Method of Selection	F. Functional Manager <i>(manages the day-to-day operations)</i>	G. WIOA Title I Youth Services Provided Onsite (Y/N) Name of Youth Provider(s) <i>(list youth services provided)</i>	H. Additional Partners
220 Swinburne Street Raleigh, NC 27610 Hours: M-TH 9:00am - 5:00pm; F 9:00am - 2:00pm;	Tier 2	WIOA Adult/DW; WP; WC Human Services (Homeless Services, WorkFirst); WTCC; Services for the Blind; NCBA; Dress for Success; Job Corps	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Tony Zarcone	N/A, Youth Services provided through referral process	DSS Economic Services (F&N, Medicaid, Energy, Child Subsidy), WCHS (Children Youth & Family, Family Support Services, Family Community Network), VR, Triangle Literacy Council, Job Corps, Centre for Homeownership, Step Up Ministry, CSI
130 N. Judd Parkway NE Fuquay-Varina, NC 27526 Hours: M-TH 8:30am - 5:00pm; F 8:30am - 2:00pm	Tier 2	WIOA Adult/DW; WP; WC Human Services (WorkFirst)	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Competitive Process	Richard Hayner	N/A, Youth Services provided through referral process	WTCC, WCHS (Veterans Services), VR, Job Corps, Centre for Homeownership, CSI
350 E. Holding Avenue Wake Forest, NC 27587 Hours: M-Th 8:30am - 5:15pm F 8:30am - 2:00pm	Tier 2	WIOA Adult/DW; WP; WC Human Services (WorkFirst); Title V-NCBA	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Ross Yeager	N/A, Youth Services provided through referral process	WTCC, WCHS (Veterans Services), VR, Job Corps, Centre for Homeownership, CSI

A. One-Stop Location(s) <i>(Address, Phone number and Hours)</i>	*B. Tier 1 or Tier 2, Specialized or Affiliate <i>[if Specialized, list the type of Specialized Center (i.e. youth)]</i>	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Title I Adult/DW Career Services and Method of Selection	F. Functional Manager <i>(manages the day-to-day operations)</i>	G. WIOA Title I Youth Services Provided Onsite (Y/N) Name of Youth Provider(s) <i>(list youth services provided)</i>	H. Additional Partners
1002 Dogwood Drive Zebulon, NC 27597 Hours: M-TH 8:30am - 5:00pm; F 8:30am - 2:00pm	Tier 2	WIOA Adult/DW; WP; WC Human Services (WorkFirst)	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Darryl Blevins	N/A, Youth Services provided through referral process	WTCC, WC HS (Veterans Services), VR, Job Corps, Centre for Homeownership, CSI
1909 Lee Avenue Sanford, NC 27330 Hours: M-TH 8:30am - 5:00pm; F 8:30am - 2:00pm	Tier 2	WIOA Adult/DW; WIOA Youth; WP	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Sarah Stone	EDSI, WIOA Youth Services	Veterans Services (DVOP, LVR), Central Carolina Community College
764 West Street Pittsboro, NC 27312 Hours: M-Th 9:00am - 5:00pm F 9am - 2pm	Tier 2	WIOA Adult/DW; WIOA Youth; WP	Equus Workforce Solutions - Contract Extended	Equus Workforce Solutions - Contract Extended	Kenneth Gathers	EDSI, WIOA Youth Services	Central Carolina Community College
100 Europa Drive, Chapel Hill, NC 27517 Hours: M-Th 9:00am - 5:00pm F 9:00am – 2:00pm	Tier 1	WIOA Adult/DW; WIOA Youth; WP	Orange County Department of Social Services	Orange County Department of Social Services	Caraina Edwards	Orange County DSS, WIOA Youth Services	Durham Tech Community College, Orange County Schools, Orange JCPC, Orange County Health and Human Services

Notes:

- **Type of Center Designation: Tier 1, Tier 2, Specialized, Affiliates (At locations where A, DW and WP services are provided)*
 - *** Method of Selection: Competitive Procurement, Sole Source, Contract Extended*
 - *See directions on the page above if needed.*
 - *Use attachments sent separately.*
-


**PY 2023 WIOA Capital Area Workforce Development
Adult/Dislocated Worker Service Provider List**

WIOA Adult/Dislocated Worker Service Provider (Organization Name, Address and Phone Number)	Contact Person (Name, Title and Email Address)	County/Counties Served and where services are provided* (One-Stop, Office, and/or Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
EQQUS, Inc 9901 Linn Station Road Louisville, KY 40223 Phone: 502.394.2100	Kenneth Gathers Operations Manager Kenneth.gathers@networks.gov	Wake County – N/A Johnston County - N/A Lee County - One-Stop Chatham County - One-Stop	For-Profit	Hybrid: Cost Reimbursement, Profit is performance based
Orange County Department of Social Services 113 Mayo Street Hillsborough, NC 27278 Phone: 919.245.2840	Sharron Hinton Human Service Manager Shinton@orangecountync.gov	Orange County- One- Stop	State Agency	Cost Reimbursement

(RFP Conducted: December 2022 - March 2023)

Notes:

- *Complete all columns.*
- **Specify where youth services are provided: at the One-Stop Centers, the Office location provided, and/or combination. Be specific.*
- *Use attachments sent separately.*

	PY22-13
	Capital Area Workforce Development Staff, NCWorks Center Staff and NextGen Staff
	January 26, 2023
	Eligible Training Provider Policy

Purpose: To rescind Policy PY21-12 and issue a new policy regarding the eligible training provider (ETP) list and approval processes for training providers and programs.

Background: Under the Workforce Innovation and Opportunity Act (WIOA), the Governor establishes criteria, information requirements, and procedures regarding the eligibility of providers of training services to receive WIOA funds for the provision of training services in local areas in the state. A local board may establish additional criteria and information requirements or may require higher levels of performance than required for the criteria established by the Governor, for purposes of determining the eligibility of training providers to receive WIOA funds for the provision of training services in their local area.

In North Carolina, training providers are required to register on NCWorks Online to be considered an eligible training provider.

Changes: Please note the following change to the policy:

- Updated the Capital Area Eligible Training Provider Policy contact information
- Removed the following language: Approve or deny training provider eligibility based on information submitted in NCWorks.

Action: All Capital Area Workforce Development staff, NCWorks Career Center staff, and NCWorks NextGen staff must adhere to the procedures outlined in this policy, for Workforce Innovation Opportunity Act (WIOA) funded activities. This policy rescinds and replaces Policy PY21-12 sent out on March 16, 2022. Please share with all staff, as appropriate.

Effective Date: Immediately

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
One-Stop System Director
jessica.locklearmcleod@wake.gov
919.856.7005

Attachments: Capital Area Eligible Training Provider (ETP) Policy

***CAPITAL AREA
ELIGIBLE TRAINING PROVIDER (ETP) POLICY***

Eligible Training Provider Guidelines

The workforce development system, established under the Workforce Innovation and Opportunity Act (WIOA), emphasizes informed customer choice, job-driven training, provider performance, and continuous improvement. The selection of legitimate training providers and quality training programs is vital to achieving these core principles.

Training and Employment Guidance Letter (TEGL) 03-2018 issued by the United States Department of Labor (USDOL) provides guidance on performance reporting on Eligible Training Providers (ETPs). It states: States must collect and report performance information on all individuals and WIOA Title I Core Program participants (of Adult, Dislocated Worker, and Youth Programs) served by each program on the state list of Eligible Training Providers (ETP List). The requirements for ETP reporting can be found in WIOA section 116(d)(4) and 116(d)(6)(B) and in the WIOA Joint & Department of Labor Only Final Rules at 20 CFR 677.230 and 20 CFR 680.490.

North Carolina is charged with ensuring that data elements related to the initial application, continued eligibility and performance information regarding approved training providers, and programs are entered into the supported State system, NCWorks Online (www.ncworks.gov).

North Carolina received a waiver from USDOL for program years 2018 through 2020, which required training providers to only report performance information on individuals enrolled in WIOA Title I programs. Beginning July 1, 2021, training providers will need to submit required performance information on all enrollees, regardless of WIOA status.

Training providers and their associated training programs are initially approved to be on the State ETPL, and from the State's list each individual Local Area Workforce Development Board (WDB) can select the training providers and programs they wish to use within their region as necessary. Hence, a training provider may be approved to be on the State ETPL, but a Local Area WDB may choose to not opt in to use a provider or some of its training programs for its specific region.

This guidance addresses the process for establishing initial criteria for the State approval of training providers and their training programs to produce the Eligible Training Provider List. This policy also addresses the appeal process for denial, suspension, termination, and removal of training providers and/or training programs. (Providers eligible for the ETPL under Workforce Investment Act (WIA) previously remained eligible to stay on the list through September 30, 2016. These providers are subject to the continued eligibility procedures under WIOA, to continue as an ETP.)

Definitions

1. **Eligible Training Provider (ETP)** is a provider of training services who has met the eligibility requirements to receive WIOA Title I-B Adult, Dislocated Worker, and Youth funds to provide training services to eligible individuals. This includes:
 - Post-secondary education institutions
 - Registered Apprenticeship programs
 - Other public or private providers of training, which may include joint labor-

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management organizations and eligible providers of adult education and literacy activities under Title II, if such activities are provided in combination with occupational skills training

- Local Area WDBs that meet the condition set forth in WIOA Sec. 107(g)(1) and,
- Community Based Organizations (CBOs) or private organizations of demonstrated effectiveness that provide training under contract with a Local Area WDB.

2. **Eligible Training Provider List (ETPL)** is North Carolina's statewide list of approved providers of training services who are eligible to receive WIOA Title I-B funds.

Note: having a program on this list simply means that basic WIOA criteria for eligibility has been met. It DOES NOT mean that the program will be certified at the local WDB level and made available to WIOA customers in the local WDB area. This list is displayed and maintained in NCWorks Online.

3. **Program of Training Services** is defined as one or more courses or classes, or a structured regimen that leads to one of the following:
- A recognized post-secondary credential, secondary school diploma or its equivalent
 - Employment
 - Measurable skill gains toward such a credential or employment
3. **In-demand** refers to occupations, industry sectors or clusters, or career pathways that have been identified in State, regional, and/or local area workforce development plans as emerging, growing, a priority for local area workforce partners, or otherwise having the best job prospects due to the workforce needs or hiring demands of employers.
4. **Informed Customer Choice** refers to the knowledge of the choices available to job seekers necessary for them to make sound career decisions. NCWorks Career Center staff will provide access to the following: skills assessment tools; career planning resources; updated labor market information identifying industry sectors and occupational clusters that are high-growth, high-demand, projecting skills shortages, and/or vital to the regional economy; and access to the ETPL through the NCWorks Online system (www.ncworks.gov), to ensure that job seekers can make an informed customer choice and are prepared with the skills needed to fill hiring opportunities in in-demand sectors and career pathways in high wage occupations. The NCWorks Online system provides relevant information on available training programs, including performance and cost.

Part I – Roles and Responsibilities of the State and Local Area WDBs

The quality and selection of providers and programs or training services, including Registered Apprenticeship programs and others, are vital to achieving the WIOA core principles. The North Carolina Division of Workforce Solutions (DWS) plays a leadership role in ensuring the success of the eligible training provider system in partnership with Local Area WDBs, the virtual one-stop system, and its partners. The approved list of eligible training providers is the primary tool for participants seeking training to identify appropriate providers with the assistance of their individual Career Advisor(s), and relevant information such as cost and program outcomes.

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A. Roles of the State

DWS is the designated State agency for WIOA administration. DWS must establish criteria and procedures for initial determination and renewals of eligibility for training providers and training programs to receive funds under WIOA Title I-B. The DWS Eligible Training Provider Coordinator and his or her staff has explicit responsibility for managing and disseminating the approved list of eligible training providers. The State must perform the following required roles:

- Establish eligibility procedures and criteria clarifying State and Local Area WDB roles and responsibilities.
- Establish a mechanism for adding Registered Apprenticeship programs to the list and verifying registered status at least every two years.
- Consult with the NCWorks Commission and DWS when establishing these procedures.
- Determine whether the provider submitted accurate information and take enforcement actions, as needed.
- Collaborate with the Local Area WDBs on eligible training provider issues when necessary.
- Notify training providers and the Local Area WDBs of the denial of programs at the State level.
- Disseminate information concerning the ETPL to the Local Area WDBs and maintain the State ETPL via NCWorks Online.
- Evaluate the performance data of all training providers during the subsequent eligibility review.
- Monitor training providers for compliance and performance.
- Monitor Local Area WDBs and the administration of the ETPL implementation.
- Determine if State-established minimum performance levels for eligibility are met.
- Remove programs and/or providers that do not meet State-established program criteria, performance levels for eligibility, and/or are out of compliance with the provisions of WIOA law and,
- Develop and implement a complaint and appeals procedure.

B. Roles of the Local Area WDBs

As indicated in TEGL 08-19 and its Attachment II, WDBs have specific responsibilities to adhere to, as well as responsibilities that are allowable, but not mandatory.

WDBs must work in conjunction with the State to:

- Ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice and leads to competitive integrated employment for individuals.
- Confirm the State's Eligible Training Provider List is disseminated publicly through NCWorks Online, and its partner programs.
- Inform the State ETP Coordinator in cases where termination of an eligible provider should be considered using the State's Complaint and Appeals procedure set forth in this policy.

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- Inform the State ETP Coordinator of any changes reported by the training provider that ultimately affect their corresponding approved programs.
- Assist, when specifically requested by the State, in the collection of participant and non-WIOA participant performance information for the purposes of managing individual and ETP program performance. The State is still solely responsible for the collection of performance data, but in rare instances where communication is lost between the State and a provider, the WDB may be asked to assist in reestablishing communication and aiding the exchange of performance data.
- As determined by each WDB, set additional information requirements and minimum performance levels for local providers beyond what is required by DWS's procedure. WDB's may also provide comment and input into the DWS's development of the eligible training provider procedure by contacting the ETP Coordinator. Any additional requirements established by the WDB will only affect a program's eligibility and performance level eligibility requirements within the local area and must be monitored accordingly to ensure compliance
- In instances where a WDB chooses to put in place more strenuous performance requirements than are required by the state, the WDB must remove any providers that fail to meet those local performance standards from the local ETP list. There must also be an appeal process in accordance with the State's appeal procedure for providers of training to appeal a denial of eligibility from the local list of eligible training providers.

In addition to the items listed above, Capital Area WD is also responsible for:

- Review training provider information to ensure Capital Area's minimum criteria are met.
- Review program information to ensure Capital Area's criteria are met.
- Approve or deny programs based on information submitted in NCWorks.
- Conduct site visits, as deemed necessary.
- Hold training providers responsible for information provided in NCWorks.

Part II – Eligible Training Provider Determination Process

A. Qualifications for Training Providers:

1. Licensing/Accreditation

Eligible Training Providers must be licensed by the appropriate North Carolina or federal licensing authority, as required by both North Carolina and federal law. Training providers must be in good standing and compliant with all other State and federal regulatory agencies including:

- In instances where specific occupations have governing boards that issue licenses, such as the North Carolina Department of Health and Human Services – Division of Health Service Regulation, North Carolina Department of Motor Vehicles, Training providers must be licensed by the appropriate governing board to offer training for the occupation.
- Private post-secondary institutions must be approved by a federal or North Carolina authority such as the Southern Association of Colleges and Schools.

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2. Licensed/Accredited Training Providers not eligible to be on the ETPL include, but are not limited to:

- Training providers that are debarred by State or federal government during the debarment period
- Private post-secondary training providers who apply for a NC Proprietary license and are denied licensure due to the determination that the training program is not vocational in nature after vetting conducted by the NC Community Colleges

3. Business Requirements

- Training providers must be a legal entity, registered to do business in the State of North Carolina.
- Training providers must have provided training services during all of the 12 months prior to applying for the ETPL and have a proven track record of students successfully completing its programs. Note: this provision does not apply to Registered Apprenticeship programs.
- Training providers are required to have refund policies specifying when refunds for tuition and other costs associated with the training program will be allowed. Refund policies that indicate that no refunds will be made are not acceptable. Refund policies must be written and published so that students are aware of how to request a refund.
- Training providers must have a grievance policy which provides for due process to allow students to file complaints with an organization against faculty, staff, or other employees. Grievance policies must be written and published so that students are aware of how to file a complaint.
- Training providers must have a form of general liability insurance. General Liability Insurance is defined as a standard insurance policy issued to business organizations to protect against liability claims for bodily injury (BI) and property damage (PD) arising out of premises, operations, products, and completed operations; and advertising and personal injury (PI) liability.
- All Public and Private providers of training services must maintain a current insurance policy for the duration of being listed as an eligible training provider per federal and state law. Upon expiration of the certificate, the provider must submit a new certificate to the DWS–ETP Coordinator.
- Training providers must establish, publish, and disseminate materials to students including, but not limited to, official catalogs and other materials. Training providers must provide to students, and to prospective students, information that is complete and accurate. The information provided must be sufficient to enable prospective students to make rational decisions about enrolling in the school and to enable enrolled students to understand their rights and responsibilities as a student in the school.
- A training provider's financial capacity must be appropriate to its scale of operations. The school must demonstrate, principally from its annual comprehensive financial statements, and from other financial information, that it has adequate capability to satisfy its contractual obligation to students, including the capability to provide the programs and services described in its official publications and to meet its financial obligations.
- Training providers must comply with non-discrimination and equal opportunity provisions of all federal and state applicable laws including, but not limited to:

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- Regulations under Section 188 of the Civil Rights Act of 1964
- 29 CFR 37, Title VI of the Civil Rights Act of 1964
- Age Discrimination Claims Assistance Act of 1988
- Sections 504 and 508 of the Rehabilitation Act of 1973
- Title IX of the Education Amendments of 1972
- Title II Subpart A of the Americans with Disabilities Act of 1990
- The Genetic Information Nondiscrimination Act of 2008

Capital Area additional business requirements:

- 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.

Exceptions to Capital Area's Additional Requirements

Exceptions to the Training Provider policy may be requested on a case-by-case basis by e-mailing the Capital Area One-Stop System Director (capitalareawdb@wakegov.com) with the following information. Subject Line: Training Provider Request for Exception. Exceptions will only be considered for the number of years in business.

- a. Training Provider name
- b. Name of contact person requesting the exception
- c. Phone number of contact person
- d. E-mail address of contact person
- e. Exception being requested
- f. Reason for the request in detail

After review of the information provided, the One-Stop System Director will respond by e-mail, within ten business days with a determination. If denied, the determination will include justification for the decision.

4. Necessary Documentation for Eligibility Determination

The training provider must meet all State criteria listed in Part II numbers 1 and 2 of this policy to allow the State to make an eligibility determination, along with the necessary documentation listed below. The information requirements established mandate that a provider of training services submit appropriate, accurate, and timely information to the State, to enable the State to disseminate information that assists participants in choosing training providers. Documents to be collected and reviewed are:

- College or Company's Accreditation (state or national)
- Legitimacy of the College or Company (must include the provider's NCID # or FEIN #)

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- Most recent financial audit or financial statements for the prior six months
- Agreement for a drug-free workplace
- General Liability Insurance – If this expires during the Program Year, it is the responsibility of the training provider to submit the current policy

B. Eligible Training Provider Exemptions

Certain training providers are not subject to the requirements of the ETP provisions, as set forth in WIOA Title I-B Section 122, because they are exempt from ETP requirements. However, it is required that such a training provider's basic information be entered in NCWorks Online.

Training services exempt from the ETP eligibility requirements include:

- **On-The-Job Training (OJT)** - Training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge and skills essential to the full and adequate performance of the job and is made available through an OJT program
- **Customized Training** – Training:
 - That is designed to meet the specific requirements of an employer (including a group of employers)
 - That is conducted with a commitment by the employer to employ an individual upon successful completion of the training
 - For which the employer:
 - Pays a significant portion of the cost of training, as determined by the Local Area WDB involved, taking into account the size of the employer and such other factors as the local board determines to be appropriate, which may include the number of employees participating in training, wage and benefit levels of those employees (at present and anticipated upon completion of the training), relation of the training to the competitiveness of a participant, and other employer-provided training and advancement opportunities
 - In the case of customized training involving an employer with locations in multiple local areas in the State, a significant portion of the training cost, as determined by the Governor, considers the size of the employer and other factors as the Governor determines to be appropriate.
- **Incumbent Worker Training** – Training designed to assist workers in obtaining the skills necessary to retain employment or avert layoff
- **Transitional Jobs** – Time-limited work experiences which are to be combined with comprehensive employment and supportive services and are to be designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention of unsubsidized employment
- **Internships and Work Experience** – Planned, structured learning experience that takes place in a workplace for a limited time period. Work experience may be paid or unpaid, as appropriate. An internship or work experience may be arranged within the private (for profit) sector, the non-profit sector, or the public sector.
- Instances where the Local Area WDB provides training services through a pay-for-performance contract
- When circumstances as described in WIOA Section 134(c)(3)(G)(ii) occur, and the Local

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Area WDB determines that:

- there are insufficient providers.
- there is a training services program with demonstrated effectiveness offered in the local area by a community-based organization or other private organization to serve individuals with barriers to employment.
- it would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services to facilitate the training of multiple individuals in in-demand industry sectors or occupations, and such contract does not limit customer choice.

C. State Eligible Training Provider Application Process

All providers and programs that have not previously been eligible to provide training services under WIOA sec. 122 or WIA sec. 134, except for Registered Apprenticeship (RA) Programs, must submit required information to be considered for initial eligibility. The requirements to become an eligible training provider apply to all organizations providing WIOA Title I-B training to adults, dislocated workers, and youth with the specific exception of RAs. For RAs, under WIOA, all programs must be included upon request and maintained on the list of ETPs for as long as that program remains registered.

State ETPL Application Process

The State of North Carolina uses a two-tier eligibility determination approach. First, the training provider must be an eligible entity to apply for the ETPL by meeting the State's criteria listed in Part II numbers 1 and 2 of this policy. Second, the training programs offered by the training provider must meet eligibility and performance criteria to be listed on the ETPL.

Under WIOA Title I-B, a training provider must provide verifiable program-specific information based on criteria established by the State. The application process for initial eligibility on the ETPL is as follows:

1. The training provider must submit a fully completed online application via the State's website, www.ncworks.gov. Further, the provider must submit any required supporting documentation by electronically uploading such documentation into their online application.

The application will include the following required information:

- a. At least one or more factors for performance [refer to ETP Performance section for details on performance information]
- b. A description of the degree in which the training provider is in partnership with a business. This could include information about the quality and quantity of employer partnerships.
- c. A description of the accessibility of all training programs pertaining to physical access, programmatic process, and communications. This includes, but is not limited to, location, delivery of service, and access for individuals with barriers.

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- d. Other documentation as needed [refer to the Qualifications for Training Providers section for other documentation information]
2. An initial review is conducted by the state’s ETP Program Coordinator and/or ETP staff to determine if the training provider is an eligible entity.
3. Once the training provider is deemed eligible, the training provider will receive access to key their training program(s) into their NCWorks Online profile for review.
4. The training provider will then be instructed to submit each desired program for program review and approval via the virtual one-stop system.
5. The application is reviewed by the ETP Program Coordinator and/or ETP staff using a standard ETP Rubric.

Rubric Components include the following factors in determining a quality training program:

- I. Performance Data
 - II. Partnership(s) with Employer(s)
 - III. In-Demand Occupation/Industry
 - IV. Credential obtained upon program completion
 - V. Accessibility of Program
6. A determination of eligibility letter will be sent electronically to the training provider.
 - a. If approved, a WIOA Eligible Training Provider Agreement and Approved Program List Addendum (ETPL Contract) is sent by the state’s ETP Coordinator or ETP Staff to the provider within 30 days of the provider’s application submittal. Once the contract is signed, the State will disseminate the new program listing on the State’s website and virtual one-stop system (NCWorks Online).
 - b. If denied, the training provider has the right to appeal or reapply when ready.

D. Registered Apprenticeships & Industry Recognized Apprenticeship Programs

Registered Apprenticeship (RA) – TEGL 13-16 defines a Registered Apprenticeship as “...a proven model of job preparation that combines paid on-the-job training (OJT) with related instruction to progressively increase workers’ skill levels and wages. Registered Apprenticeship is also a business-driven model that provides an effective way for employers to recruit, train, and retain highly skilled workers. It allows employers to develop and apply industry standards to training programs, thereby increasing productivity and the quality of the workforce. As an ‘earn and learn’ strategy, Registered Apprenticeship offers job seekers immediate employment opportunities that pay sustainable wages and offer advancement along a career path. Graduates of Registered Apprenticeship programs receive nationally-recognized, portable credentials, and their training may be applied toward further post-secondary education.”

Registered Apprenticeship Programs are not subject to the same eligibility procedures for ETPL approval. RA Programs are considered eligible, and will be added to the ETPL, if the program sponsor indicates its desire to be on the ETPL. RA Programs will remain on the ETPL for as long as the program remains registered under the National Apprenticeship Act or until the program sponsor notifies the State that it no longer wants to be included.

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Industry Recognized Apprenticeship Program (IRAP) – In March 2020, USDOL produced Final Rule 20-386-NAT to define and give specific instructions pertaining to IRAPs. IRAPs are high-quality apprenticeship programs, recognized as such by a third-party entity under standards established by the department in the new rule. Through these programs, individuals will be able to obtain workplace-relevant training and progressively advancing skills that result in an industry-recognized credential, all while getting paid for their work. An IRAP is developed or operated by entities such as trade and industry groups, corporations, non-profit organizations, educational institutions, unions, and joint labor-management organizations. Unlike RA Programs, IRAPs are subject to the same eligibility process and requirements as a standard training provider.

Part III – Eligible Program of Training Services

A program of training services may be delivered in person, online, or in a blended approach and is defined, under WIOA, as one or more courses or classes, or a structured regimen that leads to:

- a recognized post-secondary credential, secondary school diploma or its equivalent

Types of acceptable Credentials include:

- Secondary School diploma or equivalent
- Associate degree
- Bachelor’s degree
- Graduate degree for purposes of the Vocational Rehabilitation program
- Occupational licensure
- Occupational certificate, including RA and Career and Technical Education educational certificates
- Occupational certification
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.
- employment
- measurable skill gain toward such a credential or employment
 - The Employment and Training Administration (ETA) defines a measurable skill gain as one of the following types of gains:
 - Educational Functioning Level (EFL) gain
 - Attainment of Secondary School Diploma
 - Secondary Transcript/Report Card
 - Training Milestone
 - Skills Progression

A. Initial Period of Eligibility for Approved Programs

Initial eligibility will be granted for a 12-month period once approved by the State. After the initial period, the training provider is subject to continuing eligibility requirements.

B. Technology-Based Learning

Training providers using technology-based learning, also referred to as distance, online, web-based, or computer-based learning, must meet the following requirements:

- Training providers offering distance learning programs must be licensed to provide training in the State of North Carolina.
- Training providers must have a platform for student interaction with an instructor or instructors.
- Training providers must ensure periodic assessment of each student.
- Training providers' policy must describe the responsibilities of each party (training provider, participant) to the distance learning experience.
- Training providers must have procedures in place for tracking student's participation in the training program.
- Training providers must comply with any additional requirements determined by the Local Area WDB.

C. Criteria for Determining Program Eligibility

State Criteria – In establishing criteria pursuant to WIOA Sec. 122(b)(1), the State shall consider each of the following: (An addendum will be created and added to this policy at a later date to provide more clarity to the following areas.):

- Performance Accountability and Outcomes
- Ensure access to training services throughout the State (including use of technology)
- Dissemination of the training provider's Performance Outcomes and training information
- Training must lead to "In-Demand" industry occupations and sectors
- State licensing requirements and licensing status of providers
- Encouragement of industry recognized certifications
- Provider's ability to offer a credential
- Quality of training
- Ability to serve individuals with barriers
- Other including:
 - Compliance
 - Informed Choice
 - Providers must meet the needs of local employers and participants
 - Accountability of providers

Local Criteria: The Local Area WDBs may establish criteria and information requirements in addition to the criteria and information requirements established by the State or may require higher levels of performance than required by the State for purposes of determining eligibility for providers of training services to receive funds.

Capital Area has established the following additional criteria for approval programs:

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- 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. See Section *IV. Appeals Process* for more details on the appeals process.

Please Note: At least eighty percent (80%) of WIOA training dollars spent must lead to an occupation in an in-demand industry as defined by CAWD with an emphasis on the high growth, in-demand, hard-to-fill occupations, and no more than twenty percent (20%) of WIOA training dollars may be for other occupations. CAWD's target industries are provided

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in the ITA/Voucher policy for WIOA Adult/DW participants and the Occupational Skills Training (OST) policy for WIOA Youth participants.

D. Criteria for Registered Apprenticeship (RA) Program Inclusion

The inclusion process for a RA program begins once a RA indicates they wish to be placed on the ETPL. At that time, the RA must supply the following information to the State:

- Occupations included in the RA
- The name and address of the RA sponsor
- The name and address of related technical instruction provider and location of instruction if different from the program sponsor's address
- The method and length of instruction
- The number of active apprentices

The RAs are automatically eligible to be included in the state's ETPL and are exempt from eligibility and performance requirements. (Note that Pre-Apprenticeship programs do not have the same automatic ETP status. [20 CFR Sec. 680.470]) Any voluntarily provided performance data will be provided by the State Apprenticeship Agency. Once on the state ETPL, RAs will be included and maintained on the list until:

- the RA notifies the State agency that it no longer wants to be included on the list.
- the program becomes deregistered under the National Apprenticeship Act.
- the program is determined to have intentionally supplied inaccurate information.
- a determination is made that the RA substantially violated any provision of Title I of WIOA or the WIOA regulations, including 29 CFR part 38.

E. Program Costs

An eligible training provider must make available to the prospective students its schedules of tuition and fees. The institution shall disclose all fees required to be paid by students (including tuition, required fees, books, supplies, activities, etc.), and any non-refundable fees must be so identified. A reduction in tuition, fees, or other charges may be implemented when there are specific criteria for student eligibility and selection procedures precisely disclosed within the policy at the institution. All students within the enrollment period that the reduction is offered shall be eligible to apply. The cost of the training to WIOA participants must not exceed the cost charged to any other student in the program. All costs necessary for successful completion of a program must be clearly stated. A breakdown of cost must be identified for publication on the ETPL. A breakdown may include the following:

- Tuition
- Fees
- Books
- Licensing cost
- Certificate fees
- Graduation fees
- Uniforms
- Tools
- Registration fees

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- Supplies

F. Publication of ETPL

[ETA TEGL 08-19 pg. I-8]

WIOA requires that the State disseminate the statewide list of all eligible training providers and accompanying performance and cost information to WDBs and to the public. The State of North Carolina will post the list on its Virtual One-Stop System (NCWorks Online). Individuals, counselors, and providers will have direct access to the list.

Training providers will appear on the statewide ETPL after verification by the State to determine eligibility. As new programs, and providers, are verified and approved, the statewide list will be updated on an ongoing basis. If a program is removed from the list, the WDB will cease to approve additional Individual Training Accounts for that program, and the ineligible program will be removed from the statewide list.

The State ETPL must be accompanied by appropriate information to assist participants in choosing employment and training activities. Such information must include the following, disaggregated by local areas served, as applicable:

- Recognized post-secondary credential(s) offered
- Provider information supplied to meet the State's eligibility procedure
- Performance and cost information aligned with the time periods; and,
- Additional information as determined by the State, as follows:
 - Program length including number of units such as credits, hours, weeks, or semesters needed to earn the credential(s) offered.
 - Program Service/Location and type
 - Class/Faculty size
 - Program prerequisites
 - Target occupations
 - Program description
 - Additional information, as deemed appropriate

G. Solicitation of Training Providers

The State and each Local Area WDB may solicit an invitation to training providers to submit applications to apply for status as approved training providers. This solicitation may be done through various appropriate methods, including, but not limited to, mailings, email, phone conversations, and in-person meetings. The State may also solicit training providers from outside of the State.

Part IV – Continuing Eligibility

Eligible training providers that were determined to be initially eligible under WIOA Title I-B will be subject to the application procedure for continued eligibility when their initial year of eligibility expires. In addition, all providers previously approved under Continuing Eligibility

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will have a review at least every two years to determine continuing eligibility status.

A. Application Process

Initially, one month prior to the expiration of the initial period of eligibility, eligible training providers must submit a new and completed ETP application on the State's virtual one-stop system (NCWorks Online), and for each program for which recertification is sought. The training provider must confirm all detailed program information listed. To maintain eligibility status, training providers must submit any such information as the State may request to adequately prepare the performance information for each training program for which continued eligibility is being sought.

In determining continuing eligibility status, the State will take into consideration the following elements:

1. Changes in Organization/Provider Information:
 - a. Business Requirements
 - b. Accreditation/licensure renewals, if necessary
 - c. Updated Certificate of Insurance
 - d. Updates and/or changes in refund or grievance policies, if any
2. Changes in Program Information:
 - a. Schedule changes
 - b. Curriculum updates
 - c. Match against In-Demand List
 - d. Credential offered
 - e. Review of business partners that affect the program
3. The performance of providers of training services on the performance accountability measures described in WIOA Sec 116(b)(2)(A)(i)(I-IV). This includes the timeliness and accuracy of the eligible training provider's performance reports. The State reserves the right to establish minimum performance standards. Until the performance data for all accountability measures are available, the State may consider alternate factors related to performance for that accountability measure. Once training providers have two years of performance outcomes using the WIOA performance indicators specified in section 116, the State will then take them into account.
4. To ensure equity throughout the State, these factors will be taken into consideration when determining eligibility:
 - a. Specific economic, geographic, and demographic factors in the local area for which providers are seeking continued eligibility
 - b. Characteristics of the populations served, including demonstrated difficulties in serving these populations

Upon review of the factors above, the State will determine if the program maintains eligibility. Continued eligibility status will be confirmed and transmitted to each provider through the NCWorks Online email messaging system.

A continuing eligibility review must be conducted at least once every two years from the date of any prior continuing eligibility review.

B. Continuing Eligibility Review for Registered Apprenticeship (RA) and Industry Recognized Apprenticeship Programs (IRAPs)

RAs that have initially indicated their desire to be placed on the State ETPL are not subject to the same continuing eligibility and performance requirements of the State's ETPL policy.

Note: Pre-Apprenticeship programs do not have the same automatic ETP status. [20 CFR sec. 680.470].

The biennial review of provider eligibility will include verification of the registration status of RA and removal of any programs as described in 20 CFR Sec 680.470. Any voluntarily provided performance data on RAs will be provided by the State Registered Apprenticeship Agency. Once on the State ETPL, RAs will be included and maintained on the list until:

- the RA notifies the State agency that it no longer wants to be included on the list.
- the program becomes deregistered under the National Apprenticeship Act.
- the program is determined to have intentionally supplied inaccurate information.
- a determination is made that the RA substantially violated any provision of Title I of WIOA or the WIOA regulations, including 29 CFR part 38.

Unlike RA Programs, IRAPs will be held to the same recertification process as all other Eligible Training Providers.

Part V – Eligible Training Provider Performance

A. Background

In accordance with WIOA section 116 and regulations at 20 CFR 677.230 and 20 CFR 680.490, North Carolina is required to report performance information about ETPs to USDOL ETA. This requirement covers all three WIOA Title I programs: Adult, Dislocated Worker, and Youth. Further, as noted previously, all waivers regarding the reporting of data for all participants (not solely WIOA participants) have expired. This means that starting with PY 2021 (July 1, 2021 to June 30, 2022), all approved programs of study that appear on North Carolina's ETPL must have data submitted not only for the WIOA participants within the program, but also for every individual in that program of study regardless of WIOA participation status.

B. Annual Performance Data Submission

Performance reporting for ETPL will be comprised of data from multiple sources:

- NCWorks Online, North Carolina's chosen case management platform
- Provider initial application and recertification documentation
- Data submitted directly from providers

The ETPL contains approved programs of study. This means that a single training provider may have more than one program of study appearing on the ETPL. Therefore, as outlined in TEGE 03-18, providers "must submit data to the State for all of their approved programs in a manner that allows the State to generate and report separate records for each program of study." Further, this policy applies to all programs of study on the ETPL, including those

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programs that did not serve WIOA participants during the reporting period. In other words, if a program of study appears on the ETPL during a given reporting period, providers will be required to submit data for that program of study, whether WIOA participants made use of that program of study or not.

The State will collect performance data from eligible training providers on an annual basis. Under 20 CFR 680.460, ETPs are required to report the data requested by the State as a criterion of continued eligibility on North Carolina's ETPL. To make this process as easy as possible for providers, North Carolina will be offering a downloadable MS Excel spreadsheet that will enable easy data uploading. The spreadsheet is formatted with tabs for each of a provider's approved programs of study. The provider need only complete the Excel tab for each program, and that will provide the State all the necessary information to complete its required reporting. The required data elements on the MS Excel spreadsheet are as follows:

- **SSN** – the participant's nine-digit Social Security Number
- **Start Date** – the participant's enrollment date in the approved program of study
- **Status** – the participant's status in the approved program of study; options include Enrolled, Completed, Withdrew, or Transferred
- **Exit Date** – the date the participant left the approved program of study (those with a status of Completed, Withdrew, or Transferred)
- **Credential** – a Yes/No/Unknown response on whether the participant attained the credential tied to the approved program of study

C. Performance Data for Initial and Continued Eligibility and Program Quality

For training providers applying for initial or continued eligibility, one of the required factors that the State must consider is performance. This is essential, ensuring that North Carolina maintains a list of high-quality training providers, and enables participants to make informed decisions on the types of training that will lead to their individual success.

For North Carolina, the performance metrics being used to evaluate a provider's performance include:

- **Employment Q2:** the percentage of all program participants who are in unsubsidized employment during the second quarter after exit from the program
- **Employment Q4:** the percentage of all program participants who are in unsubsidized employment during the fourth quarter after exit from the program
- **Credential Attainment:** the percentage of program participants who obtain a recognized postsecondary credential or a secondary school diploma or its recognized equivalent

Note: The State acknowledges that obtaining timely and accurate information regarding employment is difficult and may represent an undue burden on training providers. The State will work with providers, individually, to develop a corrective action plan to address data collection. Providers and programs will maintain eligibility throughout the corrective action process.

The minimum levels of performance required will be noted in both the initial and continued eligibility applications.

In addition to the performance metrics noted above, to maintain the highest quality list of

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training providers, North Carolina may also consider these additional factors:

- The degree in which the training program relates to in-demand industry sectors and occupations
- Length and cost
- Training delivery method including reasonable access for:
 - individuals who are employed
 - individuals with barriers to employment and
 - how easily accessed the program is in rural areas
- Credentials:
 - is the credential highly valued by employers/industries?
 - are they required for specific occupations?
- Training program completion rates
- Participant outcome information including the percentage of participants who entered unsubsidized employment in an occupation directly related to the program of training.

D. Insufficient Performance Data

In the event the training provider does not have the required performance data, it must 1) show good cause as to why the data is unavailable and 2) provide alternative information that demonstrates compliance with State eligibility criteria. “Good cause” should include:

- The training program is new and data on past performance is not available.
- Only partial performance data is available.
- Collection of data will cause excessive costs and/or hardship for the training provider during the initial eligibility.
- Other reasonable circumstances that may cause data to be unavailable

If the required and alternate information cannot be provided, DWS ETP staff will provide technical assistance to allow the provider an opportunity to demonstrate its ability to meet eligibility criteria. DWS ETP staff will assist the provider in developing a plan of action with an appropriate timeline to be determined on an individual basis. If the provider is unresponsive or unable to meet the requirements set forth by the agreement, the provider may be ruled ineligible.

E. Alternate Performance Information

Until the performance data for each accountability measure is available, the State may consider alternate factors related to performance for that accountability measure if the information is substantially like the information otherwise required. In considering alternate factors related to performance, the State may set minimal performance criteria, use existing available data, or develop other proxies as appropriate. Once training providers have two years of performance outcomes using the WIOA performance indicators specified in section 116, the providers will be expected to supply the originally required information.

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Supplemental data may include documentation on self-employment and self-reported earnings, a copy of a W-2 form or pay stub that documents employment during the time period in the measure.

Part VI – Notice of Ineligibility, Suspension, Termination of Eligible Training Providers, and Complaints from Participants against Training Providers

A. Complaints from Participants

If a participant wishes to file a complaint against a training provider, DWS staff and/or Local Area WDB staff must refer to NCWorks Commission Policy Statement Number CPS 08-2021.

DWS ETP Program Coordinator and staff, DWS Ombudsman, and the Local Area WDB will work transparently through the investigation process to ensure:

- a safe process is provided for the complainant
- a thorough and efficient investigation into the allegations has been performed to determine the appropriate action

B. Initial Eligibility Denials

A training provider may be denied initial eligibility for the following reasons:

- The application is not complete, or information was not provided in a timely manner.
- The training provider does not meet the WIOA definition of an eligible training entity.
- The training program does not meet the WIOA definition of an eligible training service.
- The training program does not result in a WIOA recognized credential.
- Performance data is not included with the application.
- The training program does not support in-demand occupations and/or sectors identified through labor market analysis.
- The training provider is not in compliance with the WIOA statute, regulations, or any agreement executed under WIOA law.
- The State or Local Area WDB determines that the training provider intentionally supplied inaccurate information.

C. Reapplication

When a training provider or program is denied for any reason other than lack of documentation or information, the provider must wait six months to reapply.

D. Denial Notice

Within 10 business days after the State determines that a training provider's application does not meet the eligibility criteria, the State shall issue a denial notice to the training provider. The notice shall be emailed to the training provider at the email address listed on the application and to the attention of the contact person identified on the application. The notice shall clearly:

- display the “date emailed”
- identify the program that was denied or terminated
- state specific reason(s) for the action
- state the training provider has the right to appeal within 30 calendar days of the date the notice is emailed

E. Suspension/Removal

A training program may be removed from the ETPL for the following reasons:

- The State determines that the training provider supplied inaccurate information.
- The training program no longer meets the WIOA definition of occupational skills training.
- The program does not meet minimum performance standards once established. If there are no students enrolled in the training program during the past year, there will be no performance data to review for continued eligibility. The State must examine the demand for the related occupation to determine if there is still a demand for it and decide whether to keep the program on the ETPL for another year.

A training provider may be removed from the ETPL for the following reasons:

- Intentionally supplying inaccurate or false information
- Substantially violating a provision of WIOA Title I or its implementing regulations
- Failure to meet required performance outcomes
- Failure to abide by the equal opportunity and nondiscrimination requirements under WIOA Section 188
- Failure to comply with monitoring and audits
- Failure to maintain required licenses and accreditation requirements
- Failure to comply with all applicable provisions in the ETPL contract and/or policy
- Other just cause

Additional reasons a training provider may be removed from Capital Area’s ETPL include failure to:

- comply with Federal and State statutes and regulations for workforce programs
- comply with local policies and procedures
- submit performance data and meet performance goals on an annual basis
- provide quality training to customers (if the program falls below a three-star rating (meets expectations) on the Capital Area NCWorks Training Provider Customer Satisfaction Survey)
- input program data in NCWorks Online properly, i.e., data discrepancies, incomplete program data, supplying inaccurate information*
- respond to correspondence from Capital Area staff
- complete corrective actions in the time frame outlined
- abide by the rule forbidding the use of the Capital Area Workforce Development name and/or logo without expressed written consent
- abide by the rule forbidding the use of the NCWorks name or logo on their web site or on printed materials without the expressed written consent from the Capital Area One-

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- abide by the rule to not promise or imply individuals will receive funding under WIOA

If the WIOA training provider fails to fulfill their obligations, Capital Area may revoke approval of the training provider in NCWorks. Suspension, probation, or banishment will result depending on frequency and/or severity of these instances. When this occurs, the Capital Area Workforce Development Board Executive Director shall notify the WIOA training provider by written letter of the action to be taken.

Training providers have the right to appeal a suspension, probation, or banishment. To appeal, training providers must follow the appeal process as outlined in Section H.2. *Capital Area's Appeal Process*.

*CAWD staff reserves the right to verify information provided for accuracy. This includes any information provided in the training provider profile and under each program listing.

1. Upon determination that a provider of training services, or an individual providing information on behalf of the provider, intentionally supplied inaccurate information, the eligibility of the provider to receive funds under WIOA shall be terminated for a period of at least two (2) years. The termination period will be determined by the CAWD Executive Director at the time of the violation.
2. Upon determination that a provider of training services substantially violated any requirement under WIOA, the eligibility of the provider to receive funds under WIOA shall be terminated for a period of at least two (2) years. The termination period will be determined by the CAWD Executive Director.
3. A provider of training services whose eligibility is terminated under items 1 & 2 above shall be liable for the repayment of funds received under WIOA during the period of violation described above.
4. Items 1, 2, and 3 above shall be construed to provide remedies and penalties that supplement, but shall not supplant, civil and criminal remedies and penalties specified in other provisions of law.
5. CAWD may review training providers annually for continuation as an eligible training provider.
6. Training Providers may appeal a denial or termination of eligibility at any time. See *Section H. 2. Capital Area Appeal Process* for more details on appealing a decision.

F. Notification and Termination Letter

Within 10 days after the State determines that a training provider is in violation of any of the reasons indicated above, a notice of violation or finding shall be issued by the State, requiring the development of a corrective action plan. The letter should include a detailed description of the violation or finding, an invitation to work collaboratively to develop a mutually agreed upon corrective action plan, and a specific timeframe of 14 days to respond to the notification. If the training provider fails to respond, a termination letter will then be issued.

The termination notice shall be mailed to the training provider at the address listed on the

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application and to the attention of the contact person identified on the application.

The notice shall clearly:

- display the “date mailed.”
- identify the violation or finding.
- state specific reason(s) for the action
- state the training provider has the right to appeal within 30 calendar days of the date indicated on the notice. When a training program is removed from the State ETPL, WIOA participants currently enrolled in the program may complete their training as outlined in their WIOA Individual Employment Plan (IEP) unless the program or provider has lost state licensing, certification, or authorization to operate by the appropriate state oversight agency.

Note: The State reserves the right to terminate a provider based on prior violation history if violations reoccur. The State will bypass the Corrective Action Plan (CAP) process and send a termination letter to the training provider if the evidence gathered during the investigation does prove gross negligence on behalf of the training provider occurred. The training provider will have 30 days from the date of the termination letter to appeal. A due process hearing will be set up for a final ruling on whether the training provider will be allowed to remain on the State ETPL.

G. Corrective Action Plan (CAP)

The State and the Eligible Training Provider must develop a mutually agreed upon CAP, if the provider is:

- found in violation of their contract, or
- if the provider is requesting technical assistance to become compliant.

1. Prior to Plan Development:

If the provider is found in violation of the contract, the State must identify the finding and how it was acquired. Examples include, but are not limited to, Local Area WDB’s monitoring report, State’s compliance and monitoring report, continuing eligibility review, and information reported through an anonymous tip or random review, i.e., secret shopper, Secretary of State website check, or other means that provides evidence of potential non-compliance with ETPL contract provisions or ETPL policy.

Identify which law or provision is being violated. Gather supporting documents and/or conduct interviews (if necessary) to determine if the finding or allegation of wrongdoing is factually based. This will determine whether the provider can continue to receive referrals during the CAP process or not.

2. Notification Letter:

The State will send a letter via mail within 10 business days of determining a violation has occurred. The letter should include what the violation or allegation is, an invitation to develop a corrective action plan, and specific timeframe of 14 days to respond to the notification. If the training provider chooses not to respond

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to the letter, it is confirming its decision to withdraw participation from the ETPL.

3. Development of CAP:

The training provider, along with assistance from the State, must develop a corrective action plan. The CAP will serve as a reapplication and should contain the following:

- Details of discussion; date, time, method of communication (phone, in-person meeting, online meeting, etc.), persons involved in discussion, and relevant details
- Description of circumstances
- Description of steps that will be taken to rectify the situation, including procedural changes to prevent recurrence
- Appropriate timeframe to achieve completion/resolution
 - Depending on severity of issue, time frames will vary
 - An evaluation of progress must be periodically conducted. The State will determine the date(s) of progress evaluation, based on the severity of the issue and the complexity of the actions necessary to achieve completion/resolution.

4. Repayment of Program Funds:

A provider of training services whose eligibility is terminated due to the termination causes displayed above, shall be liable for the repayment of funds of all adult, dislocated worker, and youth funds received under Title I-B of WIOA during the period of noncompliance. [Ref. Act Sec 122(f)(1)(c)] No repayment funds should be collected from the training provider until the opportunity to appeal is over, which is 90 days from the date of the initial denial notice.

H. Appeal Process

1. DWS Appeal Hearing Process

Following issuance of a denial of eligibility, determination of suspension, or termination of eligibility, the training provider will have 30 days in which to submit an appeal to the DWS. Within 30 days of the receipt of the appeal, the training provider will be notified of the date, time, and place where a due process hearing will be conducted. After that hearing, a final decision will be issued within 30 days.

The Appeals Hearing Panel will consist of staff who serve a one-year rotating term and shall be represented in the following manner:

1. One DWS Management representative
2. One Local Area WDB Director
3. One Regional Director

All appeals must be forwarded, in writing, to the following address:

*Equal Opportunity Employer/Program.
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**NC Division of Workforce Solutions
Attn: ETP Program Coordinator
4316 Mail Service Center
Raleigh, NC 27699-4316**

2. Capital Area Appeal Process

Training providers have the right to appeal a decision made by Capital Area staff for training provider/program approvals. The appeal request must be submitted in writing to the CAWD Executive Director (capitalareawdb@wakegov.com) within ten (10) business days following a decision. Subject Line: Training Provider Appeal Request.

The appeal request must include the following information:

- Training provider name
- Person requesting the appeal
- Title
- Contact information (email and phone number)
- Reason for the appeal with as much information as possible, including facts, dates, and any correspondence regarding the matter

After reviewing the information provided by the training provider, in NCWorks Online and provided by CAWD staff, the CAWD Executive Director will issue a decision in writing within ten (10) business days of receipt of the written appeal request.

If not satisfied with the decision, the training provider has the right to request an in-person hearing. The hearing request must be submitted in writing to the CAWD Executive Director within ten (10) business days following the written appeal decision. The hearing will be arranged within thirty (30) business days of receipt of the written hearing request at a time convenient to the training provider representative and the Executive Director. After the hearing, the Executive Director will issue a decision in writing within five (5) business days of the hearing. The decision, as a result of the hearing, is final.

PY 2023 WIOA Youth Program Elements Chart

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

20 CFR §681.470 states that it is not required for local programs to use funds for each program element. Local Area WDB programs may leverage partner resources to provide program elements. However, if the program is not funded with WIOA youth funds, the Local Area WDB must have an agreement in place with a partner organization to ensure that the program element will be offered. If offered by a partner, the program element must be connected and coordinated with the WIOA youth program.

Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area WDB, provided by referral, or both. Specify the provider(s) in the referral section.

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Provider)
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	EDSI JCI Orange County DSS	Wake Tech Community College, Johnston County Community College, Central Carolina Community College, Durham Tech Community College, Literacy Council, Wade Edwards Learning Lab, Motherhead, Wake County Public Schools, Johnston County Schools, Lee County Schools, Chatham County Schools, Orange County Schools

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Provider)
2.	Alternative secondary school services, or dropout recovery services, as appropriate.	EDSI JCI Orange County DSS	Wake Tech Community College, Johnston Community College, Central Carolina Community College, Durham Tech Community College, Wake County Public Schools, Johnston County Schools, Lee County Schools, Chatham County Schools, Orange County Schools
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities.	EDSI JCI Orange County DSS	Local businesses in Wake, Johnston, Lee, Chatham and Orange Counties
4.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the Local Area involved.	EDSI JCI Orange County DSS	Wake Tech Community College, Johnston Community College, Central Carolina Community College, Durham Tech Community College and approved training providers

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Provider)
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	EDSI JCI Orange County DSS	Wake Tech Community College, Johnston Community College, Central Carolina Community College, Durham Tech Community College, Care One, New Horizons, NC State, and local businesses
6.	Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.	EDSI JCI Orange County DSS	
7.	Supportive Services.	EDSI JCI Orange County DSS	
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.	EDSI JCI Orange County DSS	
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate.	EDSI JCI Orange County DSS	
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.	EDSI JCI Orange County DSS	Alliance Behavioral Health and Wake Monarch Academy

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Provider)
11.	Financial literacy education.	EDSI JCI Orange County DSS	Consumer Education Services Inc. (CESI) and local financial institutions
12.	Entrepreneurial skills training.	EDSI JCI Orange County DSS	Wake Tech Entrepreneurship & Small Business Center
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the Local Area WDB, such as career awareness, career counseling and career exploration services.	EDSI JCI Orange County DSS	
14.	Activities that help youth prepare for and transition to postsecondary education and training.	EDSI JCI Orange County DSS	


**PY 2023 WIOA Capital Area Workforce Development
Youth Service Provider List**

WIOA Youth Service Provider (Organization Name, Address and Phone Number)	Contact Person (Name, Title and Email Address)	County/Counties Served and where services are provided** (One-Stop, Office, Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
Johnston County Industries, Inc. 912 N. Brightleaf Blvd. Smithfield, NC 27577 919-934-1029 ext. 223	Taylor Kirks Vice President Taylor.Kirks@jcindustries.com	Johnston County - Office (NextGen Center)	Non-Profit	Cost Reimbursement
EDSI 1800-H Tillery Place Raleigh, NC 27604 919-615-1919	Kevin Schnieders President kschnieders@edsisolutions.com	Wake County - Office (NextGen Ctr) Lee County-One-Stop Chatham County-One-Stop	For-Profit	Hybrid: Cost Reimbursement, Profit is performance based
Orange County Department of Social Services 113 Mayo Street Hillsborough, NC 27278 Phone: 919.245.2840	Sharron Hinton Human Service Manager Shinton@orangecountync.gov	Orange County- One-Stop	State Agency	Cost Reimbursement

(RFP Conducted: December 2022 - March 2023)

Notes:

- Complete all columns.
- Be specific where Youth Services are provided: at the One-Stop Centers, the Office location provided, or combination.
- Use attachments sent separately.

	PY22-16
	NCWorks NextGen Staff
	March 15, 2023
	WIOA Youth Incentives

Purpose: To rescind policy #21-06 and transmit a new WIOA Youth Incentives policy for all Capital Area NCWorks NextGen staff.

Changes: Please note the following changes to the policy:

- The policy point of contact is now Jessica Locklear McLeod.

Action: All NCWorks NextGen staff must use the attached WIOA Youth Incentives policy when providing incentives to youth while receiving WIOA services. WIOA Youth Service Providers must also revise their current incentive policies accordingly. Share with staff as appropriate. This policy replaces the Youth Incentives Policy #PY21-06.

Effective Date: March 15, 2023

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
jessica.locklearmcleod@wake.gov
919.856.7005

Attachment: Capital Area WIOA Youth Incentives Policy

Capital Area WIOA Youth Incentives Policy

Capital Area Workforce Development Board has established the following guidelines for Workforce Innovation Opportunity Act (WIOA) youth incentives:

1. Each Capital Area WIOA Youth Contractor must develop and follow a written Incentive Policy that is approved by Capital Area staff for WIOA youth that is consistent with the Capital Area Incentive Policy and must include the Contractor's internal controls to safeguard cash/gift cards. The Contractor Incentive Policy may include the award of incentives that are non-WIOA funded, as well as WIOA-funded.

The WIOA Youth Contractor's internal controls to safeguard cash/gift cards must include the following:

- A. Organization's process for purchasing and distributing cash/gift cards
 - B. Gift cards maximum \$50.00 without CAWD approval
 - C. Identify whether gift card purchases are bought in bulk or on an as needed basis. If bought in bulk, please identify how bulk cards are kept secure
 - D. Disbursement Log which must include the following:
 1. Name of participant
 2. Gift card purpose
 3. Gift card amount
 4. Disclaimer stating the card can only be used for the purpose identified in item 2.
 5. Recipient signature/Initials and date of receipt of cash/gift card
 6. Staff signature of person issuing the cash/gift card
2. Incentives may be provided to WIOA youth in order to reinforce positive accomplishments or achievements including, but not limited to, educational functioning level increases, skill gains, completion of educational goal, e.g. high school diploma or GED, and positive work experience performance evaluations by a worksite supervisor. WIOA-funded incentives cannot be provided to youth for attendance or participation in activities.
 3. WIOA staff is expected to follow ethical practices and the guidelines herein concerning the purchase of incentives by staff using WIOA funds as well as in the award of incentives to youth.
 4. WIOA staff is required to record/document all incentives provided to a youth in NCWorks Online case notes. This includes the amount of a cash incentive, description of non-cash incentives, and purpose of the incentive. The attainment or achievement for which the incentive is awarded must be documented in a general case note and scanned in the documents tab in NCWorks Online (e.g., copy of GED, measureable

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skills gain documentation, Individual Service Strategy records,) prior to issuing an incentive.


5. Cash incentives for passing a GED test may be awarded in an amount up to, but not greater than, \$100 for each test with a maximum of \$500 total.
6. Cash incentives for attainment of a high school diploma or GED may be awarded in an amount up to, but not greater than, \$500.
7. Cash incentives for attainment of a postsecondary credential (CNA credential, Associate Degree, etc.) may be awarded in an amount up to, but not greater than, \$250.
8. In addition to the cash incentives allowable under #5, #6 and #7, youth may receive up to \$100 per year in cash incentives for other positive accomplishments or achievements such as skills gain, or basic skills improvements.
9. A youth may not receive more than \$1,000 total in a program year for Incentives outlined in #5, #6, #7 and #8.
10. Non-cash incentives, such as gas cards or gift cards (anything that has a cash value associated with it) is limited to \$150 per year.
11. Non-cash incentives such as movie passes, tickets to theme parks or sports events, etc. may **NOT** be purchased using WIOA funds.
12. The only WIOA-funded incentives (cash or non-cash) that can be awarded to youth after exiting WIOA, that is, during post-exit follow-up services, is for GED attainment, credential attainment, and employment retention.
13. In the event that Capital Area receives additional funding through grants or other opportunities that allow for incentives, additional guidelines may be released for some or all of the following items, as appropriate:
 - Allowable expenditures
 - Unallowed expenditures
 - Reimbursement rates
 - Payment methods
 - Eligibility criteria

The guidelines issued will be specific to that grant/opportunity and will be included in this policy as an attachment. The guidelines will follow all rules and regulations under that funding source.

This WIOA Youth Incentive policy must be followed for any item listed above that is not specifically addressed in the guidelines for that special funding.

14. Exceptions to the incentives policy may be requested on a case-by-case basis by e-mailing the Capital Area Youth Coordinator with the following information.
 - a. Name of participant
 - b. Type of exception requested
 - c. Dollar amount of incentive expected
 - d. Reason for the request

After review of the information provided, the Youth Coordinator will respond by e-mail, within ten business days with a determination. If denied, the determination will include justification for the decision. Exceptions will not be considered for items #10 & #11 above.

	PY22-15
	NCWorks Career Center
	March 16, 2023
	Workforce Innovation and Opportunity Act (WIOA) and Trade Adjustment Assistance (TAA) Co-enrollment Policy

Purpose: To transmit a new policy for Trade Adjustment Assistance (TAA) Co-enrollment with Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker Programs.

Changes: New policy, no changes.

Background: On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers. WIOA increases the quality and accessibility of services that job seekers and employers receive at their local American Job Centers (NCWorks in North Carolina).

CAWD recognizes that the Title I WIOA Dislocated Worker (DW) Program is a critical partner with TAA in identifying and serving trade-impacted workers. Co-enrollment of workers covered under certified petitions (TAA - certified workers) in partnership with the WIOA Dislocated Worker programs allows for the timely provision of individualized career services and improves the overall effectiveness of the TAA Program (Training and Employment Guidance Letter 4-20).

Action: As indicated in 20 CFR 618.605, TAA will now be a mandatory partner in the NCWorks Career Centers. All individuals participating in TAA programs will also be enrolled as WIOA Dislocated Workers. Each Local Area Workforce Development Board may determine which WIOA services are to be offered to individuals co-enrolled with TAA. TAA forms should continue to be utilized as the primary documentation to avoid duplication of efforts. In addition, the dislocated worker's assessment (20 CFR 618.345), or the individual employment plan that outlines the assessment results, employment, and

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occupation/training goals must also be uploaded. To the extent possible, local WIOA and NCWorks TAA staff should work together to share common forms for services such as attendance and travel reimbursement. Based on funding availability, TAA funds should continue to be used to pay for training costs, and WIOA program funds may be used to supplement services (20 CFR 618.804 (h)(4)).

According to TAA Final Rule 20 CFR 618.325(a)(1): A State must co-enroll trade-affected workers who are eligible for WIOA's dislocated worker program. Workers may choose to decline co-enrollment in WIOA. A State cannot deny such a worker benefits or services under the TAA Program solely for declining co-enrollment in WIOA.


If a TAA worker within the CAWD region chooses to decline co-enrollment in WIOA services, Center staff must record this decision in the NCWorks online platform as part of the case notes.

Share with staff as appropriate.

Effective Date: March 16, 2023

Expiration: In effect until rescinded.

Contact: Kima Sidberry
Workforce Development Specialist
Kima.sidberry@wake.gov
919.856-5608

	PY19-05
	NCWorks Career Center Staff
	June 14, 2019
	WIOA Adult Internship/Work Experience (WEX) Policy

Purpose: To rescind Policies #17-08 and #PY15-37 and transmit a new combined Internship/Work Experience (WEX) Policy for WIOA Adult and Dislocated Worker formula funds.

Background: WIOA acknowledges the critical role internships and work experiences play in helping individuals obtain the skills they need to succeed in the workplace. Internships/work experiences (WEX) are planned, structured learning experiences that occurs in a workplace for a specified, limited period of time. The purpose of the activity is to provide the WIOA Title I participant with opportunities for career exploration, skill development, and reinforcement of the work ethic. Internships/work experiences provide a helpful means for an individual to gain experience that may lead to unsubsidized employment.

This type of training may include paid or unpaid wages and may be in the private, for-profit sector, the non-profit sector, or the public sector. Adult and Dislocated Worker internships/WEX must be linked to a career goal and based upon the participant’s interest and aptitude.

An internship/WEX has the following characteristics:

- Provides a time limited work experience;
- Combines with career services and supportive services; and,
- Develops basic work skills that lead to unsubsidized employment.

The intent of an internship/WEX is not to benefit the employer, although the employer may, in fact, gain from the activities performed by the participant, and in some cases may result in an employment offer. These activities shall not reduce current employees’ work hours, displace current employees or create a lay-off of current employees, impair existing contracts or collective bargaining agreements, and/or infringe upon the promotional opportunities of current employees as defined in the Fair Standards Act.

The difference between an internship/WEX and an On-The-Job Training (OJT) contract is that in an internship/WEX job there is no expectation that the individual will continue his or her hire with the employer after the activity is complete. Internship/WEX jobs are an effective solution for individuals to gain

necessary experiences that they would otherwise not be able to get through classroom training or an OJT contract.

This policy outlines the guidelines to follow for internship/WEX activities for WIOA Adults and Dislocated Workers.

- Changes:** Please note the following change(s) to the policy:
- Added the background information from the cover pages to the policy.
 - Added Internship wording throughout the documents to combine two policies into one.
 - Removed the restriction: WEX activities may use no more than 10% of the combined total of adult and dislocated worker allotments
 - Added a section regarding additional non-WIOA grants or other funding opportunities.

Action: All NCWorks Career Center staff must adhere to the policies outlined for Workforce Innovation Opportunity Act (WIOA) funded internship/WEX activities for eligible Adults and Dislocated Workers. This policy replaces the WEX Policy PY17-08 sent out on November 9, 2017 and the Internship Policy PY15-37 sent out on July 16, 2015. Please share with staff as appropriate.

Effective Date: July 1, 2019

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
WIOA Adult Coordinator
Jessica.locklearmcleod@wakegov.com
919.856.7005

Attachment: Capital Area Internship/Work Experience Policy and Guidelines
Capital Area Internship/Work Experience Worksite Agreement
Capital Area Internship/Work Experience Evaluation Form

CAPITAL AREA ADULT INTERNSHIP/WORK EXPERIENCE POLICY AND GUIDELINES

WIOA acknowledges the critical role internships and work experiences play in helping individuals obtain the skills they need to succeed in the workplace. Internships/work experiences (WEX) are planned, structured learning experiences that occurs in a workplace for a specified, limited period of time. The purpose of the activity is to provide the WIOA Title I participant with opportunities for career exploration, skill development, and reinforcement of the work ethic. Internships/work experiences provide a helpful means for an individual to gain experience that may lead to unsubsidized employment. Internships/work experiences (WEX) for Adult and Dislocated Workers focus on learning new transferrable skills and enhancing employability. This training may include paid or unpaid wages and may be in the private, for-profit sector, the non-profit sector, or the public sector. Adult and Dislocated Worker internships/WEXs must be linked to a career goal and based upon the participant's interest and aptitude.

An internship/WEX has the following characteristics:

- Provides a time limited work experience;
- Combines with career services and supportive services; and,
- Develops basic work skills that lead to unsubsidized employment.

NCWorks Career Center staff shall ensure that internship/WEX training for WIOA Title I eligible participants is appropriate based on the needs identified by an objective and comprehensive assessment and as documented in the Individual Employment Plan (IEP). The IEP should clearly indicate how this activity is going to help the participant move from the internship WEX/to unsubsidized employment or on to further training. Documentation of the need for WEX/internship that is tied to the objectives of the WEX/internship must be detailed in the IEP.

The intent of an internship/WEX is not to benefit the employer, although the employer may, in fact, gain from the activities performed by the participant, and in some cases may result in an employment offer. These activities shall not reduce current employees' work hours, displace current employees or create a lay-off of current employees, impair existing contracts or collective bargaining agreements, and/or infringe upon the promotional opportunities of current employees as defined in the Fair Standards Act.

The difference between an internship/WEX and an On-The-Job Training (OJT) contract is that in an internship/WEX job there is no expectation that the individual will continue his or her hire with the employer after the activity is complete. Internship/WEX jobs are an effective solution for individuals to gain necessary experiences that they would otherwise not be able to get through classroom training or an OJT contract.

Periodic evaluation of the participant's learning and attainment of skills during the internship/WEX, including information about any incentive payments made, should be documented in case notes in NCWorks Online. Staff should use either O*NET or other identified tools when developing the competencies to be learned and evaluated in the internship/WEX. The IEP should include the job skills needed, training hours, and estimated start and end dates.

The determination of the duration of the internship/WEX should be based on the competencies the WIOA participant needs to develop or refine and must be specified in the IEP.

Duration of Internships/Work Experiences, and Hours Limitations

1. The total maximum number of hours for each subsidized internship/WEX will not exceed 480 hours.
2. WIOA participants will not be placed in more than two subsidized internships/WEX per program year.
3. Total lifetime hours of participation in internships/WEX for a participant will not exceed 960 hours
4. Participants will not work more than 40 hours per week during a subsidized or unsubsidized internship/WEX.
5. Exceptions to the maximum number of hours for each subsidized internship/WEX will be considered under special conditions with special approval. Special approvals must be requested through e-mail to the appropriate Capital Area staff.

Internship/Work Experience Wages

Internship/work experience job assignments may be paid or unpaid. If a paid internship/work experience, individuals must be compensated at the same rates, including periodic increases, as trainees, or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates may not be lower than the higher of the federal or state minimum wage.

A flat rate wage applied to all individuals participating in a paid internship/work experience opportunity (e.g. \$8.00/hour for all participants) is not allowed if there are trainees or employees who are similarly situated in similar occupations with the same employer who receive wages that differ from the flat rate wage.

Skills Analysis

An individualized internship/WEX skills analysis must be performed to determine the acquisition of skills that the participant does not already possess. Skills the participant may have acquired from previous work, volunteer work or life experiences are potentially transferrable and can be used in every occupation, regardless of the type of work. Transferrable skills are unlike job-related skills, which tend to be used only in one type of work.

This analysis will contain occupationally specific skills that the employer requires for competency in the internship/WEX occupation. An analysis of the trainee's prior work history (if any), transferrable work skills, and the job skills gained must be compared to the job skills/job description the employer requires in the internship/WEX occupation. The resulting gap in skills will be the basis for the development of the internship/WEX.

There are a number of assessment tools available that may be used to conduct a skills gap analysis and provide adequate documentation of the process utilized. These include Prove It!™, an Internet-based assessment tool used to determine an individual's level of skills in a particular occupation and to document skill deficiencies, as well as the O*NET Online website (<https://www.onetonline.org/>) and mySkills myFuture web site (<https://www.myskillsmyfuture.org/>) which have both been developed by the U.S. Department of Labor.

Training Plan

A training plan is not required but could be beneficial to the NCWorks Career Center staff and participant to outline the objectives of the internship/WEX. The Training Plan can also serve as a tool for staff to monitor and evaluate the internship/WEX. It serves as a baseline when establishing whether the needs of the WIOA participant and the employer's expectations of training and development have been met. Objectives must be outlined for the participant whether or not a training plan is used.

Choosing a Worksite

Matching a WIOA participant with the appropriate worksite is critical to a successful internship/WEX. Worksite supervisors need to have a clear understanding of the objectives of the WIOA internship/WEX and realistic expectations of the work products and productivity that a WIOA participant may demonstrate. The WIOA participant must have adequate supervision, as any other entry-level employee would. The worksite must be willing to allow NCWorks Career Center staff, Capital Area staff, the North Carolina Division of Workforce Development and/or US Department of Labor to perform onsite monitoring to ensure compliance with the worksite agreement, as well as, to monitor the progress of the participant.

NCWorks Career Center staff should use caution when choosing worksites. When choosing employers, analyze the "value-added" contributions an employer is willing to make to the experience for the participant. Examples of such contributions are structured development/refinement of work readiness skills, provision of on-site educational services, exposure to enhanced skill training and mentoring.

Capital Area strongly discourages the practice of placing participants in internships/WEXs located at the board office, NCWorks Career Centers, NCWorks NextGen Centers or administrative entity locations due to the potential of conflicts of interest. Placement at these locations should only be allowed where there is specific documentation in the file that the particular experience meets the participant's career goals and skills needs **AND** there are no other placement opportunities available.

The Worksite Agreement

There must be an internship/WEX Worksite Agreement between the NCWorks Career Center and the employer that articulates the learning that is to take place, and the length of the training. The Worksite Agreement must be completed and signed prior to the start of the internship/WEX. NCWorks Career Center staff will use a standardized Worksite Agreement template developed by Capital Area staff. Additionally, NCWorks Career Center staff must provide documentation that the employer received formal internship/WEX training.

The purpose of the worksite agreement is to establish a formal training relationship with a worksite, to specify the responsibilities of each party to the agreement, and to provide a successful, enriching internship/WEX job experience for the WIOA participant. A signed original of the Worksite Agreement must be kept on file at the worksite and the NCWorks Career Center staff must maintain all internship/WEX documents and case notes in NCWorks Online.

The following items are the minimum required terms and conditions of a Capital Area Worksite Agreement. Other specifications or terms specific to the NCWorks Career Center and/or the worksite may be added as needed.

1. Name of parties to the Agreement
2. Duration of the internship/WEX– based on the assessment conducted
3. Participant's name
4. Supervisor's name, title and contact information
5. Internship/WEX job title
6. O*NET Code
7. Worksite name and address
8. Work schedule – to include hours per day/week, and maximum training hours
9. How time and attendance is recorded
10. Who is responsible for accuracy of the timesheets
11. Wages – to include rate, pay schedule and any scheduled increases expected
12. How parties may terminate the Agreement
13. Attachments
 - a. Job Description including job title
 - b. Internship/Work Experience Evaluation form
14. Signatures from an authorized NCWorks Career Center representative and an authorized worksite representative

Additional Required Forms for Internships/Work Experiences

As a part of arranging internships/WEX for WIOA participants, NCWorks Career Center staff is responsible for ensuring that the following appropriate documentation/tax forms are collected/completed prior to the beginning of the training. (This is in addition to any required eligibility documentation.) Keep in mind that for WIOA-subsidized internships/WEXs, the NCWorks Career Center is the "Employer" and the business or agency location where the participant works is the "Worksite."

- a. *Social Security Card:*
NCWorks Career Center staff must have a copy of a participant's original,

signed Social Security card prior to the participant beginning a work experience.

b. Federal W-4 Form:

Each participant must completely fill out the Federal W-4 form. If a participant meets the qualifications for being exempt from paying withholding tax, he or she should leave the allowances section (#5) blank and write "*Exempt*" in the exemption section (#7). A participant cannot have 0 or 1 allowance and be exempt at the same time.

c. State NC-4 Form:

Each participant must completely fill out the State NC-4 form. If a participant meets the qualifications for being exempt from paying withholding tax, he or she should leave the allowances section (#4) blank and write "*Exempt*" in the exemption section (#6). A participant cannot have 0 or 1 allowance and be exempt at the same time.

d. Employment Eligibility Verification Form (I-9):

Each WIOA participant must complete an Employment Eligibility Verification Form (I-9) to verify eligibility to work in the United States. The participant will complete and sign Section 1 and WIOA staff will complete and sign Section 2, including the *Certification* section.

Once a participant has begun the internship/WEX, a staff member must maintain contact with the participant, including counseling, if needed. The initial contact with the business and the participant should occur within the first ten days of the placement.

At a minimum, an evaluation (using the attached evaluation form) must be completed at the following milestones of the internship/WEX:

- 1) Midpoint of training to determine progress of the participant. The Midpoint Evaluation form must be completed at the midpoint of the training. The form stating the attainment of the required job skills objectives must be signed by the supervisor and the participant. Any necessary adjustments to the job skills objective(s), training plan (if applicable) and IEP are made at this time. The participant's immediate supervisor should be contacted periodically to verify progress in the mastery of skills.
- 2) Conclusion of training to document the mastery of the required skills. Completion of the final skills evaluation section of the evaluation form signals the completion of the internship/WEX. The final skills evaluation section of the evaluation form must be signed by the supervisor and the participant.

Completed evaluation forms must be kept in NCWorks online with the participant's records.

Outside Funding

In the event that Capital Area receives additional outside funding through grants or other opportunities that allow for internships/WEXs, additional guidelines may be released for some or all of the following items, as appropriate:

- Duration of internship/WEX
- Number of allowed hours
- Timeframes
- Eligibility criteria

The guidelines issued will be specifically for that grant and will follow all rules and regulations under that grant. This WIOA Adult/DW Internship/WEX policy must be followed for any item listed above that is not specifically addressed in other grant guidelines.

**Capital Area Workforce Development Consortium
Workforce Innovation and Opportunity Act (WIOA)**

Internship/Work Experience (WEX) Worksite Agreement

The purpose of this Worksite Agreement is to establish a formal training relationship with a worksite, to provide assurances by both parties, specify the responsibilities of each party to the Agreement, and to provide a successful, enriching internship/WEX opportunity for the WIOA participant. A signed original copy of the Worksite Agreement must be kept on file at the worksite.

This Agreement is made between _____ (NCWorks Career Center) and _____ (WIOA Worksite)

a _____ **public** _____ **non-profit** or _____ **private-for-profit business/organization** to provide subsidized or unsubsidized internships/WEXs to eligible adults and/or dislocated workers participating in the Capital Area WIOA Program, authorized and funded under the Workforce Innovation and Opportunity Act. Under this Agreement, participants will be provided a short-term internship/WEX which is valuable and meaningful for both the participant and the worksite.

The internship/WEX job assignment will be consistent with the WIOA participant's capabilities and interests and in an occupational field or specific job in which he/she has minimal or no prior work experience. WIOA-funded internship/WEX job assignments are expected to help individuals gain the skills and experience they need to succeed in the workplace and obtain unsubsidized employment.

Term: This agreement will take effect on _____ and terminate no later than _____.
(Date) (Date)

Participant's Name: _____

Supervisor's Name/Title: _____

Supervisor's Phone: _____ **E-mail:** _____

Job Assignment Information

Job Title: _____

O*NET Code: _____

Worksite Name/Address: _____

Maximum Internship/WEX Hours: _____ **Hours per Day/Week:** _____

How will time and attendance be recorded? _____

Who is responsible for timesheet accuracy? _____

Starting Wage: \$ _____/hr **Ending Wage:** \$ _____/hr **Pay Day (circle):** S M T W Th F S

Pay Schedule: [] Monthly [] Weekly [] Bi-Weekly [] Other _____

This Worksite Agreement provides the following assurances by both parties:

- 1) Uphold all requirements and regulations governing the WIOA program;
- 2) Ensure that if a paid internship/WEX, individuals are compensated at the same rates, including periodic increases, as trainees, or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates will not be lower than the higher of the federal or state minimum wage;
- 3) Ensure that the total maximum number of hours for the internship/WEX will not exceed the total maximum training hours stated on the Worksite Agreement; and,
- 4) Assure that no person on the grounds of race, creed, color, disability, national origin, sex, age, political affiliation, or beliefs, will be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with funds made available under the Workforce Innovation and Opportunity Act.

NCWorks Career Center Responsibilities:

- 1) Refer only WIOA-eligible adults or dislocated workers to the worksite;
- 2) Handle all payroll duties for the participant;
- 3) Obtain Worker's Compensation Insurance to cover all WIOA participants engaged in an internship/WEX at a worksite;
- 4) Counsel the participant, as necessary, throughout the duration of the internship/WEX;
- 5) Evaluate progress of the participant, at a minimum of, at the mid-point and at the end of the internship/WEX; and,
- 6) Find a mutually satisfactory solution if difficulties arise that the worksite supervisor and participant are unable to resolve, which may include a recommendation of termination or transfer of the participant.

Worksite Responsibilities:

- 1) Provide sufficient, meaningful work to keep WIOA participants fully occupied during work hours;
- 2) Provide a safe work environment;
- 3) Provide adequate full-time supervision of each WIOA participant by qualified supervisors;
- 4) Notify NCWorks Career Center staff if difficulties arise which the Worksite supervisor and participant are unable to resolve;
- 5) Provide adequate oversight and review of each participant's time and attendance;
- 6) Provide participant with sufficient equipment and/or materials to carry out assignments;
- 7) Maintain this agreement at the Worksite and available for review by federal, state, local area and NCWorks Career Center representatives;
- 8) Allow on-site monitoring visits from the NCWorks Career Center, Capital Area Workforce Development, the North Carolina Division of Workforce Development, and /or the US Department of Labor;
- 9) Adhere to existing State and Federal labor standards;
- 10) Assure that the participating worksite has not relocated this establishment and commenced operations in the past 120 days, where the relocation resulted in the loss of employment at the original location; and,
- 11) Assure that no WIOA participant shall be employed or job opening filled (A) when any other individual is on layoff from the same or any substantially equivalent job, or (B) when the Worksite has terminated the employment of any regular employee or otherwise reduced its workforce with the intention of filling the vacancy so created by hiring a participant whose wages are subsidized under this Act.

Work Activities

A written job description **must** be attached to this Agreement. The job description must include:

- (1) Job Title
- (2) Accurate description of required duties and responsibilities

Capital Area NCWorks Career Center Internship/Work Experience Evaluation Form

Participant Name: _____

Supervisor Name: _____

Section 1: Evaluation

Company Name: _____

JOB SKILLS OBJECTIVES	MIDPOINT EVALUATION OF SKILLS	MIDPOINT EVALUATION DATE	FINAL EVALUATION OF SKILLS	FINAL EVALUATION DATE
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
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	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	

Section 2: Authorized Signatures

Midpoint Evaluation


<i>I hereby certify that the above information is accurate.</i>	
SUPERVISOR SIGNATURE:	DATE:
PARTICIPANT SIGNATURE:	DATE:

Final Evaluation

<i>I hereby certify that the above information is accurate.</i>	
SUPERVISOR SIGNATURE:	DATE:
PARTICIPANT SIGNATURE:	DATE:

Having satisfied the requirements of the internship/WEX, the participant has successfully completed the internship/WEX.

Section 3: Comments (please explain any unsatisfactory evaluation items)

	PY22-14
	Capital Area Staff, NCWorks Career Center Staff and NCWorks NextGen Staff
	March 15, 2023
	Competitive Procurement Policy

Purpose: To rescind Policy #18-05 and transmit a new updated Competitive Procurement Policy.

To inform Capital Area staff, NCWorks Career Center staff and NCWorks NextGen staff of the requirement that Capital Area Workforce Development must use a competitive procurement process to select providers of Workforce Innovation and Opportunity Act (WIOA) Adult, Youth, and Dislocated Worker services, as well as, for the operator of the Capital Area NCWorks Career Center system using the WIOA Final Regulations. This policy also provides instructions for a waiver in the case of a failed procurement process.

Background: Adult, Youth and Dislocated Worker Services: Section 107(g)(1)(A) of the WIOA mandates that local WDBs shall not provide direct services to customers. This requirement is also reiterated in the Final Rule at 679.410(b) that a local WDB acting as a direct provider of services is not optimal, as the local WDB is designed to oversee the one-stop system and its services, not provide them. WDBs must competitively procure these services in compliance with all state and federal regulations. WIOA section 107(g)(1)(B) allows that a waiver of these procurement requirements may be granted under certain conditions.

One-Stop Operators: Requirements for the competitive procurement of one-stop operators are addressed in the Final Rules section 678.605 (a)-(d). That section requires the one-stop operator be selected through a competitive process. While the Final Rule allows for the possibility of a local WDB to be the one-stop operator, the Division of Workforce Solutions’ position is to reject that, as the WDB’s role is to provide strategic direction and oversight to service delivery.

The Final Rule (CFR 678.615) also allows a one-stop operator to be a service provider. However, there must be firewalls in place to ensure that the operator is not conducting oversight of itself as a service provider. Local WDBs should be strategic in nature and should have an “arm’s length” relationship to the day-to-day delivery of services to Career Center customers.

Changes: Contact information was added to reflect the new One-Stop system Director’s information

Action: Capital Area staff will adhere to the attached policy.

Effective Date: March 15, 2023

Expiration: In effect until rescinded.

Contact: Jessica Locklear McLeod
jessica.locklearmcleod@wake.gov
919.856.7005

Attachments: Capital Area Competitive Procurement Policy
Waiver of Training Prohibition

Capital Area Competitive Procurement Policy

Under the Workforce Innovation and Opportunity Act (WIOA), the local Workforce Development Board (WDB) is designed to oversee the one-stop system and its services, not provide them. WDBs must competitively procure WIOA Adult, Youth and Dislocated Worker services in compliance with all state and federal regulations. WIOA section 107(g)(1)(B) allows that a waiver of these procurement requirements may be granted under certain conditions, provided as an attachment.

WIOA also requires the one-stop operator be selected through a competitive process. It allows a one-stop operator to be a service provider. However, it clarifies that there must be firewalls in place to ensure that the operator is not conducting oversight of itself as a service provider. Local WDBs should be strategic in nature and should have an “arm’s length” relationship to the day-to-day delivery of services to Career Center customers.

Guidelines

1. Capital Area will competitively procure Adult, Youth, and Dislocated Worker services and have a very clear and distinct firewall between the Board and the services delivered to customers.
2. If the competitive procurement process fails, Capital Area may seek other non-competitive options for the first year or request a “waiver of training” using the attached Division of Workforce Solutions (DWS) guidelines and submit the request to the Capital Area’s Division Planner within 30 days of the failed procurement.
3. Capital Area will follow all applicable federal, state, and local procurement requirements in selecting service providers and one-stop operators to deliver services funded by WIOA resources. Federal requirements include, but are not limited to:
 - a. United State Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, Audit Requirements for Federal Awards 200.317-200.326 (Procurement Procedures) which establishes principles and standards for determining costs for all federal awards carried out by state and local governments;
 - b. Final Regulations 678.605(a) and 678.610(a)-(d); and,
 - c. North Carolina Division of Workforce Solutions’ procurement and Contracting Policy Statement.

The Division of Workforce Solutions will provide Capital Area oversight of compliance through:

- a. reviewing the Capital Area Plan responses outlining procurement procedures;
- b. monitoring activities including direct site visits; and,
- c. oversight summary reports.

Division of Workforce Solutions Waiver of Training Prohibition

The Workforce Innovation and Opportunity Act (WIOA) section 107(g)(1)(A) indicates that local Workforce Development Boards (WDBs) may not provide training services to customers. The Act does, however, allow an opportunity for a waiver of this provision.


Any local WDB that wishes to directly provide training services to customers through its staff or through the staff of the local WIOA administrative entity/grant recipient or experiences a failed competitive selection process must submit a waiver request to the Division of Workforce Solutions (DWS) that contains the following:

- I. based upon a failed competitive procurement, satisfactory evidence that there is an insufficient number of eligible providers of such a program or training services to meet local demand in the local area;
- II. information demonstrating that the WDB meets the requirements for an eligible provider of training services under WIOA section 122;
- III. information demonstrating that the program of training services prepares participants for an in-demand industry sector or occupation in the local area; and,
- IV. a description of the clear and distinct firewall between Boards and the services delivered to customers.

The local WDB must make the proposed waiver request available to eligible providers of training services and other interested members of the public for a public comment period of not less than 30 days. The final request for the waiver must also include the evidence and information described in the list I – IV above, as well as the comments received during the public comment period.

Duration: A waiver granted to a local WDB shall apply for a period that shall not exceed one year. The waiver may be renewed for additional periods based upon evidence submitted to the DWS and if the local WDB continues to meet the requirements of the provisions stated above.

Revocation: The DWS shall have the authority to revoke the waiver during the appropriate period described in the preceding paragraph if it determines the waiver is no longer needed, the local WDB involved has engaged in a pattern of inappropriate referrals to training services operated by the local WDB, or there were irregularities in the competitive procurement process.

	PY22-12
	Capital Area Workforce Development Officers, Agents and Employees
	January 12, 2023
	Conflict of Interest Policy

Purpose: To rescind policy #PY17-10 and transmit a new Conflict of Interest Policy. Capital Area Workforce Development (CAWD) is committed to maintaining the highest of standards of ethical conduct and to guard against problems arising from real, perceived, or potential conflict of interest. Capital Area officers, agents and employees at all levels of participation in the NCWorks System funded by the Workforce Innovation and Opportunity Act (WIOA) are expected to read, understand and apply this policy to ensure system integrity and effective oversight of the NCWorks System.

Background: Grantees, subrecipients and contractors funded under WIOA must implement codes of conduct and conflict of interest policies and procedures as stipulated in WIOA law, regulations and guidance; Office of Management and Budget (OMB) Circulars; State regulations; and State WIOA policies. A conflict of interest policy is required to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award, administration, or expenditure of such funds.

In addition, the CAWD recognizes that by its very composition, conflicts of interest and issues concerning the appearance of fairness may arise. Therefore, it is essential for the CAWD officers, agents and employees to be sensitive and error on the side of caution when potential or real conflict or fairness matters occur.

Changes: Updated contact to add new contact and their information.

Action: All CAWD officers, agents and employees (includes: CAWD Board Members; CAWD staff; NCWorks Career Center staff; and, NCWorks NextGen staff) must adhere to the procedures outlined in this policy for all Workforce Innovation Opportunity Act (WIOA) funded services and activities. All Capital Area officers, agents and employees are required to sign an affirmation statement annually. More details will follow on this process.

Effective Date: January 12, 2023

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
One-Stop System Director
Jessica.locklearmcLeod@wakegov.com
919.856.7005

Attachment: Capital Area Conflict of Interest Policy

CAPITAL AREA CONFLICT OF INTEREST POLICY

The purpose of the Conflict of Interest Policy is to secure the interest of the Capital Area Workforce Development (CAWD) as an entity, which is in charge of the oversight of federal and/or state funds, when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, agent, or employee or might result in a possible excess benefit transaction. Officer, agent, or employee refers to the following: CAWD Board members, CAWD staff, CAWD service providers and their employees. In this policy, they may also be referenced as “Individual(s)”. This includes people and entities associated with the competitive selection processes to identify service providers and award funding utilizing federal funds: genuine, obvious, or organizational. The purpose of this policy is to supplement, yet not supplant, any state or federal laws representing conflicts of interest pertinent to organizations in charge of keeping up the general population trust for the utilization of federal, state, and other grant funds to carry out objectives and program requirements, including the responsibility to maintain the reputation and integrity of the entity, organizations, agencies, and programs.

I. Capital Area Workforce Development Board Members

It is the policy and expectation of Capital Area Workforce Development that its Board Members will fulfill the fiduciary duties applicable to their service as Members of the Board. Due to the legal and statutory structures of CAWD, it is expected that conflicts of interest may arise and this policy is expected to deliver a system that will enable the work of CAWD to be achieved without the fact of or appearance of impropriety. CAWD and all other agencies receiving direct financial assistance through the Workforce Innovation and Opportunity Act (WIOA) shall avoid conflict of interest, real or apparent.

In this policy, officer, agent, or employee refers to the following: CAWD Board members, CAWD staff, CAWD service providers and their employees. They may also be referenced as “Individual(s)”. It is the responsibility of every officer, agent, or employee to govern the actions of other Individuals in compliance with the Conflict of Interest Policy. If an officer, agent, or employee thinks there is a possibility of a conflict of interest, real or apparent, with respect to another Individual, it is his/her responsibility to immediately notify their supervisor, the CAWD Director, or other appropriate official. Subsequently, no officer, agent, or employee will discuss, present proposals, or vote on any issue as to which the Individual has an economic interest unless specifically addressed by other officers, agents, or employees as part of a scheduled opportunity for all interested parties to present information. An officer, agent, or employee may vote on and may discuss any issue that would not have any impact on the Individual.

No officer, agent, or employee of the CAWD or contracting agency authorized in their official ability to negotiate, make, accept, approve, or to take part in the negotiating, making, accepting, or approving any contract or subcontract in connection with a project shall have directly or indirectly any financial or personal interest in any such contract or subcontract.

It shall be against the policy of the CAWD or contracting agency for any employee or volunteer to directly or indirectly ask, request, demand, solicit, accept, receive, or consent to receive anything of worth for themselves or any other individual or entity in exchange for:

- being influenced in the performance of their job or position;
- being influenced to commit or aid in committing, or to collude in, or allow, any fraud, or to make opportunity for the commission of any fraud on CAWD or contracting agency; or,
- being induced to do or admit to any act in violation of their official duties.

Each officer, agent or employee shall annually confirm a statement that affirms such person:

1. has received a copy of the CAWD's Conflict of Interest Policy;
2. has read and understands the policy; and,
3. has agreed to comply with the policy.

II. Discovery of an Actual or Potential Conflict of Interest for Board Members

Upon the assertion of a possible violation of this policy, the CAWD Chair or Vice-Chair will designate a specially appointed advisory group to review the circumstances, report their findings to the Board for discussion and vote, and recommend a course of action in the event an Individual is found to be in violation. Action may include, but is not limited to, a declaration that the Individual be removed from the Board position and a request to the CAWD to make a new appointment.

III. Contract Selection, Award, Negotiation

No CAWD officer, agent, or employee (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.

CAWD officers, agents or employees (or any member of their immediate family) shall neither solicit nor accept gratuities, favors, or anything of value from contractors, potential contractors, or parties to sub-agreements.

CAWD officers, agents or employees shall not cast a vote, or take interest in, any decision making capacity on the provision of services by such Individual (or any organization which that Individual directly represents), nor on any issue which would provide any direct monetary benefit to that Individual.

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

All negotiations of a contract for or with potential contractors/service providers must be conducted with arm's length negotiations. The definition of an arm's length negotiation is a negotiation where the parties to the negotiation have an opposing economic interest to that of the organization with which they are negotiating.

IV. Work Experience Placements

All CAWD officers, agents or employees will follow Capital Area's Work Experience Policies when placing participants in work experience opportunities. Placement at the CAWD office and/or at NCWorks Career Centers/NCWorks NextGen Centers are only permitted where there is specific documentation in the participant record that the specific experience meets the participant's career objectives and skills needs and there is no other placement opportunity available.

V. Nepotism

Even though the WIOA program is not an entitlement program, it should be open to any individual, in any local area, who is eligible and suitable for available services subject to CAWD policies and procedures. However, when applicants have a close relationship with WIOA staff, management, and other specific stakeholders of the CAWD System, access to program services should not be based on such relationships or based on political influence. It is conceivable that even without any intention to misuse WIOA funds a decision to enroll an individual in the program could be perceived as improper. Such a perception could cause noncompliance with state and/or federal law. All officers, agents and employees will strictly adhere to CAWD's Nepotism Policy.

VI. Code of Conduct

A written set of standards (Code of Conduct) governing the performance of CAWD officers, agents or employees related to real or apparent conflicts of interest is a requirement of 29 CFR 95.42. All CAWD officers, agents and employees will adhere to CAWD's Code of Conduct provided as *Attachment A* to this policy.

VII. Transparency/Integrity

CAWD officers, agents and employees will follow procurement processes and procedures established by Capital Area Workforce Development. These processes and procedures are in place to act as a barrier or protection against an undesirable influence, outcome, or authority. This also ensures the transparency and integrity of the procurement process to the public and to the governing bodies that the selection process was impartial and that no preferential treatment was given to the awardee.

No entity or individual that has any part in the issuance of a solicitation may compete or submit a proposal under that procurement action, including the development of requirements, drafting the Request for Proposals (RFP) or Letter of Intent for Bid (IFB), evaluation of proposals/bids, and identification of the best entity.

Capital Area Workforce Development Code of Conduct

No Capital Area Workforce Development (CAWD) officer, agent or employee shall:

- a. Accept any financial benefit, direct or indirect, from any source other than their employing agency as a result of their performance of official duties under Workforce Innovation and Opportunity Act activities.
- b. Accept any position, whether compensated or uncompensated, which will impair independence of judgment in the exercise of official duties.
- c. Accept any position or engage in any business which will require the disclosure of confidential information gained by reason of official position.
- d. Disclose confidential information acquired during the performance of official duties or use such information to further personal gain.
- e. Use or attempt to use official position to secure personal privileges or exemptions or which would give the appearance of such.
- f. By conduct, writing, or other communication, give a reasonable person the impression that official duties may be improperly influenced.
- g. Violate any CAWD Conflict of Interest policy, statute, or law.
- h. Take part in any political activities in violation of the federal Hatch Act.
- i. Take part in any religious or anti-religious activity in the discharge of official responsibilities.
- j. Promote or oppose unionization in the discharge of official duties.
- k. Participate in any effort to violate any other applicable federal, state, and local laws and regulations.
- l. Conflict of Interest. It shall be a breach of ethical standards for any CAWD officer, agent or employee to participate directly or indirectly in a procurement process when the Individual knows that:
 1. the CAWD officer, agent or employee or any member of their immediate family has a financial interest pertaining to the procurement;
 2. a business or organization in which the CAWD officer, agent or employee or any member of their immediate family has a financial interest pertaining to the procurement; or
 3. any other person, business, or organization with whom the CAWD officer, agent or employee or any member of their immediate family is negotiating or has any arrangement concerning prospective employment is involved in the procurement
- m. **Discovery of actual or potential conflict of interest:** Upon discovery of an actual or potential conflict of interest, a CAWD officer, agent or employee shall immediately notify their supervisor, the CAWD Director, or other appropriate official and withdraw from further participation in the transaction involved. Further, should a CAWDB officer, agent or employee reasonably believe an undisclosed conflict or potential conflict exists for another Individual, it is the duty and obligation of that person to make the matter known immediately to their supervisor, the CAWD Director, or other appropriate official.

Violations of any provision of this Code of Conduct by any CAWD officer, agent or employee may be cause for immediate dismissal. All are subject to any penalties, sanctions, or other disciplinary measures set forth in applicable federal, state, or local laws.

Capital Area Workforce Development (CAWD)
Conflict of Interest Policy Signature Page

All CAWD officers, agents and employees must sign the below statement on an annually basis for so long as they are associated with Capital Area Workforce Development.

By my signature below, I acknowledge that I:


- have received a copy of CAWD's Conflict of Interest Policy;
- have read and understand the policy; and,
- agree to comply with the provisions contained therein.

I also understand that this signature page will be kept on file at the CAWD office as required under WIOA.

Printed Name

Signature

Date

	PY22-11
	NCWorks Center Staff and NextGen Staff
	January 09, 2023
	Equal Opportunity Policy

Purpose: To rescind policy #PY22-05 and transmit a new Equal Opportunity (EO) policy for NCWorks Career Centers and NextGen Centers.

Background: In compliance with the Workforce Innovation and Opportunity Act (WIOA) and the WIOA Final Regulations, Capital Area Workforce Development is committed to equal opportunity and nondiscrimination policies and practices in all WIOA-funded services and activities in the Capital Area local area. The attached policy addresses our equal opportunity (EO) procedures as well as on-going responsibilities related to EO for WIOA Capital Area NCWorks Career and NextGen Centers.

Changes: Please note the following change to the policy:

- Updated the phone number for the Workforce Innovation and Opportunity Act Equal Opportunity Officer.

Action: Staff should make the complaint form available to customers who request it. This policy rescinds and replaces the Equal Opportunity Requirements policy PY22-05 sent out on June 15, 2022. Please share with staff as appropriate.

Effective Date: January 09, 2023

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
 Jessica.locklearmcLeod@wakegov.com
 919.856.7005

Attachment: Capital Area Equal Opportunity Policy
 Capital Area Equal Opportunity Policy Statement and Complaint Procedures
 Discrimination Complaint Form
 Equal Opportunity Customer Signature Page – English version
 Equal Opportunity Customer Signature Page – Spanish version

CAPITAL AREA EQUAL OPPORTUNITY POLICY

Capital Area Equal Opportunity Officer

Jessica Locklear McLeod has been appointed as the Capital Area Equal Opportunity Officer. Revised EO forms and posters with the contact information for the new EO Officer have already been distributed to Capital Area NCWorks Career Centers and Capital Area NCWorks NextGen Centers.

Equal Opportunity is the Law Participant Notice

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 and NextGen Center staff will review a copy of the “*Equal Opportunity is the Law*” notice (form attached) with WIOA customers during the Intake process. Center staff will sign the 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. In the event that a WIOA participant has a disability such as a visual or hearing impairment, or has limited English speaking ability, interpreters or other appropriate accommodations must be provided as needed to satisfy this requirement.

Capital Area Equal Opportunity/Nondiscrimination Complaint Procedures

Individuals who apply for Capital Area WIOA Adult, Dislocated Worker or Youth programs and participants who are enrolled into the above programs shall be informed of the Capital Area Nondiscrimination and Equal Opportunity Complaint Procedures. WIOA Adult and Youth Case Managers will provide a copy of the “*Capital Area Equal Opportunity Policy and Complaint Procedures*” form to all WIOA participants during the application and Intake process. In addition, WIOA applicants and any other customers who request this information and/or who indicate that he/she wants to file a discrimination complaint shall be given a copy of the “*Capital Area Equal Opportunity Policy and Complaint Procedures.*”

Continuing Notice of Equal Opportunity Rights and Protections

In order to provide initial and continuing notice of equal opportunity rights, Capital Area NCWorks Career Centers and Capital Area NCWorks NextGen Centers shall implement and maintain the following procedures to promote equal opportunity and nondiscrimination.

- Post the “*Equal Opportunity is the Law*” notice/poster, prominently and in reasonable numbers, in office areas, customer waiting areas, and/or training rooms where customers are served.
- Publications, brochures, flyers, recruitment materials, orientation materials, and other printed materials routinely distributed or made available to the public shall include the following language: “Equal Opportunity Employer/Program” and “Auxiliary aids and services are available upon request to individuals with disabilities.” This includes hard copy and electronic communications.
- Where a telephone number is included on the above materials, a TDD/TTY number or the *Relay North Carolina* service numbers (voice and TTY) shall be included on the materials. For information on *Relay North Carolina* free services, go to: www.relaync.com/

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

- Orientations sessions and orientation materials for new Capital Area NCWorks Career Center and Capital Area NCWorks NextGen Center customers shall include equal opportunity and nondiscrimination rights under WIOA.
- Where a language other than English represents 5% or more of the Capital Area NCWorks Career Centers and Capital Area NCWorks NextGen Center customers or applicants, information provided for English-speaking customers (such as how to apply for a program or service) must also be provided in the appropriate language other than English.

Equal Opportunity/Nondiscrimination Language for Written Agreements

All contracts, subcontracts, and other written agreements related to WIOA-funded services or activities, including, but not limited to, work experience, OJT, and MOUs, shall include a clause or statement of assurance that all parties to the agreement will comply with federal equal opportunity standards. See sample statement of assurance below:

As a condition to the award of financial assistance from the Department of Labor under Title I of WIOA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

**CAPITAL AREA
EQUAL OPPORTUNITY
POLICY STATEMENT AND COMPLAINT PROCEDURES**

Policy Statement

No person shall be excluded from participation in, denied aid, benefits, services or training, or subjected to discrimination under any program or activity funded in whole or in part by Title I of the Workforce Innovation and Opportunity Act (WIOA). It is against the law for this recipient of Federal financial assistance to discriminate against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I–financially assisted program or activity.

Discrimination Complaint Procedures

Any person (applicant/registrant, participant, employment applicant or employee) or eligible service provider who believes that he/she has been subjected to discrimination under a WIOA-funded program or activity may file a written complaint.

A complaint filed based on the above grounds must be filed within 180 days of the alleged discrimination, unless an extension is granted for “good cause” by the Director of the Civil Rights Center.

Information concerning all complaints will be kept confidential.

Any person who believes that he/she has been or is being subjected to discrimination is advised to follow the grievance procedures of the service provider (contractor, program operator, training provider or employer). Issues may be resolved informally provided that all parties are satisfied with the outcome.

If an individual chooses to file a written complaint to the Capital Area Equal Opportunity (EO) Officer, the following procedures apply:

1. Complaints must be filed in writing, using attached complaint form, signed by the complainant or authorized representative and include the following information:
 - a. The full name, address and telephone number of the complainant;
 - b. The name and address of the party against whom the complaint is made;
 - c. A clear, concise statement of the act/acts considered to be discriminatory;
 - d. Other information that may help to explain and resolve the complaint.

2. Complaints should be submitted in writing to:

**Jessica Locklear McLeod
Capital Area Equal Opportunity Officer
Capital Area Workforce Development Board
PO Box 550 Raleigh, NC 27602**

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

3. The Equal Opportunity Officer will review the complaint and send written notice to the complainant acknowledging receipt of the complaint and stating that the complainant has the right to be represented by an attorney or other individual of his/her choice in the complaint process.
4. The complainant will be notified in writing as to whether Capital Area accepts or rejects the issue or issues raised for investigation. Where rejected, the reasons for rejection will be given.
5. The EO Officer will conduct a fact-finding review of the circumstances underlying the complaint, and will issue a written determination to the complainant within ten (10) days. If the determination is not made within ten days, or if the EO Officer's determination is unsatisfactory to the complainant, the complainant may submit a written appeal within five (5) days to the Capital Area EO Officer at the address above. The appeal must include an explanation of the issue(s) or area(s) of dissatisfaction.
6. Upon receipt of a written appeal, the Capital Area EO Officer may conduct additional investigation and/or attempt to resolve the complaint through alternative dispute resolution, including but not limited to, professional mediation services. If the complainant is unwilling to accept alternative dispute resolution, the Capital Area EO Officer will schedule a hearing before the Capital Area Workforce Development Director to be held within fifteen (15) days of receipt of the complainant's appeal. A written decision from the hearing will be issued within five (5) days.
7. In either process described above, a written Notice of Final Action will be issued to the complainant within forty (40) days of the date on which the complaint was filed. A Notice of Final Action shall contain a statement of the Local Area decision and the rationale behind the decision, or a description of the final resolution of the issue(s) by the parties involved.
8. If a complainant does not receive a notice of final action from the Capital Area within the prescribed timeframe (40 days), or if he/she is dissatisfied with the final action, the complainant has the right to request a review within ten (10) days by the North Carolina Division of Workforce Solutions. Requests for state level review should be sent to: **Equal Opportunity Officer, NC Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.**
9. Should the determination made at the State level be unsatisfactory to the complainant, or if a decision is not issued within sixty (60) days of the date the complaint was filed, the complainant may file a complaint with the United States Department of Labor Civil Rights Center. Such requests must be made within thirty (30) days of the State's decision or ninety (90) days from the date the complaint was filed at the local level, whichever is earlier.
10. Complaints filed with the Civil Rights Center should be sent to: **Director, Civil Rights Center, U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.**
11. All records concerning a complaint alleging discrimination and actions taken on the complaint will be maintained for a period of not less than three (3) years from the date of resolution of the complaint.

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.



Capital Area Workforce Development Board Discrimination Complaint Form

It is against the law for Capital Area Workforce Development Board or its subrecipients, as a recipient of financial assistance under Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, to discriminate on the bases of race, color, religion, sex, national origin, age, disability, political affiliation or belief. It is also against the law for Capital Area or its subrecipients to discriminate against any beneficiary of federally financially assisted programs on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I financially assisted program or activity.

If you think that you have, or someone else has, been subjected to discrimination by Capital Area Workforce Development Board or its sub-recipients on one of the bases listed above, you may file a complaint within 180 days from the date of the alleged violation with the sub-recipient organization, Capital Area Workforce Development Board, the North Carolina Division of Workforce Solutions, or the US Department of Labor's Civil Rights Center (CRC). To file a complaint, you may use this Complaint Information Form, or send the information listed on this form, in writing to one of the following:

Capital Area Workforce Development Board - Pat Sturdivant
PO Box 550
Raleigh, N.C. 27602
Attention: Jessica Locklear McLeod

NC Division of Workforce Solutions - Assistant Secretary, 313 Chapanoke Road, Suite 120
4316 Mail Service Center
Raleigh, N.C. 27699-4316
Attention: Equal Opportunity Officer

U.S. Department of Labor's CRC - Director, Civil Rights Center
US Department of Labor, 200 Constitution Ave.
NW, Room N-4123, Washington, DC 20210.

You may obtain a CRC complaint form electronically through CRC's website at:

<https://www.dol.gov/sites/dolgov/files/OASAM/legacy/files/DL1-2014a-English.pdf>

*Equal Opportunity Employer/Program.
Auxiliary aids and services are available upon request to individuals with disabilities.*

Complainant Information:

Name: _____

Mailing Address: _____

Home Phone Number: _____

Work Phone Number: _____

E-mail Address: _____

Please provide the name and address of the person or organization that you believe discriminated against you or someone else. If you believe that someone else was discriminated against, identify that person or group of people to the best of your ability.

Name and/or Organization: _____

Mailing Address: _____

Explain as briefly and clearly as possible what happened and why you believe discrimination took place. Please give the name and contact information for any person who witnessed the events you described above. Also attach any written material that relates to the events you are describing:

Please check the box or boxes that you think best represents the reason why you believe you were, or someone else was, discriminated against. If you are filing a complaint because you believe someone else was discriminated against, and you do not have the exact information about that other person or group (such as their exact date of birth, race, national origin, or type of disability), then provide the best information that you can.

- Race: Specify _____
- Color: Specify _____
- Religion: Specify _____
- National Origin: Specify _____
- Sex: Specify _____ Male _____ Female
- Other: Specify _____
- Age: Specify Date of Birth _____
- Disability: Specify _____
- Political Affiliation: Specify _____
- Reprisal/Retaliation: Specify _____

Please explain the remedy that you are seeking:

Signature: _____

Date: _____

*Equal Opportunity Employer/Program.
Auxiliary aids and services are available upon request to individuals with disabilities.*

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases: against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I–financially assisted program or activity.

The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIOA Title I–financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIOA Title I–financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either: the recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose);

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

Jessica Locklear McLeod, Capital Area Equal Opportunity Officer
Telephone: (919) 856-7005; 1(800) 735-2962 (TT); 1(800) 735-8262 (Voice)

FOR MORE INFORMATION, CONTACT

Workforce Innovation and Opportunity Act Equal Opportunity Officer
313 Chapanoke Road, Suite 120, Mail Service Center
Raleigh, North Carolina 27699-4316
Telephone #: (984) 236-4252; 1-800-735-2962; (TT) 1-800-735-8262 (Voice)

or

Director, Civil Rights Center (CRC), U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123, Washington, DC 20210 or
electronically as directed on the CRC website at www.dol.gov/crc.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient). If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Subrecipient Signature

Date

Participant Signature

Date

LA IGUALDAD DE OPORTUNIDAD ES LA LEY

La ley prohíbe que este beneficiario de asistencia financiera federal discrimine por los siguientes motivos: contra cualquier individuo en los Estados Unidos por su raza, color, religión, sexo (incluyendo el embarazo, el parto y las condiciones médicas relacionadas, y los estereotipos sexuales, el estatus transgénero y la identidad de género), origen nacional (incluyendo el dominio limitado del inglés), edad, discapacidad, afiliación o creencia política, o contra cualquier beneficiario, solicitante de trabajo o participante en programas de capacitación que reciben apoyo financiero bajo el Título I de la ley de Innovación y Oportunidad en la Fuerza Laboral (WIOA, por sus siglas en inglés), debido a su ciudadanía, o por su participación en un programa o actividad que recibe asistencia financiera bajo el Título I de WIOA.

El beneficiario no deberá discriminar en los siguientes áreas: decidiendo quién será permitido de participar, o tendrá acceso a cualquier programa o actividad que recibe apoyo financiero bajo el Título I de WIOA; proporcionando oportunidades en, o tratar a cualquier persona con respecto a un programa o actividad semejante; o tomar decisiones de empleo en la administración de, o en conexión a un programa o actividad semejante.

Los beneficiarios de asistencia financiera federal deben tomar medidas razonables para garantizar que las comunicaciones con las personas con discapacidades sean tan efectivas como las comunicaciones con los demás. Esto significa que, a petición y sin costo alguno para el individuo, los recipientes están obligados a proporcionar ayuda auxiliar y servicios para individuos con discapacidades calificados.

QUE DEBE HACER SI CREE QUE HA SIDO DISCRIMINADO

Si usted piensa que ha sido discriminado en un programa o actividad que recibe apoyo financiero bajo el Título I de WIOA, usted puede presentar una queja no más de 180 días después de la fecha en que ocurrió la presunta violación, ya sea con: El oficial de igualdad de oportunidad del recipiente (o la persona que el recipiente haya designado para este propósito);

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

Jessica Locklear McLeod, Capital Area Equal Opportunity Officer
Telephone: (919) 856-7005; 1(800) 735-2962 (TT); 1(800) 735-8262 (Voice)

FOR MORE INFORMATION, CONTACT

Workforce Innovation and Opportunity Act Equal Opportunity Officer
313 Chapanoke Road, Suite 120, Mail Service Center
Raleigh, North Carolina 27699-4316
Telephone #: (984) 236-4252; 1-800-735-2962; (TT) 1-800-735-8262 (Voice)

O:

Director, Civil Rights Center (CRC), U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123, Washington, DC 20210 o
electrónicamente como indica el sitio web del CRC www.dol.gov/crc.


Si usted presenta una queja con el recipiente, usted debe esperar hasta que el recipiente emita una decisión final escrita o que pasen por lo menos 90 días (lo que ocurra primero), antes de presentar una queja con el Centro de Derechos Civiles (CRC, por sus siglas en inglés) a la dirección mencionada previamente. Si el beneficiario no le entrega una decisión final escrita dentro de 90 días después de la fecha en que presento su queja, usted puede presentar su queja con el CRC antes que reciba la decisión final. Sin embargo, es necesario presentar su queja con el CRC dentro de 30 días después de la fecha límite de 90 días (en otras palabras, dentro de 120 días después de la fecha en que presento la queja con el recipiente). Si el recipiente emite una decisión final escrita, pero usted no está satisfecho con el resultado o resolución, usted puede presentar una queja con el CRC. Usted debe presentar su queja con el CRC dentro de 30 días después que reciba la decisión final escrita.

Firma de Subreceptor

Fecha

Firma del Participante

Fecha

	PY21-05
	Capital Area Staff
	July 1, 2021
	Financial Management Policy for WIOA Title I

Purpose: To transmit the current Capital Area Workforce Development’s Financial Management policies for Workforce Innovation and Opportunity Act (WIOA) and Federal Office of Management and Budget (OMB) Uniform Guidance.

Action: Rescind Policy #PY19-03

Capital Area staff are required to adhere to the following financial policies and procedures for the administration of the WIOA Title I.

Changes: Please note the following changes to the policy:

- Minor changes to spacing, capitalization corrections and text style (bolding).
- Added a sentence to III. Financial Reporting, a.
- Added wording regarding software under section VII. Property Procedures, c.
- Changed wording to #5 of section VII. Property Procedures, c. to add “The accepted bid with the”.
- Changed heading under section VII. Property Procedures, e. to “IT/Computer Equipment” and added information about software in the paragraph.
- Added information to section VII. Property Procedures, g.
- Changed the heading and wording to section VIII. Consultants, Personal Services and Purchase Agreements.
- Changed the heading and wording to section IX. Outreach Materials.

Effective Date: July 1, 2021

Expiration: In effect until rescinded

Contact: Thomas Pulickal
thomas.pulickal@wakegov.com
919.856.6049

Attachments: Financial Management Policy for WIOA Title I

**Capital Area
Financial Management Policy
For Workforce Innovation and Opportunity Act Funds**

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I. Recipient Funding

a. Administrative Adjustment/NFA Process

The Division of Workforce Solutions (DWS) issues planning allocations to Local Workforce Development Areas (Local Areas) and other recipients based on preliminary allocations provided to the state by the U.S. Department of Labor (USDOL). These preliminary allocations are subject to change; therefore, allocations are not official until the state receives a Notice of Award (NOA) from the USDOL. Once the state has received an NOA from the USDOL, Notices of Fund Availability (NFAs) are issued via Workforce Information System Enterprise (WISE) showing the funds available to the recipient. The funds are awarded by Program Year and must be tracked accordingly. Program Year funds are awarded for a period of two years unless indicated otherwise on the NFA letter as maintained in WISE. Funds availability may be reduced after issuance if the state's NOA is reduced by the USDOL.

NFA letters include the Local Area funding level by funds and program year. A Program Year fund amount will remain in WISE until the final audit for the Program Year has been reconciled, resolved, and agreed upon by both DWS and the Local Area. The Local Area should contact their assigned DWS Planner and submit an Administrative Adjustment via WISE to de-obligate any funds that will not be spent. Monthly Financial Reports are required until the NFA equals the Expenditures and Cash Drawdowns.

b. Obligational Authority

NFAs are awarded to recipients when the funds become available to the state. However, "Obligational Authority" is not granted to recipients until an approved Local Area Plan, or another application, as appropriate, is approved by DWS. Recipients are not authorized to incur cost or allowed to request cash drawdowns until the funds are approved in WISE. The Plan must be prepared in accordance with the guidelines provided in the North Carolina Instructions for Local and Regional Workforce Development Area Plans Policy Statement.

II. Cash Management

a. Cash Drawdowns

DWS will utilize the Electronic Payments method to transfer funds to recipients. Both the Authorization Agreement for Automatic Deposit and the Electronic Payment Form documents must be completed, signed and returned prior to initiating a recipient's first request for drawdown. These forms must be faxed or scanned to DWS with the signed originals mailed in order for bank accounts to be set up on the payment system in a timely manner. When a cash transfer has been completed, notification will be sent to the recipient via email as indicated on the Electronic Payment Form. Cash requests will be processed once a week.

All requests submitted via WISE by 11:59 pm on Monday will typically be transferred to the recipient's account by the following Friday.

There will be no exceptions granted concerning the 11:59 pm deadlines. Any changes in the cash drawdown schedule due to observed holidays or other planned events will be noted in correspondence issued by DWS.

Each recipient and subrecipient must develop cash management procedures that ensure no excess cash is on hand. Excess cash is defined as any cash that exceeds your immediate cash needs.

When a recipient determines there is excess cash on hand, and cash is to be returned to DWS, a request for drawdown in a negative amount equal to the refund may be entered if additional drawdowns, when netted against the refund, exceed \$1 for that Program Year on the date requested.

b. Sanctions

When a recipient demonstrates an inability or unwillingness to follow established procedures minimizing time between cash drawdowns and disbursements; cannot adhere to laws, regulations or special conditions; or, is unable to submit reliable and/or timely reports; DWS may withhold fund requests in WISE.

III. Financial Reporting

a. Monthly Financial Reports

Expenditures will be reported on a monthly basis by Program Year on a Monthly Financial Report (MFR) via WISE. **MFRs are due by the last working day of the month following the report month for any open Program Year.** Any reports not keyed by the due date are considered delinquent. The fiscal reporting period for **ALL** MFRs is July through the following June. Cash expenditures are to be reported monthly to reflect the cumulative amount for the Program Year, while accruals are also reported monthly. In the event that Program Year funds are not fully expended by the end date specified on the Program Year budget, an administrative adjustment to de-obligate the remaining funds should be requested in WISE.

DWS will approve all MFR's on the first working day of the month. Once approved, WISE does not allow for modification. Any changes will be reported in the following month's MFR. If the approval has not yet been made, DWS Finance staff can be notified to return the MFR. This will allow the Local Area to re-submit a corrected MFR.

b. Delinquent MFRs

Delinquent MFRs will result in the following consequences:

1. Cash draw requests will be suspended on all Program Years until the delinquent report(s) is in the system.
2. A letter will be written notifying recipient officials of the occurrence of delinquent report(s) as follows:
 - a. First occurrence within a fiscal year – Letter is written to the Local Area Director with an offer of technical assistance.
 - b. Second occurrence within a fiscal year – Letter is written to the Local Area Director, Workforce Development Board (WDB) Chair, and Chief Elected Official (CEO).

**IV. Federal Office of Management and Budget (OMB)
OMB Uniform Guidance**

a. Uniform Guidance

OMB Uniform Guidance provides instruction in several administrative areas, including: (1) financial management and cost principles, (2) audit, (3) grants management, (4) records management, and (5) property management. In some cases, the state requirements are more restrictive than the Uniform Guidance. In cases where the DWS and uniform Guidance requirements conflict, the most restrictive requirement must be followed.

References: 2 CFR Part 200 Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards and 2 CFR Part 290 Grants and Agreements

b. Cost Principles

In determining allowable costs under a grant or contract, the recipient must **(unless granted prior written approval by DWS):**

1. Follow federal cost principles, including any subsequent amendments to the Uniform Guidance cited which are applicable to the recipient's organization.
2. Allow only those costs permitted under the cost principles which are reasonable, allocable, necessary to achieve approved program goals, and which are in accordance with recipient policy and terms of the grant or contract.

Special Organization-specific requirements are now combined in the Uniform Guidance but are readily identified in separate sections as stated in the Electronic Code of Federal Regulations.

V. De-obligation and Reallocation

a. De-obligation

Consistent with WIOA expenditure policies, it is the policy of the State of North Carolina that all Local Areas expend their full WIOA allocations within a two-year time frame from the original award year as further described below. Any exceptions will be noted in correspondence issued by DWS.

1. Effective at June 30 of the second full fiscal year after a WIOA allocation, all funds must be expended. Any unspent funds will be de-obligated from the Local Area and returned to the state via WISE.
2. Any change in funding necessitated by the de-obligation/reallocation policy will be made on a NFA.

Rapid Response or State Set Aside funding follow the end date as stated on the NFA Letter.

b. Reallocation

DWS will redistribute de-obligated funds.

VI. Audit

a. Audit Requirements

Non-Federal subrecipients that expend \$750,000 or more in a year in federal awards must have a single or program-specific audit conducted for that year in accordance with the provisions of Uniform Guidance 2 CFR Part 200 Subpart F 200.501 Audit Requirements. Details are provided in the Uniform Guidance relating to specified types of subrecipients.

b. Audit Resolution

DWS is responsible for resolving the findings that arise from the state's monitoring reviews, investigations, and audits. Each entity that receives WIOA funds and awards a portion of those funds to one or more subrecipients shall:

1. Ensure that each subrecipient complies with the applicable audit requirements;
2. Resolve all audit findings that impact WIOA with its sub-recipient and ensure that corrective action for all such findings is instituted within six months after receipt of the audit report and where appropriate, corrective action shall include debt collection action for all disallowed costs; and,

3. Maintain an audit resolution file documenting the disposition of reported questioned costs and corrective actions taken for all findings.

The debt collection policies and procedures and the auditee's right to appeal an audit determination will be in accordance with 2 CFR Part 200.516 Audit Findings, resolution of findings from monitoring and oversight reviews.

VII. Property Procedures

a. Equipment and Property Management

The Grant Administration Agreement between DWS and the Local Area in the 'Property' Section 3.6, sets forth the state policies for equipment and property. The Grant Administrator and subrecipients shall adhere to all state and local government procurement policies and procedures when acquiring all non-expendable property.

Title to property acquired with WIOA funds becomes vested with the Grant Administrator, who retains the title to the property and is responsible for the identification, accountability, inventory and proper maintenance and security of all property under its control.

Property means tangible non-expendable property, including exempt property, charged directly to the award having a useful life of more than one year and an acquisition cost of \$500 or more per unit, and, as outlined in the 'Property' Section 3.6 of the Grant Administration Agreement.

Property records shall be maintained and a physical inventory of equipment shall be taken at least annually, and, reconciled to the property records. An appropriate control system shall be used to safeguard property and equipment shall be adequately maintained by the Local Area.

When property with a current per unit fair market value in excess of \$5,000 is no longer needed for a Federal Program, it may be retained or sold with the Federal Agency having a right to a proportionate amount of the current fair market value.

In addition to the subgrantee's inventory system, the additional information must be entered to accurately identify the property:

1. Funding source
2. Manufacturer's name
3. Serial number (if applicable)
4. Description of item
5. Unit cost including taxes, shipping and handling
6. Location of property

7. Date of delivery

b. Auditable Areas

All subgrantees are responsible for establishing a property inventory system to cover the auditable areas of property management to include the following items:

1. Acquisition
2. Proper Local Area (LA) utilization
3. Maintenance
4. Inventory
5. Disposition
6. Exact location of property

The Grant Administrator and subrecipients are responsible for assuring activities funded under WIOA are audited in accordance with the requirements set forth in the “Recordkeeping, Reporting and Accounting” section of the Grant Administration Agreement.

Stand-in costs, if used for repayment, must have been recorded and reported as uncharged program costs under the same WIOA title, in the same program and during the same period in which the disallowed costs were incurred. The accounting for these stand-in costs are a function of Local Area financial accounting and are not identified separately in WISE.

c. Acquisition

All property with unit costs of \$5,000 or more or an aggregate purchase (a purchase of multiple items of the same product) of \$5,000 or more (taxes, shipping, software including licenses and handling costs included) must have DWS approval and written certification by a Financial Monitor that the Local Area is in compliance with applicable state and federal laws and regulations, and are necessary and reasonable.

All purchase requests must be submitted to the assigned DWS Financial Monitor and accompanied by the following documentation:

1. Full justification of need and include the funding source.
2. Assurance that local procurement procedures were followed and that competitive bid determined the selection of one item over another.
3. Documentation that alternative methods of acquisition have been explored.
4. Location where property will be used.
5. The accepted bid with the exact cost of property items, including installation, taxes, shipping and handling charges.

d. Lease Equipment

In order to minimize the use of Local Area funds for the purchase of non-expendable property having unit costs of \$5,000 or more, subgrantees should explore alternate methods of acquisition rather than direct purchase.

All leases with options to purchase over \$5,000 must have DWS's review and written compliance certification.

e. IT/Computer Equipment

When submitting a request to purchase computer equipment, the unit cost must reflect the total sum of the individual cost of the components (keyboard, logic unit/ CPU, monitor/display screen, software both installed and acquired through licensing, and installation).

Software installed on computer hard drives and accessed through purchased licenses is considered an asset in 2 CFR 200 and becomes part of the computer cost.

f. Missing, Stolen, or Maliciously Damaged Property

All situations involving missing, stolen or maliciously damaged property items with unit costs of \$5,000 or more must be reported to DWS immediately.

All missing, stolen, or maliciously damaged property items with unit costs between \$500 and \$4,999 will follow established written procedures as prescribed by the Local Area.

DWS will require the subgrantee to obtain a written report form from the proper law enforcement agency and submit a copy of the report to DWS.

g. Disposition of Property

Based on the DWS contract agreement that items valued at \$500 or greater must be added to the asset listing/inventory, equipment items with a current per unit fair market value of *less than \$500* may be retained, sold or disposed of with no obligation to the North Carolina Division of Workforce Solutions.

For equipment with a fair market value of ***\$5,000 or more***, recipients of WIOA funds should take the following steps as outlined in 2 CFR 200.313 (5) (e) (1) (2) (3) (4), 29 CFR 97.32 (g) and 29 CFR 95.34 (c):

1. The recipient may use the equipment in the program or project for which it was acquired as long as needed, whether or not the project or program continues to be supported by federal funds.

2. If the equipment is no longer needed by the original program/project, the recipient shall use the equipment in connection with its other federally sponsored activities. Priority should be given to programs funded by the DOL Employment Training Administration.
3. If the equipment is no longer needed by the program/project or used in connection with other federally sponsored activities, the recipient may:
 - a. Retain the equipment for other uses
 - b. Transfer the title to a third party or
 - c. Sell the equipment

If the equipment is retained, transferred or sold, then compensation must be made for the WIOA federal funds used in the purchase. The amount of compensation shall be computed by applying the percentage of WIOA federal funds used in the purchase. If only WIOA federal funds were used for the purchase then the percentage would be 100 percent. If both WIOA federal and local funds were used in the purchase then use the WIOA federal funds percentage for the calculation. This percentage is applied to the fair market value or proceeds of the sale for the equipment. Recipients of sub grants are permitted to deduct actual reasonable selling and handling expenses (\$500 or 10 percent of the proceeds of the sale, whichever is less) from the proceeds of the sale. The balance of WIOA federal funds must be sent within 30 days to the DWS Finance Unit. The Name of the Entity, Agreement Number, Program Year and Funding Stream must be provided when submitting the funds.

1. In the case of retention, transfer or sale of the equipment, a Request for Transfer or Disposition of Excess Property should be submitted and communicated to the DWS for pre-approval. All such forms, yearly inventory reports and requests for disposition approvals must be submitted to the respective DWS Financial Monitor at the DWS.
2. **Computation of “Fair Market” Value:** The selling price of an item that is sold through auction, advertisement, or a dealer is the fair market value of the item regardless of any prior estimates. An item that is not sold but retained by the entity has a fair market value based on similar items that are offered for sale, using the selling price if known. Methods for determining fair market value include, but are not limited to: Auction, Classified advertisements for similar used item, Dealers and Licensed appraisers. (For automobiles, trucks, and vans, the standard authority on the value of used vehicles is the Kelley’s Blue Book).

Property Records Retention: Property records (for all WIOA property items costing \$500 and above) must be maintained from the date of acquisition, through final disposition. Sub recipients must also retain those records for a period of three years from the date of their last expenditure report submitted to the DWS. If any litigation, claim, or

audit is started before the expiration of the three-year period, all records must be retained until all findings have been resolved and final action taken.

VIII. Consultants, Personal Service, and Purchase Agreements

The following must be adhered to for consultant contracts, purchase of personal services and planned purchase agreements (quotes, purchase orders, requisitions, etc.) when the deliverables are specifically defined and priced at or over \$5,000. The contracts and purchase agreements must be filed with the DWS Financial Monitor before the contract is finalized. The filing is to be submitted to DWS a minimum of **ten (10) business days** prior to execution of contract. The Financial Monitor will review the filing and provide feedback as needed. During the onsite monitoring, the DWS Financial Monitor will review the contract documentation against the filing submitted to DWS. The filing submitted to the Division must include:

1. The cost of the proposed consultant contract, personal services contract and/or purchase agreement;
2. The starting and ending dates of planned contract or agreement;
3. The purpose of the consultant contract, personal services contract, and/or purchase agreement;
4. List whether the procurement is Competitive or Non-Competitive; and
5. The funding source to be used.

IX. Outreach Materials

Pursuant to the Uniform Administrative Guidance 2 CFR 200.421 (b)(4), WDBs may purchase outreach materials to promote WIOA services and programs to eligible audiences. The U.S. Department of Labor has provided guidance on the purchase of outreach material, included below, as additional guidance when planning to purchase outreach material. The Division highly recommends that local boards consult with their assigned Financial Monitor prior to the purchase of outreach materials, regardless of the total cost, to ensure that the purchase is necessary, reasonable, allowable and allocable. The Financial Monitor will provide feedback as needed. Outreach material purchases in which the total cost is above \$5,000 must be submitted and approved, per section VII-C of this policy statement.

Regardless of whether the board chooses to consult with their Financial Monitor, the board must maintain the following documentation on all purchases of outreach materials:

1. A description of the materials to be purchased. The material must contain information related to the WIOA program.
2. A description that details the event or events for which the outreach materials will be provided, to include the potential dates, estimated attendees and purpose of the event and the purpose of the items selected as they relate to the planned events.
3. Detail the measures for safeguarding the outreach materials.

4. Documentation of three quotes. A minimum of three quotes is required for procurement of outreach materials, regardless of cost.
5. Indication of the specific funding source to be used.

In addition to the information found in Uniform Administrative Guidance 2 CFR 200.421 (b)(4), below are some things to consider when using WIOA funds to purchase items for program outreach and recruitment from the Department of Labor:

Policy, Limitations, and Supporting Documentation

The local area/board purchasing such items must have a policy in place that employs sound management practices and adheres to consistent and equitable treatment. It is expected that managers and staff are trained on such policies to ensure consistent treatment and application across offices, programs, and participants. The allowability and allocability of providing such materials or goods are based upon the necessity and reasonableness for the proper and efficient performance and administration of the Federal award.

The seven guiding factors determining the allowability of a cost as found in the Uniform Guidance at 2 CFR part 200 are the following:

1. Be reasonable for the performance of the award and be allocable thereto under these principles.
2. Conform to any limitations or exclusions set forth in these principles or in the award as to types or amount of cost items.
3. Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the organization.
4. Be accorded consistent treatment.
5. Be determined in accordance with generally accepted accounting principles (GAAP).
6. Not be included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program in either the current or a prior period.
7. Be adequately documented,

Please also be aware of the terms contained in your grant agreement that also must be considered as well:

Requirement to Provide Certain Information in Public Communications

Pursuant to P.L. 115-141, Division H, Title V, Section 505, when issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all non-Federal entities receiving Federal funds shall clearly state:

1. The percentage of the total costs of the program or project which will be financed with federal money;
2. The dollar amount of federal funds for the project or program; and,
3. The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

The requirements of this part are separate from those in the 2 CFR 200 and, when appropriate, both must be complied with.

Prudent Person

When making such purchases, the standards of reasonableness using the prudent person standards prevails. The concern seen throughout the system is when the item appears to be promotional in nature or is high in the eyes of a prudent person that it becomes questionable and ultimately unallowable.

X. Paperless Disbursements

Pursuant to Wake County's Paperless Payment Project, CAWD has migrated the current vendor payment processes to a paperless process by integrating the following:

1. Upon receipt, all invoices are uploaded into Docusign for electronic approvals.
 2. Once all selected recipients have signed, a copy of the signed invoice along with necessary supporting documents are uploaded into Advantage while a GAX or PRC is keyed in.
 3. Invoice/supporting documentation (with at least 2 DocuSign approval signatures) is attached to payment document.
 4. Payment document is then submitted after necessary review.
 5. Payment document enters AP FIN Workflow.
 6. Disbursement Services staff tasks payment document into worklist, verifies invoice information and approves paperless payment document.
 7. Payment is disbursed in the next check run.
- No paper is submitted to Disbursement Services under this process.
 - Paperless Payments do not include Manual Checks. DP 25 Manual checks will still require hardcopies upon submission.
 - P Card statements and receipts are not included in this paperless payment option, and all P Card statements and receipts still need to be submitted to Wake County Finance in paper form as usual.


XI. Pay for Performance

Pursuant to Public Law 113-128, 2 CFR 200.323 (OMB Uniform Guidance) and 20 CFR 683.500, CAWDB provide for Pay for Performance (PFP) to WIOA contractors. The following guidelines is used for CAWDB's PFP program:

- Cost limitation: Not more than 10% of the budget allocation for Adult/Dislocated Worker/Youth contracts will be allowed (2 CFR 200.323)
- Cost-plus contracts will not be allowed (2 CFR 200.323)
- Written performance measures and a spreadsheet will be used for independent validation of outcomes as part of CAWD's Pay for Performance strategy (20 CFR 683.500)
- Wherever there is under-performance, funds will be reallocated to use back in the respective program (20 CFR 683.500)

XII. Indirect Cost – De minimis Rate for WIOA Service Contracts

- Pursuant to Appendix IV & V of 2 CFR 200 and the Guide for Indirect Cost Rate Determination - U.S. Department of Labor Division of Cost Determination Office of Acquisition Management Services Business Operations Center, OASAM – August 2020, whenever there is no negotiated Indirect Cost Rate (ICR) or federally approved ICR, CAWD will be adopting the De minimis Rate (10%) for charging Indirect Cost in its subrecipient/contractor budgeting.
- 10 % De Minimis Indirect Rate : The maximum rate allowable for claiming indirect costs for entities that never had an approved indirect rate from their cognizant federal agency or their pass-through entity, which is applied to the Modified Total Direct Cost base.
- Modified Total Direct Cost (MTDC): All direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.

	PY21-01
	NCWorks Career Center Staff
	June 15, 2021
	ITA/Voucher Policy

Purpose: To rescind policy PY20-02 and transmit a new Individual Training Account (ITA)/Voucher policy for eligible Adult and Dislocated Workers.

Changes: Please note the following change:

- Added an exception to the TABE testing requirement for individuals pursuing truck driver training. Special approval is required for any other exceptions to the TABE testing requirement.

Action: All NCWorks Career Center staff must adhere to the policies outlined for Workforce Innovation Opportunity Act (WIOA) funded ITA activities for eligible Adults and Dislocated Workers. This policy replaces the ITA Policy PY20-02 sent out on June 14, 2020. Please share with staff as appropriate.

Effective Date: July 1, 2021

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
 Jessica.locklearmcLeod@wakegov.com
 919.856.7005

Attachment: Individual Training Account (ITA)/Voucher Policy
 Capital Area Target Industries/Occupations

***CAPITAL AREA NCWORKS CAREER CENTER
INDIVIDUAL TRAINING ACCOUNT (ITA/VOUCHER) POLICY***

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

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 career services alone;
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;
3. Has the skills and qualifications to successfully participate in the selected program of training services;
4. Is unable to obtain grant assistance from other sources to pay the costs of such training,
5. 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*;
6. Is determined eligible in accordance with Capital Area's priority system; and,
7. Has selected a program of training services that is directly linked to the employment opportunities in the Capital Area.

**May not be applicable to all participants.*

A Training Justification must be completed in NCWorks Online. Training codes will not be available in the system until a Training Justification is completed and approved by the appropriate Career Center staff. The types of training, occupations, and industries selected on the justification must align with the curriculum and type of training in which the participant is enrolled. Any changes in the curriculum or type of training will require a new Training Justification be completed and approved.

An ITA/voucher includes everything that is necessary for the student to participate in training. Other ITA/voucher items, such as books, uniforms, certifications, exams, supplies, student activity fees, campus access fees, criminal background checks, physicals, or shots have no dollar maximum.

ITA/Voucher Maximum Amount for WIOA Adults and Dislocated Workers

The WIOA-funded portion of training costs, *for tuition*, covered by an Individual Training Account (ITA)/voucher is limited to \$ 3,500 per customer per year.

Guidelines for an ITA/voucher for all Training Programs

1. Capital Area ITAs/voucher will generally be authorized to fund training programs with an expected duration of two years or less.
2. At least ninety percent (90%) of ITAs/vouchers must be issued for courses of study and/or occupational training programs leading to:
 - Associate's Degree
 - Completion of a Bachelor's 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

Does NOT include:

- Certificates awarded by local boards
 - Work readiness certificates (Working Smart, CRC, etc.)
 - Certificates for general skills related to safety, hygiene, even if they are required for entry level or advancement in employment (OSHA, etc.)
 - Completion of On-the-Job Training (OJT)
3. Regarding credential attainment, a certificate of completion does not count as a credential if there is a license or certification test following the completion of the course. For example, EKG technician – a certificate would not count because there is an exam that allows someone to be licensed.
 4. 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 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. *See attachment*
 5. Adult and Dislocated Workers are not eligible to receive a WIOA scholarship if, within the previous 12-months, they received a WIOA scholarship for training and did not successfully complete the training.
 6. Adults and Dislocated Workers who have received WIOA funds for training in a career pathway, are not eligible to receive additional WIOA funds for training in a different career pathway.
 7. 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.
 8. Participants without a post-secondary degree must achieve a 9th grade level or higher on a TABE (Tests for Adult Basic Education) reading test in order to receive WIOA scholarship funds for training. An exception to the TABE testing requirement is for individuals pursuing truck driver training; individuals pursuing Truck Driver training only require 6th grade reading level. Special approval is required for any other exceptions to the TABE testing requirement.

For those participants who do not achieve the required level, remedial activities will be presented and encouraged including, but not limited to, the following: TABE practice tests online, ResCare Academy, Allison (NCWorks Online) soft skills training, ESL (English as a Second Language) classes (for language

barriers), Human Resources Development (HRD) classes, etc. Participants may take the TABE test two (2) times in 30 days. If an individual does not meet the scoring requirements, staff should encourage them to take some time to study/review the course work prior to retaking the test.

9. Students who do not achieve a 2.0 grade point average, at a minimum, per term (a grade of C or better) or who do not achieve a Pass (when graded on a Pass/Fail scale) will not be approved to receive WIOA scholarship funding.
10. Students who fail any course(s) will not be eligible to repeat the course(s) using WIOA scholarship funds.
11. If a student is placed on academic probation and/or suspension, they are no longer eligible for WIOA scholarship funds.
12. Exceptions to the length of training and/or to cost limitations must be approved in writing by Capital Area staff. E-mail the following information to Jessica McLeod at jessica.locklearmcleod@wakegov.com.
 - 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

Staff will respond within five business days to the request.

Guidelines for an ITA/voucher when Combined with Pell Grants & other outside funding

1. WIOA funding for training is limited to participants who are unable to obtain funding assistance from other sources, or require assistance beyond what is available under other funding sources.
2. WIOA staff must work with the participant to ensure that the Free Application for Federal Student Aid (FAFSA) is completed and submitted to the Federal Processor and all supporting documentation is completed and submitted to the financial aid office of the selected training provider. Evidence of the FAFSA application must be documented in the participant file prior to approval of WIOA funded training.
3. A WIOA participant may enroll in WIOA-funded training while the Pell Grant application is pending as long as the WIOA service provider has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell Grant. If the grant is subsequently awarded, the training provider must reimburse the WIOA service provider the WIOA funds used to underwrite the training for the amount the grant covers.
4. WIOA resources may be used to cover training costs that exist above the level of support from Pell Grants and/or other resources.

Special Grants and Other Funding Opportunities


In the event that Capital Area receives additional funding through grants or other opportunities that allow for ITAs, additional guidelines may be released for some or all of the following items, as appropriate:

- Amount of ITA
- Timeframes of completion

- Target Industries
- TABE Restrictions
- Assessments for continuations

The guidelines issued will be specifically for that grant/opportunity and will be included in this policy as an attachment. The guidelines will follow all rules and regulations under that funding source.

This WIOA Adult/DW ITA policy must be followed for any item listed above that is not specifically addressed in the guidelines for that special funding.

	PY22-07
	NCWorks Career Center Staff
	June 15, 2022
	Adult On-the-Job Training Policy

Purpose: To rescind Policy #19-10 and transmit a new On-the-Job Training policy for WIOA Adult and Dislocated Worker formula funds.

Background: On-the-Job Training (OJT) is a viable workforce solution for unemployed workers seeking employment and for employers seeking workers. It offers employers the unique opportunity to offset initial training costs to fill skilled positions as the OJT employee learns job requirements. On-the-Job placements should be considered for in-demand occupations or industries where career pathways exist with employer partners who have a documented plan to add jobs.

This policy addresses requirements and restrictions for all OJT contracts using WIOA Adult and Dislocated Worker formula funds. It also addresses limitations on the duration and reimbursement levels under an OJT contract, maximum training hours allowed, supervision of OJT participants, worksite monitoring, and required record keeping and reporting requirements.

The attached forms will ensure that all required terms and conditions are included. Add any additional items, terms, conditions, or information to the employer agreement, required by your organization as the “Workforce Innovation Opportunity Act OJT Service Provider”.

Changes: Please note the following changes to the policy:

- Added Lee and Chatham Counties to the policy.
- Significant changes based on new DWS Operational Guidance policy #OG 22-2021. These changes are not listed but are highlighted in yellow in the policy.
- New forms are attached which include fillable fields.

Action: All NCWorks Career Center staff must adhere to the procedures outlined in this policy, for Workforce Innovation Opportunity Act (WIOA) funded On-The-Job Training (OJT) activities for eligible adults and dislocated workers. This policy replaces the Adult OJT Policy #PY19-10 sent out on June 14, 2019. Please share with staff as appropriate.

Effective Date: July 1, 2022

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
Jessica.locklearmcleod@wakegov.com
919.856.7005

Attachments: On-the-Job Training Policy and Procedures
On-the-Job Training Forms:

- Pre-Award Analysis
- Employer Agreement
- Training Plan
- Trainee Evaluation

**CAPITAL AREA NCWORKS CAREER CENTER
ON-THE-JOB TRAINING
POLICY AND PROCEDURES**

On-the-Job Training (OJT) is a training solution that Capital Area NCWorks Career Center staff can use to help Workforce Innovation Opportunity Act (WIOA) job seeker customers develop job-specific occupational skills for new careers. OJT is designed to provide occupational skills training for the customer at a local business through a training plan agreed upon by the employer and the NCWorks Career Center. Under an OJT contract, the employer is reimbursed for “extraordinary” training costs and the lower initial productivity of the OJT participant using the reimbursement rate outlined in this policy.

This policy addresses requirements and restrictions for all OJT contracts using WIOA Adult and Dislocated Worker formula funds. It also addresses limitations on the duration and reimbursement levels under an OJT contract, maximum training hours allowed, supervision of OJT participants, worksite monitoring, and required record keeping and reporting requirements.

In the event that Capital Area receives additional funding through grants or other opportunities that allow for OJTs, additional guidelines will be released for each grant received regarding some or all of the following items, as appropriate:

- Reimbursement rates
- Number of allowed hours
- Wage rates
- Timeframes
- Eligibility criteria

The guidelines issued will be specifically for that grant and will follow all rules and regulations under that grant. This WIOA Adult/DW OJT policy must be followed for any item listed above that is not specifically addressed in other grant guidelines.

I. TRAINEE ELIGIBILITY

On-the-Job Training (OJT) may be provided to eligible Workforce Innovation and Opportunity Act (WIOA) trainees who are assessed and found to be in need of and suitable for training services in order to obtain or retain employment that leads to self-sufficiency. The trainees must demonstrate a need for training as recorded on the Individual Employment Plan (IEP).

Employers will have the final selection authority for individuals to be hired. All trainees must meet certain WIOA eligibility criteria before training can begin. Only those individuals who meet the eligibility requirements for career services, who have received an assessment, and for whom an IEP has been developed may be considered for OJT. An individual referred as a potential candidate for OJT by an employer (reverse referral) may be considered for OJT with that employer only after the individual has met eligibility requirements for career services, has received an assessment, and for whom an IEP has been developed that indicates OJT is appropriate. A currently employed worker may be placed in an OJT with the same employer when the OJT supports acquisition of new skills necessary for upgrading to a new job that

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

requires substantially different higher-level skills and the current employee as a result of successfully completing the OJT is expected to receive an upgrade to a higher-level position and an increase in pay.

Consideration should be given to the skill requirements of the occupation, academic and occupational skill level of the trainee, prior work experience, and the trainee's IEP. The results of an objective assessment, as documented on the individual's IEP, must indicate that the trainee is in need of, and can benefit from, the activity of OJT. The IEP must capture the past work history of the applicant from the official file, assess the test results, capture additional information from the applicant about past work experience, hobbies, volunteer experience, and identify strengths and weaknesses of the applicant. It must include documentation as to the new skills to be acquired during training and how skills gap deficiencies will be overcome with the training.

II. EMPLOYER ELIGIBILITY

The hiring and training may begin after the OJT Pre-Award Analysis form has been completed and the OJT Employer Agreement has been signed by all the parties. The trainee becomes an employee of the company on the day the OJT begins.

Staff should give careful consideration when selecting a suitable employer for OJT. General business practices in terms of working conditions (safety, health), the availability of health benefits, sustainable wage structure, turnover rates, adequate staff and equipment to carry out the training, and whether the employer is in compliance with federal, state, and local laws are factors to consider while completing the OJT Pre-Award Analysis form.

When considering an employer to participate as an OJT worksite, staff should carefully review and determine the nature of the employment to ensure the employment is ongoing and not temporary, probationary, or intermittent employment.

An OJT contract must be limited to the period of time required for a trainee to become proficient in the occupation for which training is being provided. In determining the appropriate length of the training, consideration must be given to the skill gaps that exist when comparing the skill requirements of the occupation and the academic and occupational skill level of the trainee, prior work experience, and the trainee's IEP.

III. CONTRACT REQUIREMENTS AND RESTRICTIONS

- Reimbursement rate is up to 50%.
- Reimbursement rates will be adjusted for employers with over 20 OJTs per fiscal year. For those employers, reimbursement rate is up to 25%. *Individual exceptions may be requested in writing.*
- Reimbursement rates may be adjusted for up to 75% for the following factors:
 - The participant has documented barriers to employment as defined in Section 3(24) of WIOA;

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

- While all eligible employers may take advantage of OJT, priority will be given to small businesses (250 employees or less).
- The quality of employer-provided training and advancement opportunities, for example if the OJT contract is for an in-demand occupation and will lead to an industry-recognized credential; and,
- Other factors Capital Area may determine to be appropriate, which may include the number of employees participating in the training, wage and benefit levels of the employees (both at present and anticipated upon completion of the training), and relation of the training to the competitiveness of the participant.
- The service provider must document the factors used when deciding to increase the wage reimbursement levels above the 50% limit set in Section 3(44) of WIOA.
- The reimbursement level cannot exceed 75% in any circumstance.
- Reimbursement will not include any payments for overtime. The employer is responsible for any overtime pay.
- OJT contracts may be written for up to 800 hours based on the individual training needs of the trainee. *Exceptions over five (5) months must be requested in writing.*
- Employers must carry Workers' Compensation Insurance and make federal and state tax withholdings as required by law; however, exceptions are available for employers using non-WIOA funds for OJT. In addition, the individual trainee payroll tax records must be maintained and available for review for a minimum period of three years after the end of the training period by the employer. Employer should not be in violation of any applicable Federal, State or local laws.
- Conditions of employment and training will be in full accordance with all applicable federal, state, and local laws (including but not limited to health and safety laws) and be appropriate and reasonable with regards to the type of work undertaken and the proficiency of the trainee.
- OJT contracts cannot have adverse effects on current employees of the participating employer.
- OJT funds cannot be used to encourage or induce the relocation of a business, or part thereof, which results in the loss of employment for any employee at the original location.
- The employer must certify that the trainee will not displace any regular employee of the employer and that no person was displaced as a result of the relocation of the current business within the previous 120 days of signing the OJT Contract Agreement.
- OJT trainees cannot have been employed by the employer previously in the same role.
- A trainee may not be trained under an OJT contract at a particular employer if:
 1. any other individual is on layoff from the same or substantially equivalent job;
 2. the employer has terminated the employment of any regular, unsubsidized employee, or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the WIOA trainee; or
 3. the job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers.
- Employer must document progress of OJT trainee(s) and allow the NCWorks Career Center staff and Capital Area staff access to observe training in the workplace.
- The OJT employer will maintain and make available for review all time and attendance, payroll, and other records to support amounts reimbursed under OJT contracts.

- Employer must have a grievance procedure for employees. If not, employer must agree to abide by NCWorks Career Center's grievance policy.
- Training occupation is not intermittent, temporary, or seasonal work.
- OJT trainees will not be employed to carry out the construction, operation, or maintenance of any part of a facility that is used or to be used for sectarian instruction or as a place for religious worship or be required to participate in religious activities.
- No individual (neither new hire nor incumbent worker) may enter an OJT position if a member of his/her family is engaged in an administrative capacity with the OJT employer, including a person with selection, hiring, placement, or supervision responsibilities for the OJT trainee.
- NCWorks staff shall not in any way discriminate against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I–financially assisted program or activity.
- Employers that do not retain an employee who satisfactorily completes their training plan will not be eligible for future OJTs for one year, unless there are extenuating circumstances beyond the employer's control (i.e. the employee quits the job through no fault of the employer). Extenuating circumstances must be approved by Capital Area staff.
- All OJTs are based on availability of funds.

IV. LABOR UNIONS

When labor organizations represent a substantial number of employees who are engaged in similar work or training at a business where WIOA funding is being proposed, that organization must be provided an opportunity to submit comments on the training proposal.

OJT agreements are also prohibited from impairing existing collective bargaining agreements. Any OJT agreement that would be inconsistent with the terms of the collective bargaining agreement requires the written concurrence of the labor organization and employer concerned.

Comments from labor organizations on OJT proposals should be requested and considered as a routine part of the proposal review process. OJT contracts should include an assurance that OJT does not conflict with any collective bargaining agreements except where written concurrence of the labor organization has been obtained.

If the employer operates under a collective bargaining agreement, the wage and benefits must be those specified in that union agreement and the job opening must be cleared with the appropriate union.

V. OUTREACH AND RECRUITMENT OF OJT TRAINEES

NCWorks Career Center staff will consider current job seekers for OJT positions. A job seeker customer, who has been interviewed, evaluated, or assessed by a Career Center staff, is eligible for training if he/she meets the following criteria:

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 career services alone;
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;
3. Has the skills and qualifications to successfully participate in the selected program of training services;
4. 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 WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants;
5. 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 denied, the worker will continue training under WIOA*;
6. Is determined eligible in accordance with the State and Capital Area's priority system in effect for adults, if training services are to be provided through the adult fund stream;
7. Has selected a program of training services that is directly linked to the employment opportunities in the Capital Area, or the planning region, or in another area to which the individual is willing to commute or relocate; and,
8. Meets any additional state and/or local policy and justification requirements.

**May not be applicable to all participants.*

A Training Justification must be completed in NCWorks Online. Training codes will not be available in the system until a Training Justification is completed and approved by the appropriate Career Center staff. The types of training, occupations, and industries selected on the justification must align with the type of training in which the participant is enrolled. Any changes in the type of training will require a new Training Justification be completed and approved.

In assessing WIOA Adult or Dislocated Worker customers for potential OJT training, the following areas should also be evaluated:

1. Does assessment indicate suitability for OJT?
2. Do the existing skills of the customer lend themselves to OJT?
3. Is the customer able to work full-time and complete the OTJ?
4. Is OJT training more appropriate than classroom training for the customer's particular area of occupational interests and abilities?
5. Does the customer demonstrate a need for training as recorded on the Individual Employment Plan (IEP)?

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VI. SKILL GAP ANALYSIS/TRAINING PLAN DEVELOPMENT

OJT contracts will not be written for an occupation requiring less than 240 hours of training as indicated by the SVP level. Maximum training time will not exceed 1816 hours. "Training Time" is defined as actual hours worked while enrolled in OJT. The duration of OJT is limited to a reasonable period of time needed for each trainee to acquire identifiable skills. An individualized OJT Training Plan must be developed to outline the acquisition of skills. Any OJT over five (5) months will require Capital Area Workforce Development staff approval before a contract is signed. Approval shall be requested by e-mail to Capital Area Adult Services Coordinator.

An analysis of the trainee's prior work history and job skills will be compared to the job skills/job description required for the OJT occupation to determine the actual OJT training time. The resulting gap in skills will be the basis for the OJT Training Plan. Each skill description should be concise but comprehensive and individual objectives must be measurable and observable. NCWorks Career Center staff will conduct a skills gap analysis and provide documentation using the below assessment tools:

- O*NET Dictionary of Occupational Titles (DOT)
- Specific Vocational Preparation (SVP) Levels
- Employer Job Description and Training Outline
- Applicant's Prior Work Experience and Education
- Individual Employment Plan & Assessment Records

The DOT and employer's job description will be used to identify the training occupation and DOT code. The SVP number assigned to the nine-digit DOT code number will indicate the maximum number of training hours allowed for that occupation. The chart that follows indicates maximum training hours for each SVP level.

<u>SVP Level</u>	<u>Maximum Training Time</u>
2	240
3	520
4	1040
5	1296
6	1560
7 and higher	1816

The actual OJT training time will be further adjusted as appropriate for each customer's experience and needs. The actual OJT training time will be adjusted for a contract to reflect an individual's previous work experience and/or educational preparation. Actual OJT training time may be increased to assist an individual with special needs, very limited work experience and/or significant barriers to employment. **In no case will the authorized OJT training hours exceed the maximum training time allowed for that SVP level or 1816 hours.**

VII. EMPLOYER MARKETING STRATEGIES

Talent Employment Solutions (TES) staff will be responsible for marketing OJT opportunities to businesses, including leveraging partners such as chambers of commerce and targeted industry associations in the Capital Area region to let businesses know who we are and what we do. Business Engagement team members will coordinate direct business referrals and economic development referrals with TES's Business Services manager as well as appropriate Business Services Consultant, if known. Business Engagement and Business Services team members will work closely together to identify talent pipeline voids, based on hiring needs, and work together to strategically develop and tactically execute initiatives to support our business community. TES team members will focus on working with individual businesses to identify any gaps in skills with the existing talent pool.

Capital Area Workforce Development Business Engagement staff and TES team members are responsible for updating NCWorks Online with employer contacts and associated activities.

Employer Criteria

The following information should be reviewed by NCWorks Career Center staff when considering employers for potential OJT contracts.

1. A regular (not temporary) job opening should exist so that the OJT trainee can be retained in a full-time unsubsidized job upon successful completion of training.
2. Wages for OJT positions must be at least the prevailing entry wage for any specific occupation in the community and no less than \$15.00 an hour for Wake, Johnston, and Chatham Counties, and no less than \$13.00 an hour for Lee County.
3. If the employer operates under a collective bargaining agreement, the wage and benefits must be those specified in that union agreement and the job opening must be cleared with the appropriate union.
4. Positions must be full time (at least 30 hours of work per week),
5. Trainees hired under OJT will be subject to the same personnel policies, rules and regulations, afforded the same benefits, and compensated at the same rates as other employees of the company.
6. Positions cannot include political, religious, or sectarian activities.
7. The employer must comply with requirements of the Civil Rights Act of 1964 and 29 CFR Part 31 with respect to equal opportunity in employment for the OJT position, as well as comply with all federal, state, and local laws.
8. The OJT employer must certify that neither the employing company nor its principals are presently debarred, suspended proposed for debarment, declared ineligible, or excluded from participation by any federal department or agency. The service provider is responsible for checking the most current Suspension of Funding List to confirm. If

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an employer is any of the above, they must document the findings in NCWorks as a case note.

9. The employer must be conducting business for a reasonable period of time, at least two years. Exceptions may be requested in writing.
10. The employer should forecast sufficient business demand to provide long-term regular employment beyond the OJT contract period.
11. Employers may be staffing, temporary, employment, or placement agencies. The employer must provide regular, on-going employment (i.e., not probationary, temporary, or intermittent employment) in a specific occupation and places employees at a worksite of another employer to perform work for such an employer.
12. Occupations with a Specific Vocational Preparation (SVP) level of one (1) will not be eligible for OJT.

VIII. REVERSE REFERRALS

When an employer identifies a potential candidate for employment who lacks the skills the employer requires upfront and is in need of OJT, they may refer the individual to the Career Center for WIOA and OJT eligibility determination. This must be done prior to the hiring selection or extending an offer of employment. If a job offer has been made, a candidate is not eligible to receive OJT. As with all OJTs, there must be a documented skills gap. The employer must be informed about the process (including timeframes) for the eligibility process so they will not have unrealistic expectations.

IX. OJT SUPPORTIVE SERVICES

Supportive services are services that are necessary to enable individuals to participate in WIOA authorized activities. Supportive services are outlined in WIOA sec. 3(59) and secs. 134(d)(2) and (3).

NCWorks Career Center staff will follow the Capital Area WIOA Supportive Services policy and procedures to determine OJT participant needs related to supportive services and to authorize payments, purchases, and/or reimbursement of allowable supportive services costs.

X. CONTRACT DEVELOPMENT

All Capital Area NCWorks Career Center WIOA-funded OJT contracts are subject to the provisions of the Workforce Innovation and Opportunity Act and all regulations and modifications of the law. All OJT contract negotiations will be customer-focused and for the specific purpose of securing skill training and long-term employment for the customer.

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On-the-job-training contracts will be negotiated directly by NCWorks Career Center staff in the Capital Area local area. Since all OJT training will be developed in accordance with a customer's IEP, staff will first determine that this is the best training option for a customer. An individual referred as a potential candidate may be considered for OJT only after all eligibility requirements for career and training services have been met, and an IEP has been developed that indicates OJT is appropriate.

Prior to beginning OJT contracts, NCWorks Career Center staff will review an employer OJT Pre-Award Analysis. Employers will read and sign a Pre-Award Analysis. This document provides assurance that the prospective OJT employer is able to fulfill such an agreement.

OJT contracts will consist of the OJT Employer Agreement or signature page, which contains the basic training agreement and authorizing signatures, an OJT Training Plan, developed by Career Center staff and the employer, Trainee Evaluation and General Provisions dealing with the contract and applicable regulations.

NCWorks Career Center staff is responsible for preparing contracts and documenting the determination of the number of authorized OJT training hours for each customer. Actual job descriptions from the training location (employer) will be used to develop the OJT Training Plan (not the DOT job description). Total contract amounts are calculated by multiplying the starting wage and expected wage increases, if any, by the number of training hours agreed to for the contract. The total wages paid (hourly rate x hours) are then multiplied by 50% (percent). to determine the maximum amount of reimbursement to the OJT employer. *For example, if a contract is negotiated at 400 hours of training and starting wage of \$14.00 per hour, the total contract amount will be 400 hours x \$14.00 per hour x 50% = \$2,800.*

OJT contracts may be written with both private and public sector employers.

Individuals must satisfy/complete all WIOA eligibility requirements before being considered for OJT.

NCWorks Career Center staff must ensure that no customer begins work for a company or organization, under an OJT contract, prior to the signing of the OJT contract by all parties and the contract start date.

Contract Maintenance

NCWorks Career Center staff will be responsible for monitoring the OJT contract, including contact (minimum of three) with the OJT trainee and the immediate supervisor. At least one contact must be made in person, on-site, with both the trainee and the trainee's direct supervisor. Additional contacts may be made by phone or through an internet-based online call. Results of the contact must be documented extensively in NCWorks. Disbursement of funds for payment of OJT contracts shall be done within the rules and regulations of WIOA and is subject to the procedural guidelines established by the NCWorks Career Center for such payments.

XI. OJT RECORD KEEPING AND REPORTING REQUIREMENTS

Record Keeping (Employer)

All records required to substantiate OJT contract costs will be maintained by the employer for three years beyond termination date of the contract or until any pending audit is completed. These records include payroll, attendance, production and employee progress records. The employer shall ensure that trainee attendance records contain the following: actual hours worked, vacation, holidays, sick leave and other leave. The employer shall ensure that trainee payroll records contain the following: amount paid for hours worked, amount paid for sick leave, holidays, vacation and other leave, and amount paid for fringe benefits.

Record Keeping (WIOA Service Provider)

An electronic folder will be maintained in NCWorks Online for each OJT contract consisting of the original signed Employer Agreement, signed Pre-Award Analysis, Training Plan, Trainee Evaluation, paid invoices and trainee timesheets (unless payment records are maintained separately), modifications executed, if any, and other contract-related correspondence.

All OJT documents must be put into NCWorks Online in a timely manner. Do not wait until all documents are available to put them in at the same time. They must be entered as they occur.

VII. OJT REIMBURSEMENTS TO EMPLOYERS

In accordance with the contract terms, the employer shall hire and place on its payroll in regular employment, an individual hired under this contract on the effective date of the contract.

Service Providers shall reimburse the OJT employer on a monthly basis upon receipt of properly completed and signed OJT timesheet, invoice form and required employee pay stubs. Employers who have three or more outstanding invoices (over 30 days) may be ineligible to receive new OJTs until all invoices have been submitted to the NCWorks Career Center. Reimbursement will be for actual hours in training (hours worked) while enrolled in OJT. The Service Provider will not reimburse the employer for work performed outside the beginning and termination dates of the contract, for overtime pay, or for periods of work stoppage, paid or unpaid, e.g., holidays, sick leave, weather-related closing, etc.

The employer shall be financially and legally responsible for expenses incurred or actions taken which violate the terms of this agreement. The employer shall notify NCWorks Career Center staff prior to any trainee promotions, demotions, terminations, or changes in training and job description. Failure to do so may constitute forfeiture by the employer of any unpaid reimbursement.

Reporting Forms and Procedures

The three basic reporting requirements to be completed/provided by the OJT employer are the:

- (1) On-the-Job Training Employer Invoice for Reimbursement,
- (2) OJT Timesheet and,
- (3) a copy of the OJT employee's pay stub.

The invoice serves as the means for requesting reimbursement for extraordinary costs associated with training OJT employees, and the timesheet as the validation of training hours worked by the OJT employee. The pay stub ensures that the employer paid the participant, including all the hours the employer invoiced for reimbursement. NCWorks Career Center staff is expected to explain the correct use of the OJT timesheet and invoice, provide sample completed forms, and be available to assist in the preparation of invoices as requested by an employer.

In addition to the above, the OJT trainee's direct supervisor or person responsible for his/her training shall maintain records of the employee's progress during training. The specific skills to be learned and agreed upon training hours are specified in **Section 2: Training Outline of Attachment A-3, the OJT Training Plan**. Training supervisors and NCWorks Career Center staff shall monitor, discuss, and document the progress of the OJT employee in gaining the identified skills. The copy of the OJT Training Plan retained by the employer will be annotated as each skill area is mastered. As each competency is demonstrated by the trainee, the OJT Training Plan will be annotated, initialed and dated by the training supervisor.

XII. COORDINATION OF CASE MANAGEMENT AND BUSINESS SERVICES FUNCTIONS

NCWorks Career Center Staff will work together to identify individuals for OJT opportunities and match them with jobs identified that are available through local employers. The Talent Engagement (TE) Team and Talent Development (TD) Team will continuously work to recognize individuals that will benefit from the OJT experience and would make a good fit for the employer. When they have identified an individual, they will refer them to the Talent Employment Solutions (TES) Team for additional assessment for any OJT positions they may have. The TES Team will also keep the TE and TD Teams informed of any potential opportunities that are available so they can be on the lookout for potential job seekers.

With the Customer

The NCWorks Career Center staff is responsible for initiating OJT training activities as described in the WIOA Service Provider's Statement of Work and Capital Area OJT Policy and Procedures.

Prior to beginning contract development, the NCWorks Career Center staff should complete the following:

1. Eligibility determination, certification and documentation.

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2. Assessment to determine skills gap, including testing, and determination of the best training option to aid the individual customer.
3. Assessment to determine if Supportive Services will be needed.

Once the customer completes Wagner Peyser registration and WIOA enrollment, **and** it is determined that OJT is an appropriate activity for the customer, NCWorks Career Center staff will ensure the customer is considered for available jobs, including OJT opportunities, in which the customer closely matches the skills needs of the employer. The NCWorks Career Center staff will negotiate any OJT contract directly with the employer.

NCWorks Career Center staff will also have the responsibility of following the progress of the OJT participant, including visits to, and contacts with, the job site and the trainee's immediate supervisor. This is to ensure that the customer is successful in the training and to identify any challenges that need to be addressed before the customer is terminated unsuccessfully. Following completion of the training, staff will conduct follow-up with the OJT participant to provide job retention services, as needed, to ensure job retention.

If the participant does not successfully complete the OJT, it is Capital Area's expectation that Career Center staff will continue to work with the customer to assist them in obtaining employment with another employer.

With the Employer

Presuming OJT is a workforce solution in which the business has been informed of by a TES team member and is interested in pursuing, a TES team member will provide an *OJT Pre-Award Analysis* form for the business to complete and sign. A TES team member will also sign off on this form. This document consists of assurances from the employer made prior to an actual contract agreement. The OJT Pre-Award Analysis will be maintained in the OJT contract files.

An NCWorks TES team member will be responsible for direct negotiation of the training contract with the business. Too, the TES team member will be available to provide technical guidance and support to businesses entering into an OJT contract.

OJT contracts must reflect a planned training experience with specific time targets (milestones) set for skill development. Acceptable mastery of these skills, based on the training plan, should be recorded by the employer/supervisor on the training plan.

The contract must consist of a copy of the signatory or OJT Employer Agreement page including General Assurances and OJT Training Plan. Contracts must be signed by representatives of both the business and the TES team member staff prior to the beginning of the OJT.

Once a job seeker has begun work under an OJT, a TES team member must maintain contact with the customer, including counseling, if needed. The initial contact with the business and the participant should occur within the first ten days of employment. The Trainee Evaluation must be completed at the midpoint of training; the new hire's (trainee) attainment of the required occupational skills, based on the training plan must be signed by the business,

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supervisor, and new hire participant (trainee). Any necessary adjustments to the training plan are made at this time. The new hire's (trainee) immediate supervisor should be contacted periodically to verify progress in the mastery of skills. NCWorks TES team members may need to meet with the direct supervisor in order to expedite documentation of the skills mastered during the training time. In addition, NCWorks TES team members will be responsible for obtaining timesheets signed by the new hire (trainee) and supervisor for the trainee and verifying invoices submitted to the service provider for OJT reimbursement. The new hire (trainee) evaluation form will also be used at the conclusion of training to document the mastery of the required skills. Completion of the final skills evaluation section of the new hire (trainee) evaluation form signals the successful completion of the training plan and agreement by the business to retain the employee. The final skills evaluation section of the new hire (trainee) evaluation form must be signed by the business, supervisor, and new hire (trainee).

NCWorks TES team members are responsible for following up with job seekers upon completion of training. In addition, job seekers who are not completing OJT training can be evaluated for other types of training and/or be provided job search assistance.

XIII. FINANCIAL AND PROGRAMMATIC MONITORING

Capital Area Workforce Development (CAWD), as the oversight entity under the Workforce Innovation and Opportunity Act (WIOA) for the Capital Area Region, 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.

Financial and programmatic monitoring of OJT activities will occur during the regular Quality Assurance Review process conducted by Capital Area. All Centers are monitored at least once per year with additional reviews as determined necessary. Random reviews are also conducted throughout the year. As part of the regular and random reviews OJT activities are monitored to ensure compliance with all policies and procedures.

XIV. OJT FORMS

The forms listed as Attachment A are the official documents to be used when conducting WIOA-funded OJT activities and are to be completed sequentially. The OJT contract package is incomplete if all forms (Pre-Award Analysis, Employer Agreement, Training Plan, and Trainee Evaluation) are not completed. The OJT package should be maintained in NCWorks Online, and all files/documents are to include the trainee's NCWorks Online ID Number.

XV. JUSTIFICATION FOR REIMBURSEMENT DOCUMENTATION

Signed timesheets, invoices, payroll records, and/or copies of pay stubs must be maintained and uploaded in NCWorks Online and made available for local and state monitoring. Electronic

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timesheets are acceptable with required signatures and may be printed and signed. The service provider provides a copy of the pay stub along with the payroll sheet(s) when they submit the monthly invoices to Capital Area for reimbursement.

NCWorks Career Center
On-the-Job Training (OJT) Contract: Pre-Award Analysis

Section 1: Employer Information

<i>Complete the following Employer Information</i>		
COMPANY NAME:	FEIN #:	
CONTACT PERSON:	TITLE:	
COMPANY ADDRESS:		
PHONE:	FAX:	EMAIL:
TYPE OF ORGANIZATION: PRIVATE FOR PROFIT <input type="checkbox"/> PRIVATE NON-PROFIT <input type="checkbox"/> PUBLIC <input type="checkbox"/>		
COMPANY NAICS CODE:	# OF CURRENT EMPLOYEES IN THIS LOCATION:	YEARS IN EXISTENCE:

Section 2: Criteria for OJT Employers

YES	NO	Employer Requirements
<input type="checkbox"/>	<input type="checkbox"/>	1) Does the employer agree to ensure that the OJT will not result in the replacement of laid off workers?
<input type="checkbox"/>	<input type="checkbox"/>	2) Does the employer ensure that the company has not exhibited a pattern of failing to provide OJT trainees with continued long-term employment?
<input type="checkbox"/>	<input type="checkbox"/>	3) Does the employer commit to providing long-term employment for successful OJT trainees, barring unforeseen economic conditions?
<input type="checkbox"/>	<input type="checkbox"/>	4) Does the employer agree to ensure that the OJT will not result in the full or partial displacement of currently employed workers nor will it infringe on promotional opportunities of current workers?

<input type="checkbox"/>	<input type="checkbox"/>	5) Does the employer agree to ensure that trainees will be provided the same benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work?
<input type="checkbox"/>	<input type="checkbox"/>	6) Does the employer agree to ensure that trainee wages to be paid are at least equal to both: a) the federal, state or local minimum wage (Fair Labor Standards Act), and b) other employees in the same occupation with similar experience?
<input type="checkbox"/>	<input type="checkbox"/>	7) Does the employer agree to ensure that trainees are provided with the same workers' compensation coverage as regular, non-OJT employees? a) Workers' Compensation Company: b) Account #: c) Effective Dates: to
<input type="checkbox"/>	<input type="checkbox"/>	8) Does the employer agree to ensure that the OJT will not result in the impairment of existing contracts for services or collective bargaining agreements?
<input type="checkbox"/>	<input type="checkbox"/>	9) Does the employer agree to ensure that OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing?
<input type="checkbox"/>	<input type="checkbox"/>	10) Does the employer agree to ensure that WIOA funds will not be used to relocate operations in whole or in part?
<input type="checkbox"/>	<input type="checkbox"/>	11) Does the employer confirm that the company has operated at current location for at least 120 days (unless the new location did not result in the layoff of employees at another location)?
<input type="checkbox"/>	<input type="checkbox"/>	12) Does the employer agree to provide safe working conditions for OJT trainees?

Section 3: Authorized Signatures

I hereby certify that the above information is, to the best of my knowledge, true and correct.

EMPLOYER SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

Section 4: Outcome of Pre-Award Interview

- Does the employer meet all requirements (i.e. answer "yes" to all twelve questions above) of the OJT pre-award analysis? YES NO
- Will an OJT Contract (Employer Agreement) be developed? YES NO
If not, please explain.

**Capital Area Workforce Development
NCWorks Career Center
On-the-Job Training (OJT) Contract: Employer Agreement**

Section 1: Contact Information

Complete the following Employer Information		
WIOA OJT AGENCY:	WIOA OJT AGENCY REPRESENTATIVE:	PHONE NUMBE/ EMAIL ADDRESS:
COMPANY NAME:		<input type="checkbox"/> STATE ACTIVITIES FUNDS <input type="checkbox"/> FORMULA FUNDS <input type="checkbox"/> OTHER (SPECIFY)
ADDRESS:		PHONE NUMBER:
EMPLOYER REPRESENTATIVE:	TITLE:	EMAIL ADDRESS:
CONTRACT START DATE:		CONTRACT END DATE:

Section 2: Contract Agreement

This contract is entered into between _____, hereinafter called the Workforce Innovation and Opportunity Act (WIOA) OJT Agency, and _____, hereinafter called the Employer.

The parties hereto agree that the Employer will employ worker(s) and provide OJT services to individuals referred by the WIOA OJT Agency and deemed acceptable by the Employer in accordance with the associated pre-award analysis and training plan(s) attached and made a part thereof. Reimbursement will be paid pursuant to the terms and conditions set forth under the General Assurances on the reverse side of this signatory sheet. In no case shall total reimbursement exceed _____ percent of the gross wages paid to the trainee(s) during the training period. In addition, the Employer agrees that it will perform under this contract in accordance with the WIOA and the regulations, procedures and standards promulgated there under. The Employer shall comply with all applicable federal, state and local laws, rules and regulations which relate to the employment of persons who perform work and are trained under this contract.

Individuals employed under this contract must be certified as being eligible by the WIOA OJT Agency. The Employer agrees to submit an invoice for reimbursement to the WIOA OJT Agency Insert Name. In addition, the Employer agrees to complete and submit the attached evaluation for each trainee at the midpoint and end of the training period.

Section 3: Authorized Signatures

I agree to all terms, conditions, and general assurances set forth in this contract. I hereby certify that the information is, to the best of my knowledge, true and correct.

EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

Section 4: Contract Agreement Modification, if applicable

Contract Agreement terms modified: _____

Reason for modification or cancellation: _____

I hereby certify that I agree to the contract agreement modification(s) as stated above.

EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

On-the-Job Training General Assurances

- 1. Employer Criteria**
 - a. The employer must provide information such as an IRS Employer Identification number to demonstrate that they are a legitimate employer, having full-time employees, and conducting their trade or business at an appropriate worksite.
 - b. The employer must not be involved in a current labor dispute and must not have a history of frequent layoffs.
 - c. OJT training may not be subcontracted and must be conducted at the employer's place of business, which meets prevailing standards with respect to wage, hours and conditions of employment.
 - d. Employer referrals to NC Career Centers are permitted. Eligibility and suitability for OJT must be determined and verified prior to hiring and/or the beginning of training.
 - e. OJT contracts are permitted with firms in which current and/or past Workforce Development Board (WDB) members are employed. Contracts may not be permitted where WDB members have certain ownership or other interests in the firm. Please refer to NCGS 14-234 (a1)(4).
 - f. The employer must be in compliance with all applicable business licensing, taxation and insurance requirements. The employer must not be in violation of any local, state or federal labor laws.
- 2. OJT Training Occupation**
 - a. The OJT training occupation must not be seasonal, intermittent, or temporary.
 - b. The occupation must not involve payment in the form of a commission as the primary source of payment to the OJT employee.
 - c. The occupation must be one in which specific occupational training is a prerequisite for employment.
 - d. The occupation must provide full-time employment. (Full-time is defined as a 40-hour work week, except where fewer or greater hours are normal to the occupation, but in no case less than 30 hours per week.) Contracts may also be negotiated for part-time employment if such negotiation is undertaken for a specific trainee, but only in those instances where full-time employment is not feasible due to limitations (*i.e.*, individuals with an impairment or disability).
 - e. Training may not be provided for occupations where adequate supervision and/or monitoring are not available. These may include traveling salespersons, out-stationed job positions, truck or van drivers and other positions requiring more than an occasional trip from the employer worksite.
- 3. Payments**
 - a. The employer shall be reimbursed for training costs upon timely submission of the invoice appropriately certified by the employer's signatory official. Payment shall be based on the hours actually worked for which wages are paid under each training slot, times the negotiated fixed hourly rate. Payment of overtime shall be restricted to work consistent with the training plan. Payment shall include reimbursement of costs associated with employment and training services which have been integrated into the training plan and for which wages have been paid.
 - b. No reimbursement shall be made for a period of work stoppage at the employer's worksite.
 - c. Each trainee's wages shall be paid in full for the period for which reimbursement is being requested prior to the transmittal of an invoice to the WDB for payment.
- 4. Availability of Funds**

Payment for contract activity extending into the next program year is conditional on the availability of Workforce Innovation and Opportunity Act (ACT) funds in that program year. No obligations will be incurred by the employer if such funds are not available. The employer will be notified in advance when funds are limited.
- 5. Records Retention and Review**
 - a. The employer shall maintain records (business receipts, payroll records), sufficient to reflect all costs incurred in the performance of this contract until the appropriate WDB audit has been fulfilled, or until the expiration of three years from the date of final payment under this contract.
 - b. The employer's establishment and records related to the trainee, as may be engaged in the performance of this contract, shall be subject at a reasonable time to inspection, audit, review and evaluation by the U.S. Department of Labor, State of North Carolina, and the WDB.
 - c. The employer agrees to reimburse to the WDB any and all funds received under this contract which are determined by audit to have been spent in activities not in compliance with the provisions of this contract.
- 6. Contract Modifications**

This contract may be modified, terminated, or cancelled whenever it is determined that such action is in the best interest of the WIOA program or employer. Terminations, cancellations, and modifications shall be effective on the date of execution.
- 7. Sectarian/Religious Activities**

No trainee enrolled under the contract shall be employed on the construction, operation, or maintenance of any facility as is used, or to be used, for sectarian instruction or as a place for religious worship. Trainees may not be trained or employed in sectarian and/or political activities.
- 8. Disclosure of Confidential Information**

Confidential information about any trainee shall be divulged by the employer only as necessary for purposes related to evaluation of the employee's performance.
- 9. Nepotism**

No persons shall be hired under this contract if a member of his or her immediate family is employed in an administrative capacity by the employer. The term "administrative capacity" includes those who have selection, hiring, placement, or supervisory responsibility for OJT trainees and "immediate family" shall include: Wife/Husband, Son/Daughter, Mother/Father, Brother/Sister, Son-In-Law/Daughter-In-Law, Mother-In-Law/Father-In-Law, Stepparent, Stepchild, Grandparent, and Grandchild.
- 10. Debarment and Suspension**

The employer certifies that neither he/she nor the company's principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- 11. Equal Opportunity and Non-Discrimination**

The employer shall not discriminate against any employee or applicant because of race, color, religion, sex, age, disability, political affiliation, beliefs, citizenship or national origin and agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this Equal Opportunity clause. This contract is subject to the Civil Rights Act of 1964 and ensuing Regulations in 29 CFR Part 31.
- 12. Grievances**

The employer will ensure that the OJT trainee is informed of established grievance procedures for resolving employee complaints.
- 13. Maintenance of Effort**

Employer sponsored training in existence prior to initiation of this project shall be continued and may not be reduced in any way as a result of this contract (except for reduction unrelated to the provisions and purposes of this contract).
- 14. Conditions of employment**

Conditions of employment and training will be in full accordance with all applicable federal, state, and local laws and ordinances (including but not limited to labor and employment laws, environmental laws or health and safety laws).

**Capital Area Workforce Development
NCWorks Career Center
On-the-Job Training (OJT) Contract: Training Plan**

Section 1: General Information

Please complete the following:

TRAINEE NAME:		JOB TITLE:	
O*NET CODE:	SVP CODE:	HOURLY STARTING WAGE: \$	HOURLY ENDING WAGE: \$
REIMBURSEMENT PERCENTAGE: %	REIMBURSEMENT RATE: \$	MAXIMUM TRAINING HOURS:	MAXIMUM REIMBURSABLE AMOUNT: \$
COMPANY NAME:		COMPANY ADDRESS:	
TRAINEE SUPERVISOR:		TITLE:	PHONE/EMAIL:
EMPLOYER REPRESENTATIVE NAME:		WIOA OJT AGENCY REPRESENTATIVE:	WIOA OJT AGENCY REPRESENTATIVE CONTACT INFO:
PAY SCHEDULE: Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Other <input type="checkbox"/>		PAY DAY: PERIOD COVERED:	RATIO OF TRAINEES TO SUPERVISOR:
BENEFITS AVAILABLE (list):			

Section 3: Authorized Signatures

By signing below, I agree to adhere to the Training Outline and my responsibilities thereof.

EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
SUPERVISOR SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
TRAINEE SIGNATURE:		DATE:

Section 4: Training Plan Modification, if applicable

OJT Plans may require changes for which a modification is necessary. Reasons for a modification include, but are not limited to:

- *To extend the end date of training due to illness or equipment failures at the place of business.*
- *To correct errors in the original training budget or the description of the job duties.*
- *Cancellation.*
- *To extend the end date in order to ensure satisfactory skill attainment.*

The Employer and the WIOA OJT Agency agree that this Training Plan shall be modified as stated:

[Click here to enter text.](#)

Except as hereby modified, all other terms and conditions of this training plan remain unchanged and in full force and effect. The effective date of this modification is [Click here to enter a date.](#)

The employer and the WIOA OJT Agency mutually agree to abide by the terms and conditions stated and do hereby execute this modification in keeping with our respective authority.

By signing below, I agree to adhere to the modifications set forth in Section 4

EMPLOYER SIGNATURE:	TITLE:	DATE:
SUPERVISOR SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
TRAINEE SIGNATURE:		DATE:

*By signing this agreement all parties agree to follow Assurances found on Attachment C, page 3.

Capital Area Workforce Development NCWorks Career Center On-the-Job Training (OJT) Contract: Trainee Evaluation

Trainee Name: _____

Supervisor Name: _____

Company Name: _____

Section 1: Evaluation

JOB SKILLS OBJECTIVES	MIDPOINT EVALUATION OF SKILLS	MIDPOINT EVALUATION DATE	FINAL EVALUATION OF SKILLS	FINAL EVALUATION DATE
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	

Section 2: Authorized Signatures

Midpoint Evaluation

<i>I hereby certify that the above information is accurate.</i>	
EMPLOYER SIGNATURE:	DATE:
SUPERVISOR SIGNATURE:	DATE:
TRAINEE SIGNATURE:	DATE:

Final Evaluation

<i>I hereby certify that the above information is accurate.</i>	
EMPLOYER SIGNATURE:	DATE:
SUPERVISOR SIGNATURE:	DATE:
TRAINEE SIGNATURE:	DATE:

Having satisfied the requirements of the training plan, employment continues on an unsubsidized basis. **Section 3:**

Comments (please explain any unsatisfactory evaluation items)

NCWorks Career Center

2023/24

Quality Assurance Review Process, Tools, and Instructions



NCWORKS CAREER CENTER

QUALITY ASSURANCE REVIEW PROCESS, TOOLS, AND INSTRUCTION

BACKGROUND

Capital Area Workforce Development (CAWD), as the oversight entity under the Workforce Innovation and Opportunity Act (WIOA) for Wake, Johnston, Lee, Orange, 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.

Purpose

This guide is designed to:

- Meet 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
- Determine any compliance issues in one or more of the WIOA funding streams

Objectives

The objective of quality assurance reviews include:

- Evaluate center compliance with Federal and State statutes and regulations for workforce programs
- Evaluate equal opportunity (EO) practices and compliance with policies and procedures
- Evaluate center compliance with local policies and procedures
- Identify “disallowed costs”
- Evaluate center effectiveness and impact
- Identify center successes and challenges
- Evaluate center performance and service goals
- Conduct risk assessments
- Validate self-attestation verification sources
- Provide guidance and technical assistance to ensure quality workforce services are provided to One-Stop customers (employers and job seekers)

Capital Area Workforce Development staff will use this tool to conduct quality assurance reviews of centers on a regular basis. One or more components may also be selected for an additional review of a center at any given time, if deemed necessary.

Components

There are four components to the monitoring:

1. Programmatic

- a. Individual Employment Plan (IEP)/Individual Service Strategy (ISS)
- b. File Review
- c. NCWorks Online
- d. Supportive Services
- e. Eligibility
- f. Activities
- g. Data Validation
- h. Performance
- i. Policies and Procedures
- j. Redaction
- k. Self-attestation

2. Center Operations

- a. Location and Appearance
- b. Services
- c. NCWorks Online
- d. Trained Staff
- e. Continuous Improvement Goals
- f. Relationship to NCWorks Career Centers
- g. Policies and Procedures
- h. Career Resource Center/Equipment
- i. Customer Satisfaction (Job Seeker and Employer)
- j. Other
 - i. Professional Development
 - ii. Meetings
 - iii. Staffing
 - iv. Integration

3. Fiscal

- a. Accounting
- b. Budgeting
- c. Bookkeeping
- d. Financial Management

- e. Cash Management
- f. Petty Cash
- g. Payments
 - i. Internal Controls
 - ii. Supportive Services
 - iii. On-the-Job Training (OJT)
 - iv. Internships
 - v. Work Experience
 - vi. Cost Allocation
 - vii. Payroll
- h. Program Income
- i. Financial Reporting
- j. Audit Resolution

4. Equal Opportunity

- a. Equal Opportunity 29 CFR 38
- b. Methods of Administration

Quality Assurance Reviews are categorized as three types:

- Full Review includes all four components
- Partial Review includes component #2 (Center) only and may be announced or unannounced
- Random Review
 - Files (NCWorks Online)
 - Financial

Note: Capital Area Staff reserves the right to conduct quality assurance reviews virtually.

QUALITY ASSURANCE REVIEW TEAM

All reviews will be conducted by the Capital Area Workforce Development Review Team.

Members of this team include:

Kima Sidberry	Workforce Development Program Consultant (Adult)	919.856.5608	Kima.sidberry@wake.gov
Arva Gathers	Workforce Development Program Consultant (Youth)	919.856.5663	Arva.gathers@wake.gov
Brent Royal	Accountability Specialist	919.664.7965	Brent.royal@wake.gov
Desirée Charrette	Accounting Specialist	919.856.6039	Desiree.Charrette@wake.gov

A Prime will be designated from the team to be the contact person throughout the review process.

FREQUENCY

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.

PROCESS

Full Review

The Full Review will take place over a four-week period by the Review Team. A desk review will occur during the first two weeks and may include the team being on-site at the center, if necessary. Throughout the review, the team will internally discuss concerns, best practices, and other items pertinent to the review. A short and concise exit meeting (up to 1 hour in length) will take place during the third week with the Review Team and representatives from the center. The team will highlight items being done well and areas for improvement. A final report will be released by the end of the third week with items to be corrected. Exit meetings and final report dates are subject to change. Eligibility and Equal Opportunity items must be completed within 5 business days. All other items must be completed within 10 business days. Follow-up will be conducted by the Prime to ensure items were corrected as requested. Failure to correct these items will result in a non-compliance letter issued to the contractor/center manager, which will also become a part of Capital Area's permanent file. Continued non-compliance will result in probation and/or suspension.

Partial Review

The Partial Review will take place over a one-week period. Staff will conduct the on-site review in a one-day or half-day session. If announced, staff will arrive on the designated day/time and conduct the review. If unannounced, staff will arrive at a date/time unknown to the center to conduct the review. A final report with items to be addressed will be sent to the center within five business days. These items must be completed within 10 business days. Failure to correct these items will result in a non-compliance letter issued to the contractor/center manager, which will also become a part of Capital Area's permanent file. Continued non-compliance will result in probation and/or suspension.

Random Review

Random Reviews will take place throughout the program year. These reviews may be file reviews in NCWorks online or financial reviews conducted around a particular topic (work-based learning, supportive services, timesheets, credentials, data validation, etc.). Staff will conduct these file reviews periodically to ensure that all Federal, State and Local Area regulations are being followed. Center will be notified of any items to be corrected, if necessary. Eligibility items must be completed within 5 business days. All other items must be completed within 10 business days. Follow-up will be conducted by staff to ensure items were

corrected as required. Failure to correct these items will result in a non-compliance letter issued to the contractor/center manager, which will also become a part of Capital Area’s permanent file. Continued non-compliance will result in probation and/or suspension.

Areas of concentration for all reviews for PY’23 will include the following:

- **On-the-Job Training (OJT)/Work Experience (WEX)** – ensuring the Training Plans include the job skills and not the job functions.
- **Individual Employment Plans (IEP)/Individual Service Strategy (ISS)** – ensuring they are updated quarterly, or more frequently as needed, and corresponding activities and case notes are entered into NCWorks online.
- **Self-attestation** – ensuring that the self-attestation policy is being followed including that self-attestation is only used as a last resort when documents cannot be obtained or if obtaining the document(s) may cause undue hardship for an individual.
- **Redaction** – ensuring that the Electronic File Storage, Confidentiality and Protecting Personally Identifiable Information policy is being followed.
- **Documentation** – ensuring that all documentation, i.e., WIOA application, self-attestation, case notes, etc. is consistent in NCWorks.
- **Dates** – ensuring that dates in NCWorks are consistent and accurate across all documentation.
- **Case notes** – ensuring all case notes are written per the guidance issued, backed up with activities recorded in NCWorks and that dates are consistent with documentation.
- **Data Validation** – ensuring the accuracy and quality of source data in NCWorks. Ensuring the correct documents are used.

Step-by-Step Quality Assurance Review Process

Step	Process	Detail	Timeline
1.	Process & Schedule Released	Centers are sent the review process and schedule for the upcoming Program Year covering July 1 – June 30. The schedule will include review and exit dates, if applicable.	Ten (10) days before Program Year begins.
2.	File Sample Pulled*	File sample report is run, and file sample pool is chosen randomly.	Up to fourteen (14) days prior to the review start date.
3.	Desk Review Conducted*	Desk review may include: files in NCWorks Online, reports, contracts, financial, self-attestation validation, etc.	Review weeks 1 & 2
4.	On-Site Review Conducted	On-site review may include: appearance, processes, customer/staff interviews, equal opportunity, etc.	During review
5.	Exit Meeting*	Meeting with Center representative(s) to discuss the QA review.	During 3 rd week of review

6.	Final Report Released	Final report with observations, corrective action, successes, etc.	Full Reviews: By the end of the 3 rd week, unless additional review is needed
			Partial reviews: Within five (5) business days of the review, unless additional review is needed
7.	Follow-up Evaluation Conducted	Prime reviews all corrective action for completion.	After ten (10) business days
8.	Letter Sent, if necessary	Non-compliance letter sent for items not completed.	Immediately
9.	Review Closed	Process ends.	When all corrective items are completed

*Full Review Only

RISK ASSESSMENT

During the Program Year, a risk assessment is conducted to determine how often Centers will be reviewed for the upcoming Program Year.

MODIFICATIONS

Capital Area staff reserves the right to modify the quality assurance process throughout the year as necessary.

ATTACHMENTS

- A. Quality Assurance Review Schedule
- B. Exit Meeting Agenda
- C. QA Full Review Final Report Template

Quality Assurance Review Schedule PY23
(July 1, 2023 – June 30, 2024)

Unannounced visits will take place throughout the year as deemed necessary and are not included on this schedule.

	Center/Service Provider	Review Type	Review Dates	Exit Date* 10 am
NCWorks NextGen Centers	NextGen – EDSI	Full – Announced	Aug. 21 st – Sept. 1 st Jan. 15 th – Jan. 26 th	September 6 th January 31 st
	NextGen – Johnston	Full – Announced	Oct. 19 th – Oct. 20 th May 6 th – May 17 th	October 25 th May 22 nd
	NextGen – Orange Co Youth	Full – Announced	Nov. 13 th – Nov. 24 th	November 29 th
NCWorks Career Centers	SRC	Partial - Announced	August 10 th	N/A
	Lee County	Full – Announced	Sept. 4 th – Sept. 15 th	September 20 th
	ERC	Partial - Announced	October 2 nd	N/A
	NRC	Partial - Announced	October 19 th	N/A
	Tillery	Full – Announced	Oct. 16 th – Oct. 30 th	November 1 st
		Full – Announced	Apr. 8 th – Apr. 19 th	April 24 th
	Chatham County	Full – Announced	Nov. 13 th – Nov. 24 th	November 29 th
	Swinburne	Partial - Announced	January 9 th	N/A
	Clayton	Full – Announced	Jan. 15 th – Jan. 26 th	January 31 st
Orange County	Full – Announced	February 27 th – March 10 th	March 15 th	

**All Exit meetings are scheduled for 1 hour. If it is necessary to change an exit date, please notify Capital Area staff as soon as possible.*

Exit Meeting Agenda

- I. Welcome
- II. Successes
- III. Areas of Improvement
 - a. Fiscal
 - b. Programmatic
- IV. Reminders/Items to Note
- V. Next Steps
- VI. Closing



Capital Area Workforce Development
<Center>
Quality Assurance Review Final Report
<Date>

CAWD Prime Name: <Name>

Exit Meeting Date: <Date>

Attendees: <Name, Title>

Programmatic Discussion: <High level overview of review>

Fiscal Discussion: <Comments>

Scores:

Programmatic Score:	<%>
Center Operations Score:	<%>
Subtotal (Average):	<%>
Deductions Total:	<%>
Final Score:	<%>

Numerical Data:

	Number or Percent	Progress		
WIOA Participants Enrolled	<%>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Number in Paid Occupational Skills Training	<#>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Number in Work-Based Learning	<#>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Expenditures (Breakout by Adult/DW & Youth)	<%>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Number Employed	<#>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Job Seeker Satisfaction Results	<%>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A
Employer Satisfaction Results	<%>	<input type="checkbox"/> On Track	<input type="checkbox"/> Not on Track	<input type="checkbox"/> N/A

Performance Data:

Performance Indicators - WIOA	YTD	Goal	% of Goal
Entered Employment/Education – 2 nd Qtr			
Employment Rate – 4 th Qtr			
Median Earnings			
Credential			
Skill Gains			

Performance Data:

Performance Indicators – Wagner-Peyser	YTD	Goal	% of Goal
Entered Employment/Education – 2 nd Qtr			
Employment Rate – 4 th Qtr			
Median Earnings			

Highlights:

--

General Statements:

--

Recommendations/Action Items:

Items to Correct	Deadline to Correct	CA Staff Only Corrected

Recommendations/Action Items Response:

--

Data Validation:

Items to Correct	Deadline to Correct	CA Staff Only Corrected

Data Validation Response:

--

Self-Attestation Validation:

Validated files:	Results of self-attestation validation:

Fiscal:

Items to Correct	CA Staff Only Corrected

Fiscal Response:

Career Center:

Items to Correct	CA Staff Only Corrected

Center's Response:

Equal Opportunity:

Items to Correct	CA Staff Only Corrected

Equal Opportunity Response:

File Review Response:


Deadlines:

Please correct all eligibility items within five (5) business days: <Date>

All other items must be corrected within ten (10) business days: **<Date>**

Respond in writing, on this final report where indicated, to all items and return to the Prime listed above by:
<Date>

Items will be checked for correction by the deadlines given above. Failure to correct these items will result in a non-compliance letter issued to the contractor/center manager, which will also become a part of Capital Area's permanent file. Continued non-compliance will result in probation and/or suspension.

	PY22-02
	NCWorks Career Center Staff
	June 15, 2022
	Priority of Service / Serving Special Populations

Purpose: To rescind Policy #PY18-12 and release a new Priority of Service/Serving Special Populations policy for NCWorks Career Center staff.

Change: Corrected the NC long-term unemployed definition to 12 weeks.

Action: All NCWorks Career Center staff must adhere to the regulations as outlined in the attached policy for Workforce Innovation Opportunity Act (WIOA) funded activities. This policy rescinds and replaces the Priority of Service / Serving Special Populations Policy #18-12 released on October 19, 2018. Please share with staff as appropriate.

Effective Date: July 1, 2022

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
 Jessica.locklearmcLeod@wakegov.com
 919.856.7005

Attachment: Priority of Service / Serving Special Populations Policy

**CAPITAL AREA NCWORKS CAREER CENTER
PRIORITY OF SERVICE / SERVING SPECIAL POPULATIONS POLICY**

Recipients (and sub-recipients) of US Department of Labor (USDOL) funds for qualified workforce development programs are subject to the priority of service regulations and are required by law to provide priority of service to Workforce Innovation and Opportunity Act (WIOA) priority populations. In addition to priority of service populations, Capital Area is committed to providing WIOA services to populations in most need. All NCWorks Center staff will adhere to the regulations as outlined in this policy.

WIOA Priority Populations

Statutory Priority for Adult Funds

WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, NCWorks Career Center staff when using WIOA Title I Adult funds to provide individualized career services, training services, or both, must give priority to:

- (1) recipients of public assistance
- (2) other low-income individuals:
(as defined under (b) of “Individuals with Barriers to Employment” on page 3 of this policy)
- (3) individuals who are basic skills deficient:
 - (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or,
 - (B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

Note: Individuals who are English language learners meet the criteria for "basic skills deficient" and must be included in the priority populations for the Title I Adult program.

Under WIOA, priority must be implemented regardless of the amount of funds available to provide services in the local area. The priority established above does not necessarily mean that these services may only be provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Additionally, the priority is to be applied for the provision of individualized career services and training services. There are no restrictions to providing basic career services; they may be provided to any eligible adult.

Veterans and Adult Priority

Veterans and eligible spouses will receive the first level of priority of service in universal access programs and services delivered through NC Career Centers for all USDOL funded programs, including the Wagner-Peyser and WIOA programs.

The term “Veteran” means an individual who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full-time Federal service in the National Guard or a Reserve component but does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by

National Guard personnel who are mobilized by State rather than Federal authorities (State mobilizations usually occur in response to events such as natural disasters).

The term “Eligible spouse” means the spouse of any of the following:

- a. Any veteran who died of a service-connected disability;
- b. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - i. Missing in action;
 - ii. Captured in the line of duty by a hostile force; or,
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;
- c. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- d. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member) i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

The priority of service regulations refer to those veterans and spouses who are eligible for priority of service as “covered persons” and refer to those not eligible for priority of service as “non-covered persons.”

A veteran (or eligible spouse) must meet program eligibility criteria to receive services under the respective employment and training program.

Order of Priority

When programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority for Adult funds described above, priority must be provided in the following order:

- (1) First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Title I Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with WIOA Title I Adult formula funds for individualized career services and training services.
- (2) Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Title I Adult formula funds.
- (3) Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- (4) Fourth, priority populations established by the Governor and/or Capital Area.
- (5) Last, to non-covered persons outside the groups given priority under WIOA.

Priority for services does not preclude service to individuals who are not low-income or not receiving public assistance or not a veteran, but rather establishes the order of precedence for service as provided under WIOA.

WIOA programs will always operate under a priority of service for these identified populations. However, all customers will be served, in a timely manner, as they come into the Capital Area NCWorks Career Centers.

Additional outreach efforts should be made to the priority of service populations in all Capital Area communities.

Additional populations may be added to this list by the Governor of North Carolina. If this should occur, all Centers will be notified.

Special Populations

Individuals with Barriers to Employment

In addition to providing priority services to veterans and adults outlined above, WIOA also recognizes focus populations. WIOA focuses on serving "individuals with barriers to employment", as defined below, and seeks to ensure access to quality services for these populations.

Individuals with Barriers to Employment

(a) Displaced homemakers

The term “displaced homemaker” means an individual who has been providing unpaid services to family members in the home and who—

- (1)(i) has been dependent on the income of another family member but is no longer supported by that income; or
- (ii) is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member; and,
- (2) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

(b) Low-income individuals

The term “low-income individual” means an individual who—

- (1) receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;
- (2) is in a family with total family income that does not exceed the higher of—
 - (i) the poverty line; or
 - (ii) 70 percent of the lower living standard income level;
- (3) is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- (4) receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.);
- (5) is a foster child on behalf of whom State or local government payments are made; or
- (6) is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

(c) Indians, Alaska Natives, and Native Hawaiians

- (d) Individuals with disabilities, including youth who are individuals with disabilities (includes individuals who are in receipt of Social Security Disability Insurance);
The term “individual with a disability” means an individual with a disability as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12102).
- (e) Older individuals
The term “older individual” means an individual age 55 or older.
- (f) Ex-offenders
The term “offender” means an adult or juvenile—
 - (1) who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or
 - (2) who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.
- (g) Homeless individuals or homeless children and youths who meets any of the following criteria:
 - (1) Lacks a fixed regular, and adequate nighttime residence; this includes a participant who:
 - i. Is sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason;
 - ii. Is living in a motel, hotel, trailer park, or campground due to a lack of alternative adequate accommodations;
 - iii. Is living in an emergency or transitional shelter;
 - iv. Is abandoned in a hospital; or
 - v. Is awaiting foster care placement;
 - (2) Has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, such as a car, park, abandoned building, bus or train station, airport, or camping ground;
 - (3) Is a migratory child who in the preceding 36 months was required to move from one school district to another due to changes in the parent’s or parent’s spouse’s seasonal employment in agriculture, dairy, or fishing work; or
 - (4) Is under 18 years of age and absents himself or herself from home or place of legal residence without the permission of his or her family (i.e. runaway youth)
- (h) Youth who are in or have aged out of the foster care system;
- (i) Individuals who are:
 - (1) English language learners (WIOA sec. 203(7)),
 - (2) Individuals who have low levels of literacy (an individual is unable to compute or solve programs, or read, write, or speak English at a level necessary to function on the job , or in the individual 's family, or in society); and
 - (3) Individuals facing substantial cultural barriers;
- (j) Eligible migrant and seasonal farmworkers
 - (1) The term “eligible migrant and seasonal farmworkers” means individuals who are eligible migrant farmworkers or are eligible seasonal farmworkers.
 - (2) The term “eligible migrant farmworker” means—
 - (i) an eligible seasonal farmworker described in paragraph (3)(i) whose agricultural labor requires travel to a job site such that the farmworker is unable to return to a permanent place of residence within the same day; and
 - (ii) a dependent of the farmworker described in subparagraph (1).
 - (3) The term “eligible seasonal farmworker” means—
 - (i) a low-income individual who—

- (a) for 12 consecutive months out of the 24 months prior to application for the program involved, has been primarily employed in agricultural or fish farming labor that is characterized by chronic unemployment or underemployment; and
- (b) faces multiple barriers to economic self-sufficiency; and
- (ii) a dependent of the person described in subparagraph (1).
- (k) Individuals within two years of exhausting lifetime TANF eligibility;
- (l) Single parents (including single pregnant women);
- (m) *Long-term unemployed individuals (unemployed for 27 or more consecutive weeks); and
- (n) Such other groups as the Governor involved determines to have barriers to employment

**In North Carolina, long- term unemployed is recognized as unemployed for 12 or more consecutive weeks.*

Underemployed Individuals

Although, career and training services are provided to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual, as defined above; and,
- Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment.

Adult Services:

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the WIOA Title I Adult program on a priority basis per TEGL 3-15, Section 8. Individuals who meet the definition of an individual with a barrier to employment, as defined above, who are underemployed may also be served in the Adult program.

Adult Self-Sufficiency:


Individuals who are employed, earning wages/income equal to or greater than 225% of the lower living standard income level (adjusted for family size), receiving family health insurance benefits, and not receiving public assistance including, but not limited to, subsidized housing or food stamps.

Dislocated Worker Services:

Individuals who were determined eligible for the Dislocated Worker program who are determined to be underemployed may still be considered eligible for career and training services under this program if they do not meet the self-sufficiency definition for Dislocated Workers as stated below.

Dislocated Worker Self-Sufficiency:

Individuals who have re-entered the workforce earning wages/income, equal to or greater than, 80% of their pre-layoff compensation, and eligible for family health insurance benefits; or dislocated workers who meet the adult definition of self-sufficiency.

	PY22-09
	NCWorks NextGen Staff
	June 15, 2022
	WIOA Youth Work Experience (WEX) Policy

Purpose: To rescind WIOA Youth Work Experience policy #19-06 and transmit a new Work Experience policy for eligible WIOA Youth.

Background: WIOA acknowledges the critical role work experiences play in helping individuals obtain the skills they need to succeed in the workplace. “Work Experience (WEX) Training” is a planned, structured learning experience that occurs in a workplace for a specified, limited period of time. The purpose of the WEX activity is to provide the WIOA Title I participant with opportunities for career exploration, skill development, and reinforcement of the work ethic. Work experiences provide a helpful means for an individual to gain experience that may lead to unsubsidized employment.

The WEX training services are available to youth who, after evaluation and assessment, are determined to be unlikely or unable to obtain or retain employment. A WEX is for individuals with barriers to employment due to chronic unemployment or inconsistent work history. WEX training may include paid or unpaid wages and may be in the private for-profit sector, the non-profit sector, or the public sector. Youth WEX must be linked to a career goal and based upon the participant’s interest and aptitude.

A WEX has the following characteristics:

- Provides a time limited work experience;
- Enables an individual to establish a work history;
- Enables an individual to demonstrate work success;
- Combines with career services and supportive services; and,
- Develops basic work skills that lead to unsubsidized employment.

The intent of WEX is not to benefit the employer, although the employer may, in fact, gain from the activities performed by the participant, and in some cases may result in an employment offer. WEX activities shall not reduce current employees’ work hours, displace current employees or create a lay-off of current employees, impair existing contracts or collective bargaining agreements, and/or infringe

upon the promotional opportunities of current employees as defined in the Fair Standards Act.

The difference between a WEX and an On-The-Job Training (OJT) contract is that in a WEX job there is no expectation that the individual will continue his or her hire with the employer after the work experience is complete. WEX jobs are an effective solution for individuals to gain necessary work experiences that they would otherwise not be able to get through classroom training or an OJT contract.

This policy outlines the guidelines to follow for WEX training activities for WIOA Youth.

Changes: Please note the following changes to the policy:

- Added a link to the NC Department of Labor web site where youth can obtain a Youth Employment Certificate (Work Permit) electronically.
- Removed the references to the Wake County Department of Human Services and the Johnston County Department of Social Services for Work Permits.

Action: All NCWorks NextGen staff must adhere to the policies outlined for Workforce Innovation Opportunity Act (WIOA) funded Work Experience training activities for eligible Youth. This policy replaces the WIOA Youth Work Experience Policy PY19-06 sent out on June 14, 2019. Please share with staff as appropriate.

Effective Date: July 1, 2022

Expiration: In effect until rescinded

Contact: Arva Gathers
Arva.gathers@wakegov.com
919.856.5663

Attachment: WIOA Work Experience Policy and Guidelines
Work Experience Worksite Agreement
Work Experience Evaluation Form

CAPITAL AREA YOUTH WORK EXPERIENCE POLICY AND GUIDELINES

Work Experiences (WEX) for WIOA Youth focus on learning new transferrable skills and enhancing employability. NCWorks NextGen staff shall ensure that WEX training for WIOA Title I eligible participants is appropriate based on the needs identified by an objective and comprehensive assessment and as documented in the Individual Service Strategy (ISS). The ISS should clearly indicate how this activity is going to help the participant move from the WEX to unsubsidized employment or on to further training. Documentation of the need for work experience that is tied to and supported by academic and occupational education and the objectives of the work experience must be detailed in the ISS.

Periodic evaluation of the participant's learning and attainment of skills during the work experience, including information about any incentive payments made, should be documented in case notes in NCWorks Online. When possible, it is strongly encouraged that the WEX and its associated training components be directly tied to the attainment of a credential and documented in the ISS. Staff should use either O*NET or other identified tools when developing the competencies to be learned and evaluated in the WEX. The ISS should include the job skills needed, training hours, and estimated start and end dates. Youth academic and occupational components must also be included.

The determination of the duration of the WEX should be based on the academic and occupational competencies the WIOA participant needs to develop or refine and must be specified in the ISS. Academic skills training could be basic skills education or high school equivalency training. Occupational skills competencies may be gained through the WEX, HRD classes or through courses specific to the job/career/occupation in which the individual is having the work experience.

Youth Work Experience Opportunities

Pursuant to WIOA section 129(c)(2)(C), local Workforce Development Boards (WDB) are required to offer youth programs that involve paid and/or unpaid work experiences that have as a component both academic and occupational education. The educational component may occur concurrently or sequentially with the work experience. Further academic and occupational education may occur inside or outside the work site. Work experiences provide the youth participant with opportunities for career exploration and skill development. These experiences may include:

- (1) Summer employment opportunities and other employment opportunities available throughout the school year;
- (2) Pre-apprenticeship programs;
- (3) Internships and job shadowing; and
- (4) On-the-job training (OJT) opportunities as defined in WIOA Section 3(44) and NC Policy Statement 04-2015.

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Recognized best practices for engaging youth in work experiences:

- (1) Programs prepare youth for work experiences through training and guidance in soft skills. Youth programs engage young adults in training or class activities that develop these soft skills. This may include learning about professional work culture, working in teams, interpersonal skills, and communication.
- (2) Some programs also train youth in technical skills or hard skills needed for specific career pathways or work settings. Youth will learn skills specific to an occupational sector.
- (3) Program staff devote significant time to developing and maintaining relationships with employers. Dedicated staff (job developers) may handle all aspects of employer relations, from making an initial inquiry about partnering to establishing worksite agreements with employers, to responding to any employer concerns during the work experience.
- (4) Programs clearly communicate what is expected of employers, youth, and families before the start of a work experience to include mentoring the youth and providing feedback to the program coordinator. Some programs address the importance of work in life, how the program helps youth make a successful transition to work, what employers expect of workers, and how to appropriately interact with employers.
- (5) Programs carefully match youth to work experience opportunities based on individual interests and skills. Making the right match increases the success of the work experience by ensuring that youth feel motivated from the start to participate fully.
- (6) Programs provide on-going support to youth and employers throughout the work experience. To ensure a work experience is successful for everyone involved, programs maintain communication with both the youth and employers from the first to the last day of the WEX. While some programs have daily or weekly contact with youth to monitor their progress, other programs conduct first-week, midpoint, and last-week work site visits at a minimum.

Youth Work Experience – 25% Spending Requirement

Capital Area NextGen programs must expend not less than 25% of the Title I youth funds allocated to provide out-of-school youth and in-school youth with paid and/or unpaid work experience opportunities, as defined above.

NextGen programs must track funds spent on paid and unpaid work experiences, including wages and staff costs for the development and management of work experiences, and report such expenditures as part of the Capital Area's WIOA youth financial reporting.

Correlation with ISS

1. A WIOA youth should only be placed in a work experience after his/her assessment and ISS have been completed. The work experience should be based on a youth's career interest and designed to help a youth meet his/her program goals.

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2. Progress must be tracked and recorded in all youth's ISS, at a minimum, every 60 days.
3. Youth who are placed in a Work Experience must have a work experience activity recorded in NCWorks Online, reflecting the actual start and end dates of the work experience.

Prerequisites for a Work Experience Activity

1. A youth must be assessed to determine their strengths to employment.
2. Youth who do not have a high school diploma or high school equivalency must be enrolled in a high school equivalency program.

Duration of Work Experiences, and Hours Limitations

1. The total maximum number of hours for each subsidized work experience will not exceed 640 hours for out-of-school youth and 480 hours for in-school youth.
2. Subsidized work experiences during the school year for in-school youth must not exceed 30 hours per week.
3. Subsidized work experiences for out-of-school youth must not exceed 40 hours per week.
4. WIOA participants will not be placed in more than two subsidized work experiences per program year.
5. Total lifetime hours of participation in work experiences for a participant will not exceed 2560 hours for out-of-school youth and 1920 for in-school youth.
6. Exceptions to the maximum number of hours for each subsidized work experience will be considered under special conditions with special approval. Special approvals must be requested through e-mail to the appropriate Capital Area staff.

Work Experience Wages

Work experience job assignments may be paid or unpaid. If a paid work experience, individuals must be compensated at the same rates, including periodic increases, as trainees, or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates may not be lower than the higher of the federal or state minimum wage.

A flat rate wage applied to all individuals participating in a paid work experience opportunity (e.g. \$8.00/hour for all participants) is not allowed if there are trainees or employees who are similarly situated in similar occupations with the same employer who receive wages that differ from the flat rate wage.

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Skills Analysis

An individualized WEX skills analysis must be performed to determine the acquisition of skills that the participant does not already possess. Skills the participant may have acquired from previous work, volunteer work or life experiences are potentially transferrable and can be used in every occupation, regardless of the type of work. Transferrable skills are unlike job-related skills, which tend to be used only in one type of work.

This analysis will contain occupationally specific skills that the employer requires for competency in the WEX occupation. An analysis of the trainee's prior work history (if any), transferrable work skills, and the job skills gained must be compared to the job skills/job description the employer requires in the WEX occupation. The resulting gap in skills will be the basis for the development of the WEX.

There are a number of assessment tools available that may be used to conduct a skills gap analysis and provide adequate documentation of the process utilized. These include YouScience, an Internet-based assessment tool used to determine an individual's level of skills and interest in a particular occupation, as well as the O*NET Online website (<https://www.onetonline.org/>) and mySkills myFuture web site (<https://www.myskillsmyfuture.org/>) which have both been developed by the U.S. Department of Labor.

Training Plan

A training plan is not required but could be beneficial to the NCWorks NextGen staff and participant to outline the objectives of the WEX. The WEX Training Plan can also serve as a tool for staff to monitor and evaluate the WEX. It serves as a baseline when establishing whether the needs of the WIOA participant and the employer's expectations of training and development have been met. Objectives of the work experience must be outlined for the participant whether or not a training plan is used.

Choosing a Worksite

Matching a WIOA participant with the appropriate worksite is critical to a successful work experience. Worksite supervisors need to have a clear understanding of the objectives of the WIOA work experience and realistic expectations of the work products and productivity that a WIOA participant may demonstrate. The WIOA participant must have adequate supervision, as any other entry-level employee would. The worksite must be willing to allow NCWorks NextGen staff, Capital Area staff, the North Carolina Division of Workforce Solutions and/or US Department of Labor to perform onsite monitoring to ensure compliance with the worksite agreement, as well as, to monitor the progress of the participant.

NCWorks NextGen Centers should use caution when choosing worksites. When choosing employers, analyze the "value-added" contributions an employer is willing to make to the experience for the participant. Examples of such contributions are structured development/refinement of work readiness skills, provision of on-site educational services, exposure to enhanced skill training and mentoring.

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Capital Area strongly discourages the practice of placing participants in WEXs located at the board office, NCWorks Career Center, NCWorks NextGen Centers or administrative entity locations due to the potential of conflicts of interest. Placement at these locations should only be allowed where there is specific documentation in the file that the particular experience meets the participant's career goals and skills needs **AND** there are no other placement opportunities available.

The Worksite Agreement

There must be a WEX Worksite Agreement between the NCWorks NextGen Center and the employer that articulates the learning that is to take place, and the length of the WEX. The Worksite Agreement must be completed and signed prior to the start of the WEX. NCWorks NextGen staff will use a standardized Worksite Agreement template developed by Capital Area staff. Additionally, NCWorks NextGen staff must provide documentation that the employer received formal WEX training.

The purpose of the worksite agreement is to establish a formal training relationship with a worksite, to specify the responsibilities of each party to the agreement, and to provide a successful, enriching WEX job experience for the WIOA participant. A signed original of the Worksite Agreement must be kept on file at the worksite and the NCWorks NextGen staff must maintain all WEX documents and case notes in NCWorks Online.

The following items are the minimum required terms and conditions of a Capital Area Worksite Agreement. Other specifications or terms specific to the NCWorks NextGen and/or the worksite may be added as needed.

1. Name of parties to the Agreement
2. Duration of the work experience – based on the assessment conducted
3. Participant's name
4. Supervisor's name, title and contact information
5. Work experience job title
6. O*NET code
7. Worksite name and address
8. Work schedule – to include hours per day/week, and maximum training hours
9. How time and attendance is recorded
10. Who is responsible for accuracy of the timesheets
11. Wages – to include rate, pay schedule and any scheduled increases expected
12. How parties may terminate the Agreement
13. Attachments
 - a. Job Description including job title
 - b. Work Experience Evaluation form
14. Signatures from an authorized NCWorks NextGen representative and an authorized worksite representative

Equal Opportunity Employer/Program.

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Additional Required Forms for Work Experiences

As a part of arranging work experiences for WIOA participants, NCWorks NextGen staff is responsible for ensuring that the following appropriate documentation/tax forms are collected/completed prior to the beginning of the work experience. (This is in addition to any required eligibility documentation.) Keep in mind that for WIOA-subsidized work experiences, the NCWorks NextGen Center is the "Employer" and the business or agency location where the participant works is the "Worksite."

- a. *Social Security Card:*
NCWorks NextGen staff must have a copy of a participant's original, signed Social Security card prior to the participant beginning a work experience.
- b. *Federal W-4 Form:*
Each participant must completely fill out the Federal W-4 form. If a participant meets the qualifications for being exempt from paying withholding tax, he or she should leave the allowances section (#5) blank and write "*Exempt*" in the exemption section (#7). A participant cannot have 0 or 1 allowance and be exempt at the same time.
- c. *State NC-4 Form:*
Each participant must completely fill out the State NC-4 form. If a participant meets the qualifications for being exempt from paying withholding tax, he or she should leave the allowances section (#4) blank and write "*Exempt*" in the exemption section (#6). A participant cannot have 0 or 1 allowance and be exempt at the same time.
- d. *Employment Eligibility Verification Form (I-9):*
Each WIOA participant must complete an Employment Eligibility Verification Form (I-9) to verify eligibility to work in the United States. The participant will complete and sign Section 1 and WIOA staff will complete and sign Section 2, including the *Certification* section.
- e. *Youth Employment Certificate (Work Permit)* (required for participants under 18 years of age)
All participants under age 18 must have a work permit before beginning a work experience. Work permits may be obtained electronically from the NC Department of Labor (NCDOL) at <https://www.labor.nc.gov/workplace-rights/youth-employment-rules/apply-youth-employment-certificate>. This site has a new process for obtaining a work permit electronically.

Some items, regarding work permits, to note include:

- The employer must verify the youth's age, proposed job duties and any restrictions.

Equal Opportunity Employer/Program.

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- The employer shall ensure that the youth is not employed in any hazardous and detrimental occupations.
- The Youth Employment Certificate will be signed by the youth, the parent/guardian and the employer via electronic signature.
- All youth employment certificates must be obtained and electronically signed by the youth, the parent/guardian and the employer on or before the first day of work.
- The certificate must be maintained by the employer for a period of three years after the youth turns 18 or separates from employment.
- It is NOT necessary to mail the completed certificate to the NC Department of Labor.

Evaluation

Once a participant has begun the work experience, a staff member must maintain contact with the participant, including counseling, if needed. The initial contact with the business and the participant should occur within the first ten days of the placement.

At a minimum, an evaluation (using the attached evaluation form) must be completed at the following milestones of the work experience:

- 1) Midpoint of training to determine progress of the participant. The Midpoint Evaluation form must be completed at the midpoint of the work experience. The form stating the attainment of the required job skills objectives must be signed by the supervisor and the participant. Any necessary adjustments to the job skills objective(s), training plan (if applicable) and ISS are made at this time. The participant's immediate supervisor should be contacted periodically to verify progress in the mastery of skills.
- 2) Conclusion of training to document the mastery of the required skills. Completion of the final skills evaluation section of the evaluation form signals the completion of the work experience. The final skills evaluation section of the evaluation form must be signed by the supervisor and the participant.

Completed evaluation forms must be kept in NCWorks online with the participant's records.

Outside Funding

In the event that Capital Area receives additional outside funding through grants or other opportunities that allow for WEXs/Internship, additional guidelines may be released for some or all of the following items, as appropriate:

- Reimbursement rates
- Number of allowed hours
- Wage rates
- Timeframes
- Eligibility criteria

Equal Opportunity Employer/Program.

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The guidelines issued will be specifically for that grant and will follow all rules and regulations under that grant. This WIOA Adult/DW WEX/Internship policy must be followed for any item listed above that is not specifically addressed in other grant guidelines.

**Capital Area Workforce Development Consortium
Workforce Innovation and Opportunity Act (WIOA)**

Work Experience (WEX) Worksite Agreement

The purpose of this Worksite Agreement is to establish a formal training relationship with a worksite, to provide assurances by both parties, specify the responsibilities of each party to the Agreement, and to provide a successful, enriching WEX job experience for the WIOA participant. A signed original copy of the Worksite Agreement must be kept on file at the worksite.

This Agreement is made between _____ (NCWorks NextGen Center) and _____ (WIOA Worksite)

a public non-profit or private-for-profit business/organization to provide subsidized or unsubsidized internship/work experience to eligible youth participating in the Capital Area WIOA Program, authorized and funded under the Workforce Innovation and Opportunity Act. Under this Agreement, participants will be provided a short-term work experience which is valuable and meaningful for both the participant and the worksite.

The Work Experience job assignment will be consistent with the WIOA participant's capabilities and interests and in an occupational field or specific job in which he/she has minimal or no prior work experience. WIOA-funded work experience job assignments are expected to help individuals gain the skills and experience they need to succeed in the workplace and obtain unsubsidized employment.

Term: This agreement will take effect on _____ and terminate no later than _____.
(Date) (Date)

Participant's Name: _____

Supervisor's Name/Title: _____

Supervisor's Phone: _____ **E-mail:** _____

Job Assignment Information

Job Title: _____

O*NET Code: _____

Worksite Name/Address: _____

Maximum WEX Hours: _____ **Hours per Day/Week:** _____

How will time and attendance be recorded? _____

Who is responsible for timesheet accuracy? _____

Starting Wage: \$_____/hr **Ending Wage:** \$_____/hr **Pay Day (circle):** S M T W Th F S

Pay Schedule: [] Monthly [] Weekly [] Bi-Weekly [] Other _____

This Worksite Agreement provides the following assurances by both parties:

- 1) Uphold all requirements and regulations governing the WIOA program;
- 2) Ensure that if a paid work experience, individuals are compensated at the same rates, including periodic increases, as trainees, or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates will not be lower than the higher of the federal or state minimum wage;
- 3) Ensure that the total maximum number of hours for the work experience will not exceed the total maximum WEX hours stated on the Worksite Agreement; and,
- 4) Assure that no person on the grounds of race, creed, color, disability, national origin, sex, age, political affiliation, or beliefs, will be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with funds made available under the Workforce Innovation and Opportunity Act.

NCWorks NextGen Center Responsibilities:

- 1) Refer only WIOA-eligible youth workers to the worksite;
- 2) Handle all payroll duties for the participant;
- 3) Obtain Worker's Compensation Insurance to cover all WIOA participants engaged in an internship or work experience at a worksite;
- 4) Counsel the participant, as necessary, throughout the duration of the work experience;
- 5) Evaluate progress of the participant, at a minimum of, the mid-point and at the end of the work experience; and
- 6) Find a mutually satisfactory solution if difficulties arise that the worksite supervisor and participant are unable to resolve, which may include a recommendation of termination or transfer of the participant.

Worksite Responsibilities:

- 1) Provide sufficient, meaningful work to keep WIOA participants fully occupied during work hours;
- 2) Provide a safe work environment;
- 3) Provide adequate full-time supervision of each WIOA participant by qualified supervisors;
- 4) Notify NCWorks NextGen staff if difficulties arise which the Worksite supervisor and participant are unable to resolve;
- 5) Provide adequate oversight and review of each participant's time and attendance;
- 6) Provide participant with sufficient equipment and/or materials to carry out assignments;
- 7) Maintain this agreement at the Worksite and available for review by federal, state, local area and NCWorks NextGen representatives;
- 8) Allow on-site monitoring visits from the NCWorks NextGen Center, Capital Area Workforce Development, the North Carolina Division of Workforce Development, and /or the US Department of Labor;
- 9) Adhere to existing State and Federal labor standards;
- 10) Assure that the participating worksite has not relocated this establishment and commenced operations in the past 120 days, where the relocation resulted in the loss of employment at the original location; and,
- 11) Assure that no WIOA participant shall be employed or job opening filled (A) when any other individual is on layoff from the same or any substantially equivalent job, or (B) when the Worksite has terminated the employment of any regular employee or otherwise reduced its workforce with the intention of filling the vacancy so created by hiring a participant whose wages are subsidized under this Act.

Work Activities

A written job description **must** be attached to this Agreement. The job description must include:

- (1) Job Title
- (2) Accurate description of required duties and responsibilities

If the WIOA participant’s job duties at the Worksite change, the Worksite agrees to notify the NCWorks NextGen staff immediately so that this agreement may be modified.

Time and Attendance

Accurate time and attendance records will be kept by the Worksite supervisor for each WIOA participant. Records will reflect the time actually worked by the participant. **Participants will not be paid for time not engaged in work duties, including absences, lunch periods, vacation time, or holidays. Under no circumstances should a WIOA participant work over 40 hours in a week for out-of-school youth and 30 hours in a week for in-school youth.**

Supervision

Worksite supervisors must be experienced in the work to be performed by the WIOA participant and in supervising entry-level employees. Worksite supervisors should encourage, and expect participants to demonstrate good work habits, satisfactory job performance, and positive attitudes about work.

Termination of Agreement

Both parties agree that this Worksite Agreement may be terminated by either party with a written 5-day notice.

Authorized Signatures

Worksite Representative

By my signature below, I attest to being an authorized representative of the worksite in a position to commit to the terms of this Worksite Agreement.

Print Name

Signature Date

Print Title

Worksite Business Name and Address

NCWorks NextGen Center Representative

Print Name

Signature Date

Print Title

NCWorks NextGen Center Name and Address

Capital Area NCWorks Career Center Internship/Work Experience Evaluation Form

Participant Name: _____

Supervisor Name: _____

Section 1: Evaluation

Company Name: _____

JOB SKILLS OBJECTIVES	MIDPOINT EVALUATION OF SKILLS	MIDPOINT EVALUATION DATE	FINAL EVALUATION OF SKILLS	FINAL EVALUATION DATE
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
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	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	

Section 2: Authorized Signatures

Midpoint Evaluation


<i>I hereby certify that the above information is accurate.</i>	
SUPERVISOR SIGNATURE:	DATE:
PARTICIPANT SIGNATURE:	DATE:

Final Evaluation

<i>I hereby certify that the above information is accurate.</i>	
SUPERVISOR SIGNATURE:	DATE:
PARTICIPANT SIGNATURE:	DATE:

Having satisfied the requirements of the internship/WEX, the participant has successfully completed the internship/WEX.

Section 3: Comments (please explain any unsatisfactory evaluation items)

	PY22-10
	NCWorks NextGen staff
	June 15, 2022
	WIOA Youth Supportive Services Policy

Purpose: To rescind policy #PY20-05 and transmit a new WIOA Supportive Services policy for Youth.

Background: On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. WIOA includes new provisions that can significantly improve job training and employment for adults and youth.

Under WIOA, youth funds used to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants through youth programs shall consist of fourteen elements including supportive services.

The term “supportive services” means services such as transportation, childcare, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA. Based on funding and other criteria, local areas determine the appropriate supportive services allowed in their area.

Changes: Please note the following change(s) to the policy:

- Removed all instances of Wake and Johnston Counties and referenced “the appropriate county...” instead.

Action: Rescind Youth Supportive Services policy #20-05
NCWorks NextGen staff will adhere to the attached policy.

Effective Date: July 1, 2022

Expiration: In effect until rescinded

Attachment: Capital Area WIOA Youth Supportive Services Policy
Attachment A: Finish Line Grant Guidelines

Capital Area WIOA Youth Supportive Services Policy

NCWorks NextGen Center staff will use this policy and procedures to determine participant needs related to supportive services and to authorize payments, purchases, and/or reimbursement of allowable supportive services costs. This policy addresses requirements and restrictions for supportive services provided using WIOA Youth formula funds.

In the event that Capital Area receives additional funding through grants or other opportunities that allow for supportive services, additional guidelines may be released for some or all of the following items, as appropriate:

- Allowable expenditures
- Unallowed expenditures
- Reimbursement rates
- Payment methods
- Eligibility criteria

The guidelines issued will be specifically for that grant/opportunity and will be included in this policy as an attachment. The guidelines will follow all rules and regulations under that funding source.

This WIOA Youth Supportive Services policy must be followed for any item listed above that is not specifically addressed in the guidelines for that special funding.

Attachment A: Finish Line Grant Guidelines

GENERAL GUIDELINES

1. All supportive services may be administered in-person or virtually.
2. Capital Area Service Providers are responsible for employing additional strategies to eliminate the possibility of fraud.
3. WIOA funds can only be spent on supportive services for WIOA participants enrolled in one or more allowable/appropriate WIOA activity(ies).
 - a. For WIOA youth, this means that the youth is registered in NCWorks Online and has a WIOA activity that triggers participation.
 - b. Youth who receive WIOA supportive services must also be active in the WIOA youth activity for which the youth needs supportive services.
 - c. In addition, federal regulations allow supportive services to be provided as a part of the required WIOA youth follow-up activities after exit.
4. NCWorks NextGen Center staff is responsible for making a determination of the supportive services needed for a participant and whether or not the services are available through other resources without using WIOA funds. Staff should give consideration to the participant's own resources and family resources as well as those resources that may be provided by other agencies/organizations.

5. All payments for supportive services using WIOA funds must be approved in writing by authorized WIOA staff prior to making any payments. The authorization form must include the activity that the supportive service is related to. Keep in mind that a new authorization form must be completed when supportive services for a WIOA participant changes. (For example, a youth's residence changes causing the mileage reimbursement to change.)
6. Payment can be issued directly to a vendor or as a reimbursement to a participant who has valid receipts for purchases or payments already made. Keep in mind that written authorization by WIOA staff must precede payment or reimbursement.
7. WIOA funds may be used to provide WIOA participants with needed supportive services **only if both of the following conditions apply:**
 - a. the individual is unable to obtain supportive services through other programs/organizations providing such services, **and**,
 - b. supportive services are necessary to enable the individual to participate in WIOA activities.
8. WIOA staff are responsible for documenting supportive services in NCWorks Online as follows:
 - a. Objective Assessment – Staff must document the need for supportive service(s) in the objective assessment.
 - b. Individual Service Strategy (ISS) – Staff must document the need for supportive service(s) in the ISS.
 - c. Supportive Services activity – Staff must complete a supportive services activity for the individual. Staff must also provide an explanation indicating that “the service(s) are not otherwise available” in the case note section of the supportive services activity.
 - d. Case Notes – Must include the following information:
 - Document the participant's need for the supportive service, including the specific barrier that the supportive service will address.
 - Document the efforts made to secure the needed supportive service from other community organizations.
 - Document the specific supportive service that is to be provided.
 - Record the obligation amount in NCWorks Online attached to each supportive service case note.

ALLOWABLE SUPPORTIVE SERVICES

Transportation Assistance

One-time transportation-related expenses that may be paid with WIOA funds include:

- North Carolina Vehicle Registration Fee
- Vehicle Inspection Fee
- Vehicle License Plate
- North Carolina Driver's License

1. Payment of each of the above transportation costs is limited to one time per WIOA participant.

2. Payments for any of the above transportation-related needs are limited to the WIOA participant, i.e., payments for vehicle registration or inspection fee must be for a vehicle owned by the WIOA participant.
3. WIOA funds cannot be used to lease or purchase a vehicle or for a down payment toward the purchase of a vehicle.

Ongoing transportation-related expenses that may be paid with WIOA funds include:

- Public/Private Bus Tickets
 - Carpool/Van Fees
 - Taxi/Uber/Lyft Fares (limited basis only, as a last resort, maximum \$30 per day)
 - Parking Fees
 - Mileage Reimbursement
 - to an individual transporting a WIOA participant
 - to a WIOA participant
1. Costs for transportation services necessary for a WIOA youth to participate in WIOA activities such as transportation to and from occupational skills training, and/or a subsidized or unsubsidized job may be paid with WIOA funds.
 2. Payment of transportation costs to and from a paid work experience, OJT, or other paid employment activity will be limited to assistance only until the participant receives his/her first paycheck.
 3. Payments for on-going transportation services with WIOA funds must be reasonable/not excessive.
 4. WIOA participants who drive to and from a training site/school may be reimbursed at a rate not to exceed thirty cents (.30) per mile, or \$10.00 maximum per day, or \$50.00 maximum per week. The total round trip mileage going to and from a training site/school must be determined and documented prior to authorizing a mileage reimbursement for a participant. Mileage reimbursement for driving to and from a training site/school is limited to one round trip per day to the same training site/school.
 5. NextGen Center staff is responsible for ensuring that transportation services are paid only for actual days in school, at work, and/or days of participation in a WIOA activity. The use of a timesheet or other attendance record is required to document attendance and authorize supportive service payments.

Child/Dependent Care Assistance

Based on a needs assessment of the child care costs necessary for a WIOA youth to participate in WIOA activities, and research of other potential child care resources, WIOA funds may be used to reimburse all or a portion of the participant's documented childcare expenses. The guidelines also apply to dependent care costs for a participant's parent or other senior family member provided that documentation is obtained to verify the dependent status of the parent or other senior family member and to verify the need for a caregiver.

1. All WIOA participants must provide written documentation from the appropriate county childcare subsidy services verifying application for services.
2. The maximum rate of reimbursement for **licensed** child/dependent care supportive services is \$50 per child per day or the actual cost per day if less than \$50 per day. WIOA participants must provide written documentation from a daycare center or provider to substantiate actual costs and license/certification prior to authorization for WIOA supportive services.
3. WIOA funds may be used to pay child/dependent care expenses for a day care center/preschool or after-school program.
4. Child/dependent care supportive services may include one-time payments for registration fees.
5. WIOA staff is responsible for ensuring that child/dependent care supportive services are generally paid only for actual days in school, at work, and/or days of participation in a WIOA activity. The use of a timesheet or other attendance record is required to document attendance and authorize supportive service payments.
6. Some **licensed** daycare providers may have a policy that requires continued payment of the regular weekly or daily daycare charge during school breaks/holidays. Payment of WIOA supportive services childcare funds is allowable during scheduled school breaks such as semester breaks and holidays. The amount of payment during break periods will be the same as during regular school days. WIOA staff should discuss this with WIOA participants at the time childcare assistance is requested so that all required documentation is in place when the supportive services are authorized by staff.
7. Payment is allowable for a full week if the youth is attending GED, classroom training, or work-based learning activities classes 3 days per week, only if payment is required to retain the childcare “slot” at a daycare center.

OTHER ALLOWABLE SUPPORTIVE SERVICES

Based on an assessment of individual needs, personal and family resources, and assistance available from other organizations/agencies, Staff may authorize WIOA funds for other supportive services as follows:

- Emergency housing, rent, utilities, car repairs, etc.
 - 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
1. Payment of supportive services for emergency needs such as emergency housing, utility payments, car repairs, etc. is limited to a **maximum** of \$750 per enrollment

year per WIOA participant and not to exceed \$2,250 over the course of enrollment in WIOA.

2. WIOA funds for emergency housing assistance should generally not include payments for stays at a hotel. More appropriate housing options should be used whenever possible.
3. Payment of supportive services for housing assistance and utilities may not include 'set up' of utilities, rent, or rent down payment.
4. Emergency housing situation (participant has no place to live) may qualify for utilities and/or rent/down payment assistance. The participant must have a documented budget plan in their file prior to payment.
5. Supportive services for emergency needs such as for housing, rent, utilities, car repairs, etc., may not be paid to a youth who has not actively participated in a WIOA activity within the last 30 days.
6. WIOA staff is responsible for obtaining written verification of the actual costs for all of the above supportive services prior to authorizing any WIOA funds to assist with these expenses.
7. All payments must be approved in writing by authorized WIOA staff and can be issued as payment directly to a vendor or as reimbursement to a WIOA participant who has valid receipts for purchases or payments already made. Keep in mind that written authorization by WIOA staff must precede payment or reimbursement.
8. Supportive service payments may be used for late fees or reconnect fees associated with delinquent client utility bills.

UNALLOWED SUPPORTIVE SERVICES

- Penalties
- Court costs
- Other related criminal fees
- Set up fees for utilities, rent, or rent down payment

SPECIAL APPROVAL SUPPORTIVE SERVICES

Exceptions to the supportive services policy may be requested on a case-by-case basis by e-mailing the Capital Area Youth Coordinator with the following information.

- a. Name of participant
- b. Type of support requested
- c. Time frame support needed
- d. Dollar amount of support expected
- e. Reason for the request

After review of the information provided, the Capital Area Youth Coordinator will respond by e-mail, within ten business days with a determination. If denied, the determination will include justification for the decision.

Capital Area Finish Line Grant Supportive Services Expenditures Guidelines

Finish Line Grant expenditures fall under the heading of supportive services in WIOA Title I. see WIOA sec. 3(59) and secs. 134(d)(2) and (3). Supportive services are services that are necessary to enable individuals to participate in WIOA authorized activities.

Capital Area Workforce Development (CAWD), under WIOA, has the authority to make policy and administrative decisions and the flexibility to tailor the public workforce system to the needs of the local community. CAWD has the discretion to provide the supportive services deemed appropriate subject to the limited conditions prescribed by WIOA. Decisions about the provision of Finish Line Grant funds, including the duration, timing, and type, are made by CAWD.

These expenditures must be reasonable, allowable, necessary, and address a financial need that will enable the student to continue training. Care must be given to be sure that the expenditure solves a short-term problem and not simply applies a “down payment” on a chronic financial problem. All efforts should be made to disburse the grant funds to the provider of a service, instead of to the student. Examples would include paying a mechanic directly for auto repairs, or an eyeglasses provider for a new pair of glasses for a student.

In the Capital Area, there is a limit of one grant award, up to \$1,000, per student per semester.

Examples of Allowable Expenditures for Finish Line Grants

Transportation. Transportation assistance may be provided to assist the student to get to the community college or other places that support WIOA activities. Transportation assistance may be paid in advance based on a plan for the transportation cost. Examples are bus passes and gasoline assistance. *Mileage will be paid at the Federal reimbursement rate.*

Auto Repairs. Auto repair payments that allow a participant to participate in educational and training activities are allowed. This includes repairs of an immediate need. Normal vehicle maintenance costs are not allowed. If a participant is repairing a personal vehicle, Finish Line Grant funds may be used to purchase the parts. Auto repair may not exceed the amount of the vehicle. Capital Area staff and NCWorks Career Center staff should take into consideration if public transportation would be a more feasible option for the participant and, if so, Finish Line Grant funds will not be required.

Child Care. Child care assistance for children ages 12 and under who reside in the home of the student are allowed if other resources are not available. Expenditures may be limited to a daily maximum per child. Birth certificates may be required to verify the ages of children.

Payments for child care may be required by the provider for a space to be maintained for the child even when the child is not in attendance for sickness or holidays. If this is the policy of the child care center, the provider may be required to provide verification of that for the day(s) in question.

Dependent Care. Dependent care assistance may be utilized to help a participant meet their family care needs during participation in their educational activities. Dependent care service providers should be selected by the student. Capital Area staff and NCWorks Career Center staff should ensure that Finish Line Grant funds do not duplicate dependent care assistance available from another source.

Housing Assistance. Housing assistance provided to students allows students to maintain or obtain adequate or temporary shelter while participating in educational activities. Finish line Grant funds may

not pay for rental deposits or mortgage payments. Students needing housing assistance should be referred to community housing assistance programs if applicable. Capital Area staff and NCWorks Career Center staff must ensure WIOA Title I funds do not duplicate housing assistance from another source.

Accommodations for Individuals with Disabilities. Finish Line Grant funds may be utilized to assist a student who needs accommodations to enable them to participate in their educational activities. Capital Area staff and NCWorks Career Center staff should ensure that grant do not duplicate funds provided by another source. A referral to Vocational Rehabilitation may be appropriate and, if so, Finish Line Grant funds would not be required.

Utility Bills. Students may obtain assistance in paying for utility bills, including water, gas and electric bills. Care should be taken to ensure that the grant funds do not duplicate assistance from another source.

Internet. Finish Line Grants may be used to pay an internet service bill or to set up internet service needed for current course work. In some cases, it may be difficult to avoid payment for “bundled services” that include cable television, etc., rather than solely internet service. Capital Area and NCWorks Career Center staff should be mindful that often the entire bundled service must be paid to keep internet functioning, and therefore, should not disqualify students from receiving a FLG due to bundled service.

Referrals to Health Care. Students in need of medical or counseling services should be referred to other community medical resources if applicable. Capital Area staff and NCWorks Career Center staff should ensure Finish Line Grant funds do not duplicate medical assistance available from another source. The referrals include DOT physicals, drug screens, required immunizations, dental, ophthalmologist, drug and alcohol counseling, mental health counseling, behavioral counseling, etc.


Assistance with Books and School Supplies. Grant funds may be utilized to assist a student attending approved education classes with books, fees, school supplies, and other necessary items related to their education.

Assistance with Tuition and Fees. In the context that the student has an emergency financial challenge that has negatively impacted the student’s ability to pay for tuition and fees, then Finish Line Grant funds may be used to pay tuition and fees, however, it is not the intent of the grant program to function solely as a scholarship for a student’s tuition and fees.

Examples of Unallowed Expenditures for Finish Line Grants

Finish Line Grant funds are **not** to be used for student expenses that are not allowed as supportive services including:

- Titled or deeded items or when recovery of the expense is anticipated (e.g. rent or housing deposits, mortgage payments, property taxes, fines and late fees)
- Purchase of vehicles
- Business startup costs
- Computer purchases
- Car payments
- Phone bills

	PY22-06
	Capital Area Staff, NCWorks Career Center Staff and NextGen Staff
	June 15, 2022
	Incumbent Worker Policy

Purpose: To rescind policy #PY21-11 and transmit a new Incumbent Worker policy.

Background: WIOA became law on July 22, 2014 and supersedes Titles I and II of the Workforce Investment Act (WIA) of 1998 and amends the Wagner-Peyser Act and the Rehabilitation Act of 1973. The Departments of Labor and Education published the Final Rules in the Federal Register on August 19, 2016, which became effective October 18, 2016.

Under WIOA, the Local Board may reserve and use not more than 20 percent of the funds allocated to the local area involved under section 133(b) to pay for the Federal share of the cost of providing training through a training program for incumbent workers carried out in accordance with WIOA.

Catalyst 20/20, Capital Area Workforce Development Board’s Incumbent Worker Training program, seeks to drive growth in industry through the learning and development of an organization’s existing workforce. Through this effort, regional businesses: gain a competitive edge, retain key talent and expertise, and reduce employee turnover. Through this initiative, we support our mission of providing innovative solutions to match workforce skills with employer needs.

Changes: Please note the following change(s) to the policy:

- Added Lee and Chatham Counties to the policy.
- Corrected spelling for one instance of the word “disabilities” in the grant information of the application.
- Added the following wording, Exceptions to 250 employee requirement must be approved by the CAWDB Executive Committee.

Action: All Capital Area Staff, NCWorks Career Centers and NextGen Centers must adhere to the procedures outlined in this policy, for Workforce Innovation Opportunity Act (WIOA) funded activities for Incumbent Worker training. Please share with staff as appropriate. This policy replaces the WIOA Incumbent Worker Policy PY21-11 sent out on December 7, 2021. Please share with staff as appropriate.

Effective Date: July 1, 2022

Expiration: In effect until rescinded

Contact: Barbara Brothers

Business Engagement Director
barbara.brothers@wakegov.com
919.856.6046

Attachments: Catalyst 20/20 – Capital Area Incumbent Worker Training Policy
Catalyst 20/20 – Grant Information
Catalyst 20/20 – Grant Application
Catalyst 20/20 – Grant Application Assessment
Catalyst 20/20 – Grant Program Report

CATALYST 20/20
CAPITAL AREA
INCUMBENT WORKER TRAINING POLICY

A. OVERVIEW

Catalyst 20/20, developed by Capital Area Workforce Development (CAWD), seeks to drive growth in industry through the learning and development of an organization's existing workforce. Through this effort, regional businesses:

- *Gain competitive edge*
- *Retain key talent and expertise*
- *Reduce employee turnover*

B. PROJECT FUNDING

Funds for this program are made available through the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs. These funds are received from the U.S. Department of Labor and passed through the N.C. Department of Commerce - Division of Workforce Solutions. Local grants are administered by Capital Area Workforce Development Board.

In the event that Capital Area receives additional funding through grants or other opportunities that allow for Incumbent Worker Training, additional guidelines will be released for each grant received regarding some or all of the following items, as appropriate: reimbursement rates, number of allowed hours, wage rates, timeframes and/or eligibility criteria, etc. The guidelines issued will be specifically for that grant and will follow all rules and regulations under that grant. This WIOA Incumbent Worker Training policy must be followed for any item that is not specifically addressed in other grant guidelines.

CAWD will make available up to 20% of its annual Adult and Dislocated Worker allocations for Incumbent Worker Training for Catalyst 20/20 activities that are programmatic in nature. Funding for any fiscal year is subject to the availability of WIOA funding, and/or Board priorities in that year, but will not exceed 20%. This is a rolling fund allowing for grants to be issued throughout the year as the budget allows. Catalyst 20/20 funds cannot be used to pay administrative activities. These activities must be paid for out of Capital Area's administrative funds.

- Grants of up to \$10,000 will be awarded to businesses in Wake, Johnston, Lee and Chatham Counties.
- Each business is limited to two (2) grants per any 12-month period and an annual maximum award amount of \$20,000.
- Companies may reapply for funding in subsequent years.
- A lifetime maximum of \$50,000 may be awarded to any individual business.

C. LOCAL PROGRAM FOCUS AND PRIORITIES

Catalyst 20/20 supports learning and development initiatives including, but not limited to:

- Technical training
- Certifications
- Leadership development
- Soft skills
- Professional development

Training may be for individual contributors, leaders, departments and/or teams.

Focus and Priority for Selection

In support of our mission in workforce development, CAWD has established four primary areas of focus and priority when considering award recipients. CAWD will reevaluate program focus and priorities for funding on an annual basis.

1. Employee and Employer Improvement

- Deploying new technologies
- Diversifying into new lines of business to strengthen competitive position in market
- Developing high potentials and succession planning
- Advancing employee skills to foster career progression
- Retaining critical talent
- Averting layoffs

2. Training in Key Industry Sectors, including, but not limited to:

- Information Technology
- Construction/Skilled Trades
- Healthcare
- Advanced manufacturing

3. Businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.

4. Companies located in designated vulnerable communities.

D. ELIGIBILITY REQUIREMENTS

When determining an employer's eligibility for participating in Catalyst 20/20, Capital Area staff must consider the following factors:

- the characteristics of the individuals in the program;
- the relationship of the training to the competitiveness of a participant and the employer; and,
- Other such factors as Capital Area may determine to be appropriate, which may include:
 - the number of employees participating in the training;
 - the wage and benefit levels of those employees (at present and anticipated upon completion of the training);

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

- the existence of other training and advancement opportunities provided by the employer;
- the credentials and skills gained as a result of the training;
- layoffs averted as a result of the training;
- utilization as part of a larger sector and/or career pathway strategy; or
- employer size

1. Business applicant requirements:

- Have operation(s) located in Wake, Johnston, Lee or Chatham County
- Have operated in Wake, Johnston, Lee or Chatham County for the last twelve (12) months
- Have an employer-employee relationship with at least five (5), but not more than, 250 employees that are located in Wake, Johnston, Lee or Chatham County
- Be current on all federal, state and local tax obligations
- Provide participant data as required
- Meet nonfederal share requirements

*Exceptions to the "250 employees" requirement may be considered based on economic development projects and/or other special circumstances deemed appropriate by Capital Area staff. **Exceptions to 250 employee requirement must be approved by the CAWDB Executive Committee.***

2. Training participant requirements:

- Be at least 18 years of age
- Be a current employee of the business, per the Fair Labor Standards Act (FLSA)
- Have established, documented employment with employer for six months or more
- Work within a Wake, Johnston, Lee or Chatham County facility
- Be a citizen of the US or a non-citizen whose status permits employment in the US

3. Additional Guidelines

- Six-month employment history may include time spent as a temporary or contract worker performing work for the employer receiving Catalyst 20/20 funds.
- If the Incumbent Worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six months or more, as long as, a majority of those employees being trained meet the employment history requirement.
- An incumbent worker does not have to meet the eligibility requirements for career and training services for adults and dislocated workers under WIOA, unless they are also enrolled as a participant in the WIOA adult or dislocated worker program.
- Generally, Catalyst 20/20 funds should be provided to private sector employers; however, there may be instances where non-profit and local government entities may be the recipients of IWT funds. For example, Catalyst 20/20 funds may be used in the health care industry where hospitals are operated by non-profit or local government entities and a nursing upskilling opportunity is available.
- Catalyst 20/20 applications for funds may be submitted from a collaborative group of employers. The collaborative must designate a lead employer to be the point of contact for Capital Area staff. The lead employer must have employees included in the training.

Equal Opportunity Employer/Program.

Auxiliary aids and services are available upon request to individuals with disabilities.

- Catalyst 20/20 funds can be used for underemployed workers. For example, workers who would prefer full-time work but are working part-time for economic reasons.
- Capital Area encourages an upskill/backfill strategy in the company with other WIOA participants. As incumbent workers advance with the employer, the employer then provides an opportunity to fill these now vacant positions with local WIOA participants.

E. NCWORKS ONLINE

NCWorks Online is the case management tool used by Capital Area Workforce Development to track participants.

- Applicants for Catalyst 20/20 funding must create an account in NCWorks Online.
- At a minimum, the following data for each training participant must be entered into NCWorks Online:
 - Social Security Number
 - Complete name and Contact Information
 - Gender
 - Date of Birth
 - Citizenship (Right to Work Status)
 - Selective Service Compliance
 - Disability Status
 - Ethnicity and Race
 - Highest School Grade Completed
 - Highest Education Degree Attained
- All participant information must be entered into NCWorks Online before the first day of training.

F. PROGRAM OUTCOME MEASURES

Applicants must outline their projected program outcomes using goals that are specific, measurable, attainable, realistic and timely. These goals must be directly tied back to business performance.

Upon completion of the training and before final reimbursements are issued, a final report must be submitted by the business to show actual results of the initiative. As part of the summary, Capital Area will capture the following data from the participating organizations:

- Participants Wage Gain
- Participants Employment Retention
- Participants Training Completion

G. APPLICATION PROCESS

The Catalyst20/20 application will be made available on the Capital Area web site at www.capitalareawdb.com. Questions and inquiries should be directed to the Business Engagement

Team at Capital Area. Applications must be submitted by e-mail at catalyst2020@wakegov.com. All resulting questions and processing will be managed by the CAWD Business Engagement team. Award recipients will be notified of a decision within 14 business days of receipt of the application.

For Collaborative Incumbent Worker applications, the process is the same as above except a lead employer will be designated by the collaborative to submit the application on behalf of the group. If the application is approved, the contract will be written with the lead employer. The lead employer is responsible for collecting and submitting all reports and invoices. Reimbursement will go directly to the lead employer. It is the lead employer's responsibility to disperse the funds to the remaining members of the collaborative.

H. REIMBURSABLE AND NON-REIMBURSABLE COSTS

Reimbursable Expenses:

Only expenses specifically included in the final contract budget will be allowable and may include:

- Instructor/trainer fees, tuition and/or registration expenses
- Training that results in participants obtaining an industry-recognized certification or credential. Includes training preparation for certification exams. *(Both training and exam are to be completed within 12-month contract)*. Training materials and supplies directly related to training
- Web based online training
- Employee skills assessment that results in primary training funded through the grant
- Textbooks and manuals used 100% for the training activities
- Material and supplies directly related to funded training
- Process improvement or quality related training to support the state's Business Edge initiative

Non-Reimbursable Expenses

- Employee related costs such as wages, fringe benefits and travel
- Expenses incurred prior to the start date of the contract or after the contract ends
- Training that the company or an entity on the company's behalf already provides to its employees
- Training that a company is mandated to provide on a regular basis to its employees by federal, state or local laws
- Continuing Education Units (CEUs) and other training that is specifically required for an employee to maintain licensure, certification or accreditation
- Courses that are part of a trainee's pursuit of an educational degree
- Employment or training in sectarian activities
- Curriculum design and/or training program development expenses
- Costs associated with in-house company trainers *(trainers employed by any business whose employees are being trained to include parent company employees)*
- Purchase of employee assessment systems or systems usage licenses (example: site licenses)
- Training-related software or equipment to provide the training
- Company Website design, development, website hosting and maintenance, software or hardware upgrades, advice on computer selection for software or hardware upgrades, and advice on computer selection for purchase or upgrade
- Third party compensation or fees not directly related to the provision of the requested training

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- Compensation for third party preparation and/or management of proposals/ contracts or for consulting fees
- Any costs that would normally be considered allowable but for which there is no request/cost for training related to the item(s) within the application
- Capital improvements, purchase of real estate, and construction or renovation costs and capital equipment or other durable (long lasting and/or reusable) training materials
- Business relocation expenses or other similar/related expenses
- Travel outside of contiguous US or costs associated with bringing a trainer into the country
- General office supplies and non-personnel service costs (i.e. postage, photocopying)
- Membership fees or dues
- Food, beverage, entertainment and/or celebration related expenses
- Job/position profiling
- Publicity/public relations costs
- Costs associated with conferences

I. INVOICING AND EVALUATION

- Invoices for activities will be on a cost-reimbursement basis only.
- Documentation must be sufficient to justify the requested payment. Only items identified in the contract budget will be reimbursed.
- As training course(s) are completed, employer will submit an invoice to CAWD for review and processing.
- Reimbursements will be issued within 30 days of receipt.
- A final invoice must be submitted within 45 days of project completion date.
- The final reimbursement will not be distributed until receipt of the final report.
- Grant funding must be used within 12 months of award notification.

Monitoring of the project will be conducted by CAWD staff at least once during the term of the contract, to include evaluating compliance with the Non-Federal Share requirement.

J. DEFINITIONS

1. Incumbent Worker

An Incumbent Worker is:

- at least 18 years of age and a paid employee of the applicant business or businesses;
- in a relationship that meets the Fair Labor Standards Act requirements for an employer-employee;
- an employee with an established employment history with the employer for six (6) months or more;
- a citizen of the United States or a non-citizen whose status permits employment in the United States; and,
- an employee to be trained who works at a facility located in Wake, Johnston, Lee or Chatham County

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2. **Employer-Employee Relationship**

An Employer-Employee Relationship must exist between the worker and the employer. Workers who are economically dependent on the business of the employer and will receive a W-2 form for tax filing purposes have an employer-employee relationship.

Individuals who do not meet the definition of employer-employee relationship are:

- those who will receive a 1099 form for tax filing purposes; or
- those who are placed through a temporary agency.

3. **Eligible Businesses**

The intent of the Capital Area Incumbent Worker Training Policy is to provide services for current workers in established North Carolina businesses.

An Eligible Business will:

- be current on all tax obligations;
- have an employer-employee relationship with at least five (5), but not more than, 250 employees; and,
- have been in operation in Wake, Johnston, Lee or Chatham County for twelve (12) or more months.

4. **Non-federal Share Requirements**

An employer or group of employers must pay for a portion of the cost of providing the training to participants. This portion is defined as the non-federal share. The non-federal share shall be:

- not less than 10% of the cost for employers with no more than 50 employees;
- not less than 25% of the cost from employers with more than 50 employees but less than 100 employees; or,
- not less than 50% of the cost for employers with more than 100 employees.

The employer's payment for the non-federal share can be cash payments, fairly evaluated in-kind contributions or both. In-kind contributions may include the wages the employer pays to the trainee while they are attending training. In establishing the employer share of the cost, Capital Area will consider the following:

- number of employees participating in the training;
- wage and benefit levels of the employees (at the beginning and anticipated upon completion of the training);
- relationship of the training to the competitiveness of the employer and employees; and,
- availability of other employer-provided training and advancement opportunities.

CATALYST 20/20

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Grant Information

CATALYST 20/20, developed by Capital Area Workforce Development, seeks to **drive growth in industry** through the **learning and development of an organization's existing workforce**. Through this effort, regional businesses:

*Gain competitive edge
Retain key talent and expertise
Reduce employee turnover*

Grants of **up to \$10,000** are awarded to eligible businesses in Wake, Johnston, Lee or Chatham County for training of their workforce in areas including, but not limited to:

- *Technical training*
- *Certifications*
- *Leadership development*
- *Soft skills*
- *Professional development*

Training may be for individual contributors, leaders, departments and/or teams.

Funding is available for up to 12 months from time of award notification. Companies may reapply in subsequent years –*lifetime maximum of \$50,000* may be awarded to any individual business.

Focus and priority given in decision making for the following:

1. Employer and Employee Improvement

- Deploying new technologies; diversifying into new lines of business to strengthen competitive position in the market
- Developing high potentials and succession planning
- Advancing employee skills to promote career progression
- Retaining critical talent
- Averting layoffs

2. High Growth and In-Demand Industry Sectors

- Advanced manufacturing
- Construction/Skilled Trades
- Life Sciences and Bioscience
- Healthcare
- Information Technology

3. Business Ownership

- Minorities
- Individuals with disabilities
- Women
- Socially/economically challenged individuals

4. Businesses Located in Designated Vulnerable Communities.



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Eligibility Requirements:

- ✓ Employers must have:
 - Operation(s) in Wake, Johnston, Lee or Chatham County
 - 5-250 employees in Wake, Johnston, Lee or Chatham County
 - Operated in Wake, Johnston, Lee or Chatham County for the last twelve (12) months
 - Current status on all federal, state and local tax obligations
 - Ability to pay required % business match
(this match is fulfilled with wages paid during training. training equipment purchases, onsite facility usage, employees' food and travel, or lodging). 10% for employers with 50 employees or less; 25% for employers with 51-100 employees; 50% from employers with 101-250 employees

- ✓ Training participants must:
 - Be at least 18 years of age
 - Be a current employee of the business, per the Fair Labor Standards Act (FLSA)
 - Have established, documented employment with employer for six months or more
 - Work within a Wake, Johnston, Lee or Chatham County facility
 - Citizen of the US or a non-citizen whose status permits employment in the US

Training Providers and Delivery Methods:

Employers select their training provider of choice. Upon request, CAWD will provide recommendations and resources for employers to independently evaluate.

Delivery methods supported include classroom instruction (*onsite or at designated provider location*) and web-based learning,

Application and Funding:

Contact catalyst2020@wakegov.com to request the application and for additional information.

Award recipients will be notified of decision within 14 business days of submitting application. If approved, CAWD will work with employer to complete required documentation and create an account in the NCWorks system.

As training course(s) are completed, employer will submit invoice to CAWD for review and processing. Reimbursements will be issued within 30 days of receipt. Grant funding must be used within 12 months of award notification.



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Grant Application

Company Name:			
Mailing Address:			
Physical Address:			
City/State:		Zip:	County:
Primary Contact:		Title:	
Phone:	Ext:	Fax:	
E-Mail Address:		Company Website:	
Employee Headcount in NC:		Total Employee Headcount:	Years in Business:
Company Ownership:	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Partnership	<input type="checkbox"/> Corporation
	<input type="checkbox"/> For-profit	<input type="checkbox"/> Not-for-profit Designation _____	Other: _____
Federal Taxpayer Identification #:			

- | | | |
|---|-----|----|
| Is your company current on all North Carolina state taxes? | YES | NO |
| Is your company current on all federal taxes? | YES | NO |
| Is your company current on all county, city and local taxes? | YES | NO |
| Does your company meet the business ownership priority?
<i>(Owned by one of the following individuals: minority, woman, individual with a disability, individual who is socially/economically challenged.)</i> | YES | NO |



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Business Case *(include attachment with detailed response to questions below)*

1. What are the current challenges your organization is looking to address?
2. What impact have you encountered in your business by not having sufficient skills and/or additional training?
3. Using the SMART method (*specific, measurable, attainable, realistic and timely*), outline your objectives and anticipated outcomes for this initiative. Describe how you will measure success.
4. How will your organization support the training to ensure maximum impact? What will be done to stimulate application of the learning back on the job.



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Proposed Training Plan

The following details must be completed for each training participant receiving **CATALYST 20/20 funding**.

If a department or team is doing a group session, please include the department and/or team name below. Individual participant information will be collected in final processing.

Participant Name(s):		
<i>If for department or organization – how many individuals will be trained?</i>		
Title:		
Phone number:	Email:	
Course Title:		
Course Description and Learning Objectives:		
Training Duration (# hours of training):		
Training Start Date:		
Training End Date:		
Training Provider Name:		
Mailing/Physical Address:		
City:	State:	Zip Code:
Primary Contact:		
Telephone:	Email:	
Instructor Name (<i>attach bio with qualifications/credentials relevant to selected course</i>):		



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BUDGET

Application request should reflect only the amount of funds needed to meet immediate training needs. Awarded funds must be utilized within 12 months of notification. The following details must be completed for any training program utilizing **CATALYST 20/20 funding**.

NOTE: Funding is for instruction fees only; *Expenses related to training equipment, facility usage, travel expenses/meals and/or trainee wages are not eligible for reimbursement.*

**Funding availability is determined by Capital Area Workforce Development Board and is subject to change*

Category	Amount	Provider/Supplier	Line Item Narrative
Instructor Fees/Tuition			
Manuals/Textbooks (itemize)			
Training Certifications, Certificates, Credentials, Licenses, Tests			
Materials/Supplies			
Required Employer Matching Funds *			
Other			
Amount Requested:			

**Required business match may include wages paid during training, training equipment purchases, onsite facility usage, employees' food and travel, or lodging*

- 10% for employers with 50 employees or less
- 25% for employers with 51-100 employees
- 50% from employers with 101-250 employees



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Reimbursable Expenses:

Only expenses specifically included in the final contract budget will be allowed and may include:

- ✓ Instructor/trainer fees, tuition and/or registration expenses
- ✓ Training that results in participants obtaining an industry-recognized certification or credential. Includes training preparation for certification exams. (*Both training and exam are to be completed within 12-month contract*). Training materials and supplies directly related to training
- ✓ Web based online training
- ✓ Employee skills assessment that results in primary training funded through the grant
- ✓ Textbooks and manuals used 100% for the training activities
- ✓ Material and supplies directly related to funded training
- ✓ Process improvement or quality related training to support the state's Business Edge initiative

Non-Reimbursable Expenses

- ✓ Employee related costs such as wages, fringe benefits and travel
- ✓ Expenses incurred prior to the start date of the contract or after the contract ends
- ✓ Training that the company or an entity on the company's behalf already provides to its employees
- ✓ Training that a company is mandated to provide on a regular basis to its employees by federal, state or local laws
- ✓ Continuing Education Units (CEUs) and other training that is specifically required for an employee to maintain licensure, certification or accreditation
- ✓ Courses that are part of a trainee's pursuit of an educational degree
- ✓ Employment or training in sectarian activities
- ✓ Curriculum design and/or training program development expenses
- ✓ Costs associated with in-house company trainers (*trainers employed by any business whose employees are being trained to include parent company employees*)
- ✓ Purchase of employee assessment systems or systems usage licenses (example: site licenses)
- ✓ Training-related software or equipment to provide the training
- ✓ Company Website design, development, website hosting and maintenance, software or hardware upgrades, advice on computer selection for software or hardware upgrades, and advice on computer selection for purchase or upgrade
- ✓ Third party compensation or fees not directly related to the provision of the requested training
- ✓ Compensation for third party preparation and/or management of proposals/contracts or for consulting fees



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- ✓ Any costs that would normally be considered allowable but for which there is no request/cost for training related to the item(s) within the application
- ✓ Capital improvements, purchase of real estate, and construction or renovation costs and capital equipment or other durable (long lasting and/or reusable) training materials
- ✓ Business relocation expenses or other similar/related expenses
- ✓ Travel outside of contiguous US or costs associated with bringing a trainer into the country
- ✓ General office supplies and non-personnel service costs (i.e. postage, photocopying)
- ✓ Membership fees or dues
- ✓ Food, beverage, entertainment and/or celebration related expenses
- ✓ Job/position profiling
- ✓ Publicity/public relations costs
- ✓ Costs associated with conferences

Monitoring of the project will be conducted by CAWD during the term of the contract.

A final report and invoice must be submitted within 45 days of project completion date. The final reimbursement will not be distributed until receipt of the final report.

Federal requirements mandate that the following data for each training participant must be provided:

• Social Security Number	• Citizenship (Right-to-Work Status)
• Complete Name and Contact Information	• Selective Service Compliance
• Gender	• Disability Status
• Date of Birth	• Ethnicity and Race
• NC Driver's License or State ID	• Highest School Grade Completed
• Highest Education Degree Attained	

AUTHORIZATION AND CERTIFICATION

As an authorized representative of **(XYZ company)** submitting this application, I hereby certify that:

- **(XYZ company)** meets the requirements and is eligible to submit this application;
- The information contained in this application is true and accurate and reflects the intentions of the CATALYST 20/20 Training Program;
- I am aware that any false information, intentional omissions, or misrepresentations may result in rejection of the application and possible disqualification for future funding;
- I am aware that any false information, intentional omissions, or misrepresentations may subject **(XYZ company)** to civil or criminal penalties;
- **(XYZ company)** agrees to adhere to all reporting requirements; and to respond to a Customer Satisfaction Survey(s), if asked: and
- **(XYZ company)** agrees to provide all requested data elements as required for federal reporting and submit copies of verification if needed.



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Further, it is against the law for a recipient of this Federal funding to discriminate on the following basis:

- Against any individual in the United States because of race, color, religion, sex (*including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity*), national origin (*including limited English proficiency*), age, disability, or political affiliation or belief.
- Against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

Print Name

Title


Signature

Date



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	PY22-16
	NCWorks NextGen Staff
	March 15, 2023
	WIOA Youth Incentives

Purpose: To rescind policy #21-06 and transmit a new WIOA Youth Incentives policy for all Capital Area NCWorks NextGen staff.

Changes: Please note the following changes to the policy:

- The policy point of contact is now Jessica Locklear McLeod.

Action: All NCWorks NextGen staff must use the attached WIOA Youth Incentives policy when providing incentives to youth while receiving WIOA services. WIOA Youth Service Providers must also revise their current incentive policies accordingly. Share with staff as appropriate. This policy replaces the Youth Incentives Policy #PY21-06.

Effective Date: March 15, 2023

Expiration: In effect until rescinded

Contact: Jessica Locklear McLeod
jessica.locklearmcleod@wake.gov
919.856.7005

Attachment: Capital Area WIOA Youth Incentives Policy

Capital Area WIOA Youth Incentives Policy

Capital Area Workforce Development Board has established the following guidelines for Workforce Innovation Opportunity Act (WIOA) youth incentives:

1. Each Capital Area WIOA Youth Contractor must develop and follow a written Incentive Policy that is approved by Capital Area staff for WIOA youth that is consistent with the Capital Area Incentive Policy and must include the Contractor's internal controls to safeguard cash/gift cards. The Contractor Incentive Policy may include the award of incentives that are non-WIOA funded, as well as WIOA-funded.

The WIOA Youth Contractor's internal controls to safeguard cash/gift cards must include the following:

- A. Organization's process for purchasing and distributing cash/gift cards
 - B. Gift cards maximum \$50.00 without CAWD approval
 - C. Identify whether gift card purchases are bought in bulk or on an as needed basis. If bought in bulk, please identify how bulk cards are kept secure
 - D. Disbursement Log which must include the following:
 1. Name of participant
 2. Gift card purpose
 3. Gift card amount
 4. Disclaimer stating the card can only be used for the purpose identified in item 2.
 5. Recipient signature/Initials and date of receipt of cash/gift card
 6. Staff signature of person issuing the cash/gift card
2. Incentives may be provided to WIOA youth in order to reinforce positive accomplishments or achievements including, but not limited to, educational functioning level increases, skill gains, completion of educational goal, e.g. high school diploma or GED, and positive work experience performance evaluations by a worksite supervisor. WIOA-funded incentives cannot be provided to youth for attendance or participation in activities.
 3. WIOA staff is expected to follow ethical practices and the guidelines herein concerning the purchase of incentives by staff using WIOA funds as well as in the award of incentives to youth.
 4. WIOA staff is required to record/document all incentives provided to a youth in NCWorks Online case notes. This includes the amount of a cash incentive, description of non-cash incentives, and purpose of the incentive. The attainment or achievement for which the incentive is awarded must be documented in a general case note and scanned in the documents tab in NCWorks Online (e.g., copy of GED, measureable

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skills gain documentation, Individual Service Strategy records,) prior to issuing an incentive.

5. Cash incentives for passing a GED test may be awarded in an amount up to, but not greater than, \$100 for each test with a maximum of \$500 total.
6. Cash incentives for attainment of a high school diploma or GED may be awarded in an amount up to, but not greater than, \$500.
7. Cash incentives for attainment of a postsecondary credential (CNA credential, Associate Degree, etc.) may be awarded in an amount up to, but not greater than, \$250.
8. In addition to the cash incentives allowable under #5, #6 and #7, youth may receive up to \$100 per year in cash incentives for other positive accomplishments or achievements such as skills gain, or basic skills improvements.
9. A youth may not receive more than \$1,000 total in a program year for Incentives outlined in #5, #6, #7 and #8.
10. Non-cash incentives, such as gas cards or gift cards (anything that has a cash value associated with it) is limited to \$150 per year.
11. Non-cash incentives such as movie passes, tickets to theme parks or sports events, etc. may **NOT** be purchased using WIOA funds.
12. The only WIOA-funded incentives (cash or non-cash) that can be awarded to youth after exiting WIOA, that is, during post-exit follow-up services, is for GED attainment, credential attainment, and employment retention.
13. In the event that Capital Area receives additional funding through grants or other opportunities that allow for incentives, additional guidelines may be released for some or all of the following items, as appropriate:
 - Allowable expenditures
 - Unallowed expenditures
 - Reimbursement rates
 - Payment methods
 - Eligibility criteria

The guidelines issued will be specific to that grant/opportunity and will be included in this policy as an attachment. The guidelines will follow all rules and regulations under that funding source.

This WIOA Youth Incentive policy must be followed for any item listed above that is not specifically addressed in the guidelines for that special funding.

14. Exceptions to the incentives policy may be requested on a case-by-case basis by e-mailing the Capital Area Youth Coordinator with the following information.
 - a. Name of participant
 - b. Type of exception requested
 - c. Dollar amount of incentive expected
 - d. Reason for the request

After review of the information provided, the Youth Coordinator will respond by e-mail, within ten business days with a determination. If denied, the determination will include justification for the decision. Exceptions will not be considered for items #10 & #11 above.

Workforce Innovation and Opportunity Act of 2014

July 1, 2022 – June 30, 2023 Infrastructure Funding Agreement Signatory Page

Capital Area Workforce Development

Local Workforce Development Area Name

We affirm that the Local Area Workforce Development Board (WDB) and the Chief Local Elected Official (CLEO) of the Local Area, in partnership, have developed and now submit this Local Infrastructure Funding Agreement in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

10/20/22

Submission Date

Workforce Development Board
Chair

Chief Local Elected Official

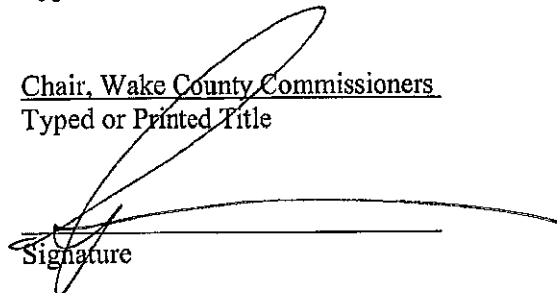
Brian Holland
Typed or Printed Name

Sig Hutchinson
Typed or Printed Name

Chair, Capital Area WDB
Typed or Printed Title

Chair, Wake County Commissioners
Typed or Printed Title

DocuSigned by:
Brian Holland
BPCA294389E5498
Signature


Signature

10/12/2022
Date

10/17/22
Date

NC Works Career Center Memorandum of Understanding

The **Capital Area Workforce Development** Workforce Development Board (WDB), with the agreement of the Chief Local Elected Official (CLEO), shall develop and enter into this Memorandum of Understanding (MOU) between the **Capital Area Workforce Development** WDB and the One-Stop Partners under the Workforce Innovation and Opportunity Act (WIOA) P.L. 113-128, concerning the operation of the One-Stop delivery system. This MOU is effective for the period of **July 1, 2022 – June 30, 2023**.

I. Required Partners (WIOA 121 (b)(1)(B))

1. Title I Adult, Dislocated Workers, Youth, Job Corps, YouthBuild, National Farmworkers Jobs Program (NFJP), and Native American Programs
2. Programs authorized under the Wagner-Peyser Act
3. Adult education and literacy activities authorized under Title II
4. Programs authorized under Title I of the Rehabilitation Act of 1973
5. Activities authorized under Title V of the Older Americans Act of 1965
6. Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
7. Activities authorized under Chapter 2 of Title II of the Trade Act of 1974
8. Activities authorized under Chapter 41 of Title 38, United States Code: Job Counseling, Training, and Placement Service for Veterans
9. Employment and training activities carried out under the Community Services Block Grant Act
10. Employment and training activities carried out by the Department of Housing and Urban Development
11. Programs authorized under State of North Carolina (the "State") unemployment compensation laws (in accordance with applicable federal laws)
12. Programs authorized under Section 212 of the Second Chance Act of 2007
13. Programs authorized under part A of Title IV of the Social Security Act: Temporary Assistance for Needy Families

II. Additional Partners

The local WDB may have specialized centers to address special needs, such as the needs of dislocated workers, youth, or key industry sectors or clusters. With the approval of the Capital Area Workforce Development WDB and CLEO, the following entities may be additional One-Stop partners: *Community Success Initiative and Centre for Home Ownership & Economic Development*.

1. Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under section 1148 of the Social Security Act;
2. Employment and training programs carried out by the Small Business Administration;
3. Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008;
4. Work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008;
5. Programs carried out under section 112 of the Rehabilitation Act of 1973;
6. Programs authorized under the National and Community Service Act of 1990; and

7. Other appropriate federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.

III. Roles and Responsibilities (WIOA Section 121 (b)(1)(A))

Each required partner of the One-Stop delivery system shall:

- a.) provide access through the One-Stop delivery system, including making the career services or activities that are applicable to the program (eligibility determination, outreach, initial assessment, labor exchange service, job search, recruitment, referrals, job listings, training provider information, local area performance, supportive service information, financial aid assistance, career planning, financial literacy, and more) available at the One-Stop centers;
- b.) use a portion of the funds available for the program and activities to maintain the One-Stop delivery system, including payment of the infrastructure costs of One-Stop centers; *See Attachment B – Capital Area Infrastructure Agreement (IFA);***
- c.) enter into a local MOU (shown by signature on this document) with the local board, relating to the operation of the One-Stop system;
- d.) participate in the operation of the One-Stop system consistent with the terms of this MOU, the requirements of this title, and the requirements of the federal laws authorizing the program or activities;
- e.) use a common One-Stop delivery system identifier (in North Carolina, this is NCWorks);
- f.) identify strategies to meet the needs of individuals with barriers to employment;
- g.) use customer service features such as common intake and referral procedures, customer databases, and resource information, as appropriate;
- h.) coordinate business services activities through the Capital Area NCWorks Career Center's Business Services Team;
- i.) provide opportunities for staff to participate in education and cross-training activities as needed; and,
- j.) provide a representative to participate in the CAWD partner meetings on a regular basis.

In addition to the roles and responsibilities stated above, each individual partner hereto agrees to its specific responsibilities as stated below.

i. Wake County Government, Capital Area Workforce Development (CAWD) – WIOA Title I: Adult, Dislocated Workers, and Youth programs; Reentry Employment Opportunities (REO) programs

CAWD is responsible for coordinating and aligning workforce development services and strategies that meet local workforce and economic needs. This is accomplished, in part, by the CAWD carrying out its responsibility of certifying and overseeing the NCWorks Career Center System in the Capital Area. CAWD will utilize the Certification Criteria for NCWorks Career Center Policy, developed by the Commission on Workforce Development. CAWD will provide:

1. Coordination with system stakeholders and partners in determining the appropriate Product Box services and center locations, based on local needs;
2. Coordination and leadership in convening partner meetings for information sharing.
3. Designation of Capital Area NCWorks Career Center Operator(s);
4. Assurance that all Capital Area NCWorks Career Centers meet North Carolina's

Certification Criteria (*Attachment C*), as well as the additional standards established by CAWD;

5. Assurance that WIOA services provided in Capital Area are delivered in a manner consistent with North Carolina's Certification Criteria (including the minimum staffing and service requirements);
6. Assurance that a Memorandum of Understanding is executed between CAWD and the NCWorks Career Center Partners as identified in the WIOA;
7. Consistent and continuous oversight and monitoring of the Capital Area NCWorks Career Center System. CAWD will provide the leadership and advocacy for maintaining a quality and continuous improvement focus to ensure excellent customer service in the Capital Area NCWorks Career Center System. CAWD will also provide the administrative/policy guidance and funding resources to local WIOA Service Providers;
8. Provision of the necessary WIOA staffing and services required for Tier 1 NCWorks Career Centers (based on funding availability);
9. Provision of the necessary WIOA staffing and services required for Tier 2 NCWorks Career Centers (based on funding availability);
10. Identification of staff roles, responsibilities, and available resources;
11. Training on and access to NCWorks Online to Partner staff (for information, labor market information, job openings, career planning and workforce investment activities) who meet requirements as defined by the North Carolina Division of Workforce Solutions;
12. Provision of technical assistance, as needed;
13. Inclusion of NCWorks Career Centers in Rapid Response initiatives;
14. Information on Reentry Employment Opportunities (REO) services, program eligibility and resources; and,
15. The promotion of equal, effective, and meaningful participation by individuals with disabilities in workforce investment activities.

ii. Adams and Associates, Inc. - WIOA Title I: Job Corps

Adams and Associates, Inc. provides free education and training that helps young people earn their high school diploma or GED, learn a career, attend college, and provide assistance in finding, and keeping, successful employment. Adams and Associates, Inc. agrees to provide:

1. Job Corps services at Capital Area NCWorks Career Centers, as customers' needs dictates; and,
2. Information on Job Corps services, program eligibility and resources.

iii. Telamon Corporation – WIOA Title I: National Farmworker Jobs Program (NFJP)

Telamon Corporation administers the National Farmworker Jobs Program (NFJP) to provide eligible farmworkers and their dependents with the means to reach self-sufficiency through better employment. Telamon agrees to provide information on NFJP services, program eligibility and resources.

iv. North Carolina Department of Commerce, Division of Workforce Solutions – WIOA Title III: Wagner-Peyser Act Employment Service (ES) program; Trade Adjustment

Assistance (TAA) activities; Jobs for Veterans State Grants (JVSG) programs

DWS administers Wagner-Peyser services, Veterans services, and other workforce development programs, and is a key partner in the Capital Area NCWorks Career Center System, DWS agrees to provide:

1. The necessary DWS staffing and services required for Tier 1 NCWorks Career Centers;
2. The necessary DWS staffing and services required for Tier 2 NCWorks Career Centers; and,
3. Support delivery of services using an integrated service delivery model.

v. National Council on Aging (NCOA) - Senior Community Service Employment Program (SCSEP)

NCOA administers programs to help people aged 60+ meet the challenges of aging including the SCSEP that provides training and part-time work to help older adults aged 55+ get back on the path to financial stability. They also partner with nonprofit organizations, government, and business to provide innovative community programs and services, online help, and advocacy.

NCOA agrees to provide:

1. Information on agency services and eligibility at Capital Area NCWorks Career Centers, as customers' needs dictates; and,
2. Older Worker participants for work experience opportunities in the NCWorks Career Centers.

vi. North Carolina Department of Commerce, Division of Employment Security (DES) - Unemployment Compensation (UC) programs

DES is responsible for the administration of the unemployment insurance program in the state of North Carolina. Division of Employment Security (DES) agrees to provide:

1. Access to information on the wage database as needed by NCWorks Career Center staff; and,
2. Referral of Unemployment Insurance claimants to the NCWorks Career Center as required.

vii. Wake Technical Community College, Johnston Community College, and Central Carolina Community College. WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs; Carl D. Perkins Career and Technical Education Act, Career and technical education programs

The Adult Education and Family Literacy Act provider assist adults in: becoming literate; obtaining the knowledge and skills necessary for employment and self-sufficiency; obtaining the necessary education and skills to become full partners in the educational development of their children; and completing secondary education or its equivalent. The AEFLA provider will partner with the NCWorks Career Centers and NCWorks NextGen programs to ensure there is a seamless referral between programs.

The Carl Perkins programs develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Carl Perkins program will partner with the NCWorks Career Centers and NCWorks NextGen programs to ensure there is a seamless referral between programs.

In addition to the above, WTCC and JCC agree to provide:

1. Referrals to the Capital Area NCWorks Career Centers for wrap around services and employment support;

2. Information on college admissions, the Pell Grant and other financial aid resources;
3. Information on all classes and services available and registration assistance for customers;
4. Training completion documents for WIOA participants to satisfy Credential Performance Indicator documentation;
5. Services offered by the Human Resources Development Program (HRD), including instructional training, skill assessments, and career development activities, to Capital Area NCWorks Career Centers;
6. A strong HRD presence at NCWorks Career Centers. Maintaining a presence includes, but is not limited to, the following: on-site instruction, co-location of program operations, and established NCWorks Career Center office hours when applicable;
7. Skills and occupation assessments, where available, for employers; and,
8. The opportunity to partner on other grants that build capacity for the system.

viii. Triangle Literacy Council (TLC) - WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs

TLC improves the lives of adults, youth, and families by teaching basic literacy and life skills for economic and social success. TLC agrees to provide information on agency services, program eligibility and resources.

ix. North Carolina Vocational Rehabilitation (VR) - WIOA Title IV: State Vocational Rehabilitation (VR) Services program

VR helps people with disabilities achieve their goals for employment and independence. VR offers to enhance the facilities and services of the Capital Area NCWorks Career Center System. VR agrees to provide:

1. Guidance and advice on matters related to facility and service access for the disabled;
2. Information on VR services, program eligibility and resources; and,
3. Strong considerations of opportunities for on-site presence or co-location in Capital Area NCWorks Career Centers, as leases expire.

x. North Carolina Division of Services for the Blind (DSB): WIOA Title IV: Services for the Blind

DSB provides services to people who are visually impaired, blind and deaf-blind to help them reach their goals of independence and employment. Services for the Blind agrees to provide:

1. Guidance and advice on matters related to facility and service access for individuals with visual impairments; and,
2. Information on Services for the Blind services, program eligibility and resources.

xi. Passage Home and Johnston/Lee/Harnett Community Action (JLHCA) - Community Services Block Grant (CSBG) programs - Employment and training activities

Passage Home help individuals break the cycle of poverty and create generational self-sufficiency by helping them achieve housing and income security. JLHCA promotes self-sufficiency for low-income individuals and encourage the use of private sector involvement in anti-poverty activities. Passage Home and JLHCA agrees to provide

agency services and information at Capital Area NCWorks Career Centers, as customers' needs dictates.

xii. **Wake County Human Services (WCHS), Johnston County Department of Social Services (JCDSS) Lee County Department of Social Services (LCDSS) and Chatham County Department of Social Services (CCDSS) - Temporary Assistance for Needy Families (TANF) program**

WCHS, JCDSS, LCDSS, and CCDSS offer to provide Temporary Assistance for Needy Families (TANF) services and other pertinent services at Capital Area NCWorks Career Centers. WCHS, JCDSS, LCDSS, and CCDSS agree to provide:

1. Information on Work First services, program eligibility and resources; and,
2. A strong presence at NCWorks Career Centers. Maintaining a presence includes, but is not limited to, on-site presence, co-location of program operations, and established NCWorks Career Center office hours when applicable.

Each additional partner of the One-Stop Delivery System shall:

- a.) Enter into a local Memorandum of Understanding (shown by signature on this document) with the local board, relating to the operation of the One-Stop system;
- b.) Provide information about program services, eligibility requirements and resources.
- c.) Make referrals among One-Stop partners based on customer needs.
- d.) Provide opportunities for staff to participate in education and cross-training activities as needed.

In addition to the shared roles and responsibilities stated above for Additional One-Stop partners, each individual additional partner hereto agrees to its specific responsibilities as stated below.

i. **Community Success Initiative (CSI)**

Community Success Initiative (CSI) works with men and women who are transitioning from prison and jail, or who otherwise find themselves entangled in the criminal justice system. CSI agrees to provide:

1. Information on CSI services, program eligibility and resources; and,
2. Opportunities for on-site presence or co-location in Capital Area NCWorks Career Centers, as suitable for both parties.
3. Workshops in the NCWorks Career Center for former offenders.

ii. **Centre for Home Ownership & Economic Development**

Centre for Home Ownership & Economic Development enriches, empowers and invests in the economic growth of the community by providing financial stability, jobs, business development and housing opportunities. Centre for Home Ownership & Economic Development agrees to provide:

1. Information on services, program eligibility and resources; and,
2. Opportunities for on-site presence or co-location in Capital Area NCWorks Career Centers, as suitable for both parties.

IV. Costs of Services (WIOA Regulations 678.700, USDOL December 27, 2016: Infrastructure Funding Guidance)

This section must contain an effective time period and infrastructure and shared services budget, identify all One-Stop partners/CLEOs/local Boards participating, and describe the periodic review and reconciliation process to ensure equitable benefit among partners. The infrastructure funding agreement (IFA) may have a different effective time period from the duration of the MOU. Also, the infrastructure funding agreement must include binding signatories if submitted as a separate document.

The IFA, included as *Attachment B – Capital Area Infrastructure Agreement (IFA)*, provides information on the shared infrastructure cost and/or in-kind arrangements with the partners including:

- a.) Identification of the infrastructure costs budget, which is a component of the overall One-Stop operating budget.
- b.) If different from Section I above, identify all One-Stop partners, CLEOs, and the Local WDB participating in the IFA.
- c.) Describe how the periodic modification and review process to ensure equitable benefit among One-Stop partners will be conducted. Include a timetable.
- d.) Provide the process used to reach consensus among all partners when developing the IFA. (Or, if applicable, provide assurance that the local area followed the State Funding Mechanism process.)
- e.) Describe the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

V. Funding definitions

- a.) Cash and In-Kind for Ongoing One-Stop delivery system Operators
Non-cash contributions must be valued consistent with 2 CFR 200.306 and reconciled regularly (e.g., monthly or quarterly). Third-party in-kind contributions are contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with One-Stop operations. The value of third-party in-kind contributions must also be consistent with the Uniform Guidance at 2 CFR 200.306 and reconciled on a regular basis (e.g., monthly or quarterly) to ensure they are fairly evaluated and meet the partners' proportionate share.
- b.) Infrastructure Costs One-Stop Centers
Non-personnel costs necessary for the general operation of the One-Stop center. The funds provided under this paragraph by each One-Stop partner shall be provided only from funds available for the costs of administration under the program administered by such partner and shall be subject to the program's limitations with respect to the portion of funds under such program that may be used for administration (WIOA Regulations 678.720).
 - a. Non-personnel costs include rental of the facilities; utilities and maintenance; equipment (including assessment-related products and assistive technology for individuals with disabilities); and technology to facilitate access to the One-Stop center, including technology used for the center's planning and outreach activities.

NOTE: The IFA is a required component of the MOU and not a separate document. The reasonable cost allocation methodology should be provided and should be consistent with Federal Cost Principles in the Uniform Guidance 2 CFR Part 200.94.

VI. Methods of Referrals

Methods should ensure the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the One-Stop delivery system.

Partners will utilize the Capital Area Referral process (NCCARE 360) to refer individuals between One-Stop operators and One-Stop partners for appropriate services and activities.

VII. Certification and Continuous Improvement

The parties herein shall comply with established Certification and Continuous Improvement Criteria established by the State board, in consultation with CLEOs and local boards. The objective criteria and procedures for use by local boards in assessing, at least once every three (3) years, the effectiveness, physical and programmatic accessibility in accordance with section 188, if applicable, and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and continuous improvement of One-Stop centers and the One-Stop delivery system. **See Attachment C – NCWorks Career Center Certification Criteria.**

VIII. Performance and Accountability

Each partner is responsible for ensuring that its legislated programs, services, and activities are provided in the One-Stop center in accordance with the goals, objectives, and performance measures of the WIOA P.L. 113-128 and regulations. Each partner agrees to work to support the achievement of WIOA and One-Stop performance measures.

IX. Confidentiality of Information

Exchange of information among partners is encouraged and expected. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the partners collecting, receiving, or sharing information. Each partner agrees to collect and share information necessary to track the performance of the One-Stop Center in accordance with provisions of the WIOA P.L. 113-128 and accompanying regulations.

X. Monitoring and Oversight

The CLEO, the WDB, the DWS, the United States Department of Labor, and local area administrative entity have the right to monitor activities under this MOU to ensure performance goals are being maintained and the MOU terms and conditions are being fulfilled. The partners shall permit on-site visits and reviews by the above-mentioned agencies or their designee.

XI. Disputes

The parties shall first attempt to resolve any disputes informally. Any party shall call a meeting of the partners to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to the Chair of the local WDB who shall place the dispute upon the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. If the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with agreed upon WIOA grievance procedures.

XII. Duration

This MOU shall remain in effect until terminated by the repeal of the WIOA P.L. 113-128, or otherwise by action of law.

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least sixty (60) calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties at the addresses shown within this MOU and to the contact persons so listed, considering any information updates received by the parties.

Should any One-Stop partners withdraw, this MOU shall remain in effect with respect to the remaining Partners until a new MOU is executed or the end of the current federal program year (July through June).

The WDB reserves the right to terminate the participation of any partner upon sixty (60) days' notice if the partner's actions are inconsistent with the terms and conditions of this MOU.

This memorandum shall be reviewed not less than once every three-year period to ensure appropriate funding and delivery of services. [WIOA 121].

XIII. Modification and Assignment

This MOU may be modified at any time by written agreement of the Parties. Assignment of responsibilities under this MOU by any of the Parties shall be effective upon written notice to the other Parties. Any assignee shall also commit in writing to the terms of this MOU.

Such other provisions, consistent with the requirements of this title, as the Parties to the agreement determine to be appropriate.

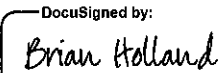
XIV. Signatures

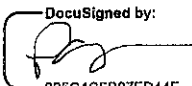
By signatures hereto, the partner(s) attest to participation in the development of this MOU and will support and implement the provisions contained herein.

I certify that I have read and understand the above information and agree to the terms outlined herein. By signing this document, I also certify that I have the legal authority to bind my agency to the terms of this MOU.

Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (i.e., forthcoming, cannot obtain, refused to sign, etc.) and do not leave signature lines blank.

Sig Hutchinson		Chair, Wake County Commissioners	10/10/2022
Printed Name	Signature	Title	Date
Sig Hutchinson, Chief Elected Official			

Brian Holland		Chair, Capital Area WDB	10/12/2022
Printed Name	Signature	Title	Date
Brian Holland, Workforce Development Board Chair			

Pat E. Sturdivant		Executive Director	10/12/2022
Printed Name	Signature	Title	Date
WIOA Title I: Adult, Dislocated Worker, and Youth Formula programs			

DocuSigned by:
D. Jordan Whichard IV
 4FD7916DC864409...

Jordan Whichard Chief Deputy Secretary 04-Nov-2022

Printed Name **Signature** **Title** **Date**

WIOA Title III: Wagner-Peyser Act Employment Service (ES) program
 Trade Adjustment Assistance (TAA) activities
 Jobs for Veterans State Grants (JVSG) programs
 State Unemployment Compensation Laws

DocuSigned by:
Norman Turner
 33C779F3C9F7410...

Norman Turner Job Corps Center 9/29/2022

Printed Name **Signature** **Title** **Date**

Title I Job Corps

N/A

Printed Name **Signature** **Title** **Date**

Title I Youth Build

DocuSigned by:
Susan Oney
 26AC9D6368814DD...

Susan Oney Vice President of Workforce and Career Services 10/3/2022

Printed Name **Signature** **Title** **Date**

Title I National Farmworkers Jobs Program (NFJP)

N/A

Printed Name **Signature** **Title** **Date**

Title I Native American Programs

DocuSigned by:
Laura Walters
 8F3CE67AD4C0476...

Laura Walters Executive Director 9/29/2022

Printed Name **Signature** **Title** **Date**

Adult education and literacy activities authorized under Title II

DocuSigned by:
Alma Taylor
 A47C7FA760F14EC...

Alma Taylor Regional Director 9/28/2022

Printed Name **Signature** **Title** **Date**

Programs authorized under Title I of the Rehabilitation Act of 1973

DocuSigned by:
Cynthia Speight
 DB456201A5B647F...

Cynthia Speight Division Director 9/26/2022

Printed Name **Signature** **Title** **Date**


NC Division of Services for the Blind
 WIOA Title IV: Services for the Blind

Christy King  District Rehabilitation Supervisor 9/29/2022
DocuSigned by: 110C38DCEFF134D7...

Printed Name **Signature** **Title** **Date**
Lee and Chatham Counties NC Division of Services for the Blind
WIOA Title IV: Services for the Blind

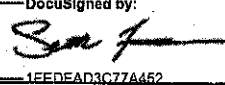
Donna Whitt  CFO 9/27/2022
DocuSigned by: A684D8A03D7B440...

Printed Name **Signature** **Title** **Date**
Activities authorized under Title V of the Older Americans Act of 1965

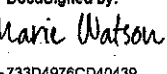
Brenda Cogdell  Program Manager 9/27/2022
DocuSigned by: 783E34A783C9473

Printed Name **Signature** **Title** **Date**
Chatham County Senior Community Services Program (SCEP)

Ann Johnson *N/A - see Tamara Hodge* Administrative Program Officer II
Printed Name **Signature** **Title** **Date**
Lee County Center for Workforce Inclusion

Seth Friedman  Chief Executive Officer 9/27/2022
DocuSigned by: 1EEDEAD3C77A452

Printed Name **Signature** **Title** **Date**
Passage Home
Community Services Block Grant (CSBG) programs

Marie Watson  Executive Director 9/29/2022
DocuSigned by: 733D4976CD40439

Printed Name **Signature** **Title** **Date**
Johnston-Lee-Harnett Community Action
Community Services Block Grant (CSBG) programs

DocuSigned by:
Bob Witchger
086FA71AEC334C0... 9/29/2022

Dr. Bob Witchger	Director	9/29/2022
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Printed Name	Signature	Title	Date
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Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006

DocuSigned by:
Kenneth Boham
E90ABA1C9A094E5... 9/27/2022

Dr. Kenneth Boham	Interim President	9/27/2022
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Printed Name	Signature	Title	Date
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Johnston Community College
Carl D. Perkins Career and Technical Education programs

DocuSigned by:
Dr. Lisa M. Chapman
12C979F8B4D146F... 9/27/2022

Dr. Lisa M. Chapman	President	9/27/2022
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Printed Name	Signature	Title	Date
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Central Carolina Community College
Carl D. Perkins Career and Technical Education programs

DocuSigned by:
Dr. Scott Ralls
98DFB767264D48B... 10/7/2022

Dr. Scott Ralls	President	10/7/2022
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Printed Name	Signature	Title	Date
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Wake Technical Community College
Carl D. Perkins Career and Technical Education programs

DocuSigned by:
Seth Friedman
1FEDEAD9C77A452... 9/27/2022

Seth Friedman	Chief Executive Officer	9/27/2022
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Printed Name	Signature	Title	Date
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Employment and training activities carried out under the Community Services Block Grant Act

N/A

Printed Name	Signature	Title	Date
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Employment and training activities carried out by the Department of Housing and Urban Development

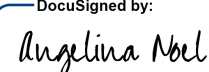
Pat E. Sturdivant
Pat E. Sturdivant Executive Director 10/19/22


Printed Name	Signature	Title	Date
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Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169)

DocuSigned by:

 563F9390BD8746C...
 Scott Sabatino
 Director
 9/27/2022
Printed Name Signature Title Date
 Johnston County Department of Social Services
 Temporary Assistance for Needy Families (TANF) program

DocuSigned by:

 713DC70314FC402...
 Angelina Noel
 Director
 10/10/2022
Printed Name Signature Title Date
 Lee County Department of Social Services
 Temporary Assistance for Needy Families (TANF) program

DocuSigned by:

 0766D012CE8F411...
 Jennie Kristiansen
 Director
 10/4/2022
Printed Name Signature Title Date
 Chatham County Department of Social Services
 Temporary Assistance for Needy Families (TANF) program

Other partners (add a signature line for each additional partner included)

DocuSigned by:

 01D5C8DC7CBF4A8...
 Dennis Gaddy
 Executive Director
 9/29/2022
Printed Name Signature Title Date
 Community Success Initiative (CSI)

DocuSigned by:

 0930756002F04A2...
 James Stroud
 Executive Director
 9/26/2022
Printed Name Signature Title Date
 Centre for Home Ownership & Economic Development

DocuSigned by:

 40B35403D02A428...
 Stephanie Deese
 Executive Director
 9/27/2022
Printed Name Signature Title Date
 North Carolina Association of Workforce Development Boards

Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (i.e., forthcoming, cannot obtain, refused to sign, etc.) and do not leave signature lines blank.

Vic McCormick  DocuSigned by:
7F7B19734E4C45A... Vice President of Continuing Education 10/10/2022

Printed Name **Signature** **Title** **Date**
Johnston Community College
College and Career Readiness Program Provider

Michael Ellis  DocuSigned by:
E89D5B741B514D5... Director 10/14/2022

Printed Name **Signature** **Title** **Date**
Wake Technical Community College
College and Career Readiness Program Provider

Claudia Fernandez  DocuSigned by:
2DB11161F34A41D... Director 10/12/2022

Printed Name **Signature** **Title** **Date**
Central Carolina Community College
College and Career Readiness Program Provider

Tamara Hodge  DocuSigned by:
0AA875FC09D8423... Project Director 10/10/2022

Printed Name **Signature** **Title** **Date**
Mid-Carolina Regional Council
Lee County Senior Community Service Employment Program (SCSEP)

Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (i.e., forthcoming, cannot obtain, refused to sign, etc.) and do not leave signature lines blank.

DocuSigned by:
Nannette M. Bowler
Director 10/9/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Temporary Assistance for Needy Families (TANF) program

DocuSigned by:
Antonia Pedroza
Deputy Director 10/6/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Temporary Assistance for Needy Families (TANF) program

DocuSigned by:
Yolanda McInnis
Division Director 10/6/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Temporary Assistance for Needy Families (TANF) program

The person responsible for monitoring the contract performance requirements is Linda Bauer

DS
MMB Department Head Initials

**Capital Area
WIOA MOU Partner Contact List**

One-Stop Required Partners

Representing	Agency	Agency Contact Name	Email	Phone Number	Signatory Name	Signatory Title
WIOA Title I: Adult, Dislocated Worker, and Youth formula programs; YouthBuild; Roads to Reentry Employment Opportunities (REO) program; and Local Reentry Council	Wake County Government/ Capital Area Workforce Development Board	Pat Sturdivant	Pat.sturdivant@wakegov.com	919.856.6048	Pat Sturdivant	Executive Director
WIOA Title I: Job Corps	Adams and Associates, Inc.	Norman Turner	turner.norman@jobcorps.org	252.438.6161	Norman Turner	Job Corps Center Director
WIOA Title I: National Farmworker Jobs Program (NFJP)	Telamon Corp.	Susan Oney	sony@telamon.org	919.851.7611	Susan Oney	Vice President of Workforce and Career Services
WIOA Title III: Wagner-Peyser Act Employment Service (ES) program; Trade Adjustment Assistance (TAA) activities; Jobs for Veterans State Grants (JVSG) programs; Unemployment Compensation (UC) programs	North Carolina Department of Commerce	Jordan Whichard	Jordan.whichard@nccommerce.com	919.817.4600	Jordan Whichard	Chief Deputy Secretary
Senior Community Service Employment Program (SCSEP)	National Council on Aging	Donna Whitt	Donna.Whitt@ncoa.org	571.527.4001	Donna Whitt	CFO
Senior Community Service Employment Program (SCSEP) (Chatham)	National Caucus and Center on Black Aged, Inc.	Brenda Cogdell	bcogdell@myncba.com	919.400.3351	Brenda Cogdell	Program Manager
Senior Community Service Employment Program (SCSEP) (Lee)	Center for Workforce Inclusion	Ann Johnson	annjohnson@co.cumberland.nc.us	910.321.6493	Ann Johnson	Administrative Program Officer II
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs; Carl D. Perkins	Wake Technical Community College	Dr. Scott Ralls Anthony Caison	sralls@waketech.edu amcaison@waketech.edu	919.866.5141	Dr. Scott Ralls	President

Career and Technical Education Act, Career and technical education programs									
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs; Carl D. Perkins Career and Technical Education Act, Career and technical education programs	Johnston Community College	Dr. Kenneth Boham	kaboham@johnstoncc.edu	919.209.2050	Dr. Kenneth Boham	Interim President			
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs; Carl D. Perkins Career and Technical Education Act, Career and technical education programs	Central Carolina Community College	Dr. Lisa M. Chapman	lchapman@cccc.edu	919.718.7246	Dr. Lisa M. Chapman	President			
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs; Carl D. Perkins Career and Technical Education Act, Career and technical education programs	NC Community College System	Dr. Bob Witchger	witchgerb@nccommunitycolleges.edu	919.807.7126	Dr. Bob Witchger	Director, Career and Technical Education			
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs	Triangle Literacy Council	Laura Walters	lwalters@trianglereliteracy.org	919.787.5559	Laura Walters	Executive Director			
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs (Johnston)	Triangle South Literacy Works	Brian Allen	director@tslitworks.org	910.891.4111	Brian Allen	Director			
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs (Chatham)	Chatham County Literacy Council	Vicki Newell	vicki@chathamliteracy.org	919.742.0578	Vicki Newell	Executive Director			

WIOA Title IV: State Vocational Rehabilitation (VR) Services program	NC VR (Wake County)	Chandra Armstrong	chandra.Armstrong@dhhs.nc.gov Alma.Taylor@dhhs.nc.gov	336.597.2150	Alma Price Taylor	Regional Director
WIOA Title IV: State Vocational Rehabilitation (VR) Services program	NC VR (Johnston County)	Janet Davis	Janet.j.davis@dhhs.nc.gov Alma.Taylor@dhhs.nc.gov	910.892.7040	Alma Price Taylor	Regional Director
WIOA Title IV: State Vocational Rehabilitation (VR) Services program	NC VR (Lee County)	Danyel Bailey	danyel.bailey@dhhs.nc.gov Alma.Taylor@dhhs.nc.gov	919.357.9111	Alma Price Taylor	Regional Director
WIOA Title IV: State Vocational Rehabilitation (VR) Services program	NC VR (Chatham County)	Danyel Bailey	danyel.bailey@dhhs.nc.gov Alma.Taylor@dhhs.nc.gov	919.357.9111	Alma Price Taylor	Regional Director
WIOA Title IV: Services for the Blind	NC Division of Services for the Blind	Betty Gholston	bettygholston@dhhs.nc.gov	919.527.6740	Betty Gholston	Area Supervisor
WIOA Title IV: Services for the Blind	NC Division of Services for the Blind	Cynthia Speight	Cynthia.speight@dhhs.nc.gov	919.527.6704	919-527-6704	Division Director
WIOA Title IV: Services for the Blind (Lee and Chatham)	NC Division of Services for the Blind	Christy King	christyking@dhhs.nc.gov	910.486.1582	Christy King	District Rehabilitation Supervisor
Community Services Block Grant (CSBG) programs - Employment and training activities	Johnston-Lee-Harnett Community Action	Marie Watson	jlhca@jhcommunityaction.org	919.934.2145	E. Marie Watson	Executive Director
Community Services Block Grant (CSBG) programs - Employment and training activities	Passage Home	Seth Friedman	sfriedman@passagehome.org	919.834.0666 x224	Seth Friedman	Chief Executive Officer
Community Services Block Grant (CSBG) programs - Employment and training activities	Central Piedmont Community Action	Natasha J. Elliott	jacksonn@cpcanc.org	919.742.2277	Natasha J. Elliott	Executive Director
Temporary Assistance for Needy Families (TANF) program	Wake County Human Services – Work First	Brenda Niyamodi	nannette.bowler@wakegov.com antonia.pedroza@wakegov.com linda.bauer@wakegov.com	919.212.7076	Nannette Bowler Antonia Pedroza Linda Bauer	HHS Director HHS Deputy Director HHS Economic Benefits Manager
Temporary Assistance for Needy Families (TANF) program	Johnston County Department of Social Services – Work First	Scott Sabatino	Scott.Sabatino@johnstonnc.com	919.989.5300	Scott Sabatino	Director
Temporary Assistance for Needy Families (TANF) program	Lee County Department of Social Services	Angelina Noel	anoel@lee-county-nc.gov	919.718.4690 x5257	Angelina Noel	Director

Temporary Assistance for Needy Families (TANF) program	Chatham County Department of Social Services	Jennie Kristiansen	Jennie.Kristiansen@chathamnc.org	919.642.6976	Jennie Kristiansen	Director
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One-Stop Additional Partners

Representing	Agency	Contact	Email	Phone Number	Signatory Name	Signatory Title
Local program for former offenders	Community Success Initiative (CSI)	Dennis Gaddy	Dgaddy1@communitysuccess.org	919.715.0111 x 239	Dennis Gaddy	Executive Director
Federal Program	Centre for Home Ownership & Economic Development	James Stroud	jstroud@choedc.org	919.241.4718	James Stroud	Executive Director
North Carolina Association of Workforce Development Boards	North Carolina Association of Workforce Development Boards	Stephanie Deese	S.deese@ncawfdb.org	919.414.2085	Stephanie Deese	Executive Director

***Capital Area Workforce Development* NCWORKS Career Center Partner Infrastructure Funding Agreement (IFA)**

I. Purpose

This Partner Infrastructure Funding Agreement (IFA) is entered by and between the Capital Area Workforce Development and Capital Area NCWorks Partners. This IFA provides information on the shared infrastructure cost and/or in-kind arrangements. All partners to this IFA recognize that infrastructure and other additional costs are applicable to all required partners, as outlined in Section 121(b)(1)(B) of the Workforce Innovation and Opportunity Act (WIOA), whether they are physically located in the NCWorks Career Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received.

The sharing and allocations of infrastructure costs among NCWorks partners are governed by WIOA Sec. 121(b), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR part 200 (Uniform Guidance).

Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the NCWorks Career Center, including: rental of the facilities; utilities and maintenance; equipment (including assessment related and assistive technology for individuals with disabilities); technology to facilitate access to the center; and many other infrastructure costs, such as signage and supplies. NCWorks Career Center shall share in additional costs, which must include applicable career services and may include shared operating costs and shared services that are necessary for the general operation of the Career Center.

II. Capital Area Workforce Development NCWorks System Infrastructure Budget

\$771,811.90

See Capital Area NCWorks Career Center Budget as Appendix I

III. Cost Allocation Methodology

There is a two-tiered approach for determining infrastructure and additional costs for required WIOA Career Center partners using the Local Funding Mechanism (LFM). For Temporary Assistance for Needy Families (TANF), Community Services Block Grant (CSBG), and Senior Community Service Employment (SCSEP) programs, the LFM method uses a funding percentage cap of 1.5% to determine the agency's proportionate share of infrastructure and additional costs. The 1.5% is then distributed to workforce boards based on workforce service criteria outlined by each agency. The Vocational Rehabilitation (VR) program authorized by WIOA Title IV, postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, and programs under the Adult Education and Family Literacy Act (AEFLA) authorized by WIOA Title II contribute proportionate shares based on the number of VR and adult education clients who received services in the previous program year and were documented in NCWorks.

The LFM is used to negotiate appropriate contributions from each required partner that will be allocated to the Capital Area Workforce Development WDB, as outlined below. The two-tiered

approach methodology does not include Division of Workforce Solutions (DWS) administered programs or WDB administered programs. For all other required partners with State agencies, infrastructure contributions will be transferred to DWS as a lump sum based on the LFM for the agency. Once DWS receives funding from the State agency, DWS will distribute funding to the local area via the funding methodology set up for each State agency, as outlined in the table below.

For required partners without a State agency, but which are federally funded, the LFM is used as well; however, this negotiation will vary per WDB and should be outlined in the table below. Not all federally funded required partners may administer programs in a WDB's Local Area. In such cases, infrastructure cost sharing is not required.

For required partner programs administered by the DWS - Title III Wagner-Peyser Employment Services, Trade Adjustment Assistance (TAA), and Jobs for Veterans State Grants (JVSG) - the cost sharing model is based on the grant employees' proportionate use of the NCWorks Career Center. DWS and WDB will pay a cost per employee housed in the center. The cost per employee will be based on the total infrastructure cost of the NCWorks Career Center, where applicable.

(Please do not delete any partners from the table. If not applicable, please write N/A)

WIOA Required Partners	Funding Methodology
WIOA Title I: Adult, Dislocated Worker, and Youth formula programs	Proportionate use – cost per employee
WIOA Title I: Job Corps	Co-located in the NCWorks Career Center - Based on square footage occupancy and shared space
WIOA Title I: YouthBuild	N/A
WIOA Title I: Native American programs	N/A
WIOA I: National Farmworker Jobs Program (NFJP)	Based on 1.5% of administrative and program funding, distributed based on the number of clients served in prior years, as well as expected numbers to serve in the local board area.
WIOA Title III: Wagner-Peyser Act Employment Service (ES) program	Proportionate use – cost per employee
WIOA Title III: Trade Adjustment Assistance (TAA) activities	Proportionate use – cost per employee
Jobs for Veterans State Grants (JVSG) programs	Proportionate use – cost per employee
Senior Community Service Employment program (SCSEP)	Co-located in the NCWorks Career Center - Based on square footage occupancy and shared space
Unemployment Compensation (UC) programs	Based on Title I Dislocated Worker formula
Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007)	Local negotiation: Based on 1.5% of administrative and program funding

WIOA Title II: Adult Education and Family Literacy Act (AEFLA) program	A calculated amount per participant served is allocated based upon the number of AEFLA participants receiving staff assisted services at a WDB within each provider's service area.
Carl D. Perkins Career and Technical Education programs	A calculated amount per participant served is allocated based upon the number of CTE participants receiving staff assisted services at a WDB within each provider's service area.
WIOA Title IV: Vocational Rehabilitation (VR) Services program	Based on the number of VR clients with IPEs that received NCWorks service in the previous program year. Differences are reconciled in following program year.
Department of Housing and Urban Development Employment and Training programs	N/A
Services for the Blind	Based on the number of VR clients with IPEs that received NCWorks service in the previous program year. Differences are reconciled in following program year.
Community Services Block Grant (CSBG) programs	CSBG amount is based on 2017 survey of Community Action Agencies, the amount of awarded CSBG identified as being directed to employment screening was calculated. In aggregate, employment services accounted for 20% of the CSBG awards. 20% times the state maximum percent of 1.5% = amount to be awarded for infrastructure cost sharing. The amount for infrastructure cost sharing was allocated to counties/agencies based on each their allocation of CSBG funding.
Temporary Assistance for Needy Families (TANF) program	TANF Amount to distribute is determined by county(ies) coding (method of recording expenditures) to WFCBG for Employment Services in FY2020-2021. The percentage of funding for each county of the total allocation of the TANF Work First County Block Grant (this funding provides dollars for Employment Services Funded with TANF) is applied to the coded expenditure amount.

For additional partners that are not required partners, funds are paid directly to the Local Area WDB based on the partner's proportionate use of the center, as outlined in the table below.

<i>WIOA Required Partners</i>	<i>Funding Methodology</i>
Community Success Initiatives	Co-located in the NCWorks Career Center - Based on square footage occupancy and shared space
Centre for Home Ownership & Economic Development	Co-located in the NCWorks Career Center - Based on square footage occupancy and shared space

IV. IFA Modifications

The partners recognize that modifications to the IFA may be necessary during the program year. Any authorized representative of a partner may make a written request for modification. In order to be valid, any modification to the IFA must be in writing, with a thirty (30) days' notice, signed,

and sent to Pat E. Sturdivant, Executive Director, Capital Area Workforce Development. If Capital Area Workforce Development requests a modification, notice will be sent to the partner organization contact and address identified in section V. IFAs shall be reviewed by all partners at least **once per year** as part of the WDB's Local Plan MOU update process. If partners are unable to reach a consensus and resolve issues related to infrastructure funding during the duration of the MOU, partner contribution defaults to the State Funding Mechanism limits.

V. Partner Infrastructure Contributions

For required partners that have a State agency, required infrastructure costs will be transferred to DWS. DWS will then distribute the funds to each WDB based on the methodology agreed on between the agency and the NC Director's Council.

Where DWS needs to contribute funds to a WDB, the DWS Finance Unit will issue checks to WDBs that are to receive IFA funding. Checks will be issued after each board's designated DWS Planner has received, reviewed, and accepted the board's fully compliant IFA documents. Because funding will not be distributed through the Workforce Information System Enterprise (WISE), for reporting purposes, boards will be expected to keep a list of all IFA expenditures and invoices and have them available for on-site monitoring.

Where the WDB needs to contribute funds to DWS, DWS will issue an invoice, which will provide the required documentation and audit trail, to allow the WDB to draw down the funds and write a check to DWS. The local areas that owe DWS will be invoiced the amount owed and tracked for receipt by the DWS finance unit. (Please do not delete any of the partners from the table. If not applicable, please write N/A).

For partners cost sharing funds not distributed by the DWS, Capital Area Workforce Development will invoice Partner within thirty (30) days of the signed MOU for infrastructure cost sharing effective July 1, 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;	\$352,537.71	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wake.gov 919.856.6048
WIOA Title I: Job Corps	\$9,875.46	Yes	No	Monthly	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 Turner.Norman@job corps.org 252.438.6161
WIOA Title I: YouthBuild	N/A	N/A	N/A	N/A	N/A	N/A
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)	\$1,205.87	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						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
WIOA Title III: Trade Adjustment Assistance (TAA) activities						
Jobs for Veterans State Grants (JVSG) programs	\$314,768.19	Yes	Yes	NFA	IT, Telephone, Office Supplies	
Senior Community Service Employment program (SCSEP)	\$5,774.03	Yes	No	NFA	N/A	Kathryn Lanier NC Department of Health and Human Services Division of Aging and Adult Services 693 Palmer Drive Raleigh, NC 27603 kathryn.lanier@dhhs.nc.gov 919.855.3400
Unemployment Compensation (UC) programs	\$86,572.00	Yes	No	NFA	N/A	Jordan Whichard NC Department of Commerce 301 North Wilmington Street 4336 Mail Service Center Raleigh, NC 27699- 4346 Jordan.whichard@nccommerce.com
Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007)	\$13,458.18					Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609

						pat.sturdivant@wake.gov 919.856.6048
WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs	\$748.00	Yes	No	NFA	N/A	Gilda Rubio Festa NC Community College System 200 West Jones Street Raleigh, NC 27603 Rubio festag@nccommunitycolleges.edu 919.807.7132
Carl D. Perkins Career and Technical Education programs	\$800.00	Yes	No	NFA	N/A	Bob Witchger NC Community College System 200 West Jones Street Raleigh, NC 27603 witchgerb@nccommunitycolleges.edu 919.807.7126
WIOA Title IV: Vocational Rehabilitation (VR) Services program	\$5,826.00	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	\$957.00	Yes	No	NFA	N/A	
Department of Housing and Urban Development Employment and Training programs	N/A	N/A	N/A	N/A	N/A	N/A
Community Services Block Grant (CSBG) programs	\$5,064.00	Yes	No	NFA	N/A	Kathy Sommese NC Department of Health and Human Services Division of Social Services 820S. Boylan Avenue Raleigh, NC 27603 Kathy.sommese@dhhs.nc.gov 919.527.6415

Temporary Assistance for Needy Families (TANF) program	\$4,539.00	Yes	No	NFA	N/A	Susan Osborne NC 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	\$21,042.84	Yes	No	Monthly	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	Monthly	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	\$18,003.60	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609 pat.sturdivant@wakegov.com 919.856.6048
NC Association for Workforce Development Boards	\$1,189.95	Yes	No	One-time payment	N/A	Stephanie Deese North Carolina Association of Workforce Development Boards, 1830 – B Tillery Place Raleigh NC 27604 S.deese@ncawddb.org 919.414.2085
CAREER Grant	\$3,000.60	Yes	No	Monthly	N/A	Pat E. Sturdivant Capital Area Workforce Development 5942 Six Forks Road, Raleigh NC 27609

						pat.sturdivant@wake.gov 919.856.6048
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VI. Term of Agreement

This Agreement will remain in effect from **July 1, 2022 to June 30, 2023**. It shall be reviewed by the Parties as necessary or at least once per year as part of the WDB's Local Plan update.

VII. Signatures

Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (e.g., forthcoming, cannot obtain, refused to sign), and do not leave signature lines blank.

DocuSigned by:
D. Jordan Whichard IV
1ED7918DC864409

Jordan Whichard Chief Deputy Secretary 04-Nov-2022

Printed Name **Signature** **Title** **Date**

North Carolina Department of Commerce
Representing:
WIOA Title III: Wagner-Peyser Act Employment Service (ES) program
Trade Adjustment Assistance (TAA) activities
Jobs for Veterans State Grants (JVSG) programs
Unemployment Compensation (UC) programs

Pat E. Sturdivant

Pat E. Sturdivant Executive Director 10/19/22

Printed Name **Signature** **Title** **Date**

Capital Area Workforce Development
Representing: WIOA Title I: Adult, Dislocated Worker, and Youth Formula programs

DocuSigned by:
Norman Turner
33C779F3C9E7410

Norman Turner Job Corps Center Director 9/29/2022

Printed Name **Signature** **Title** **Date**

Adams and Associates, Inc.
Representing: WIOA Title I: Job Corps programs

N/A

Printed Name **Signature** **Title** **Date**

Representing: WIOA Title I: YouthBuild program

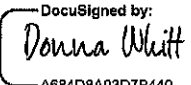
N/A

Printed Name **Signature** **Title** **Date**


Representing: WIOA Title I: Native American programs

Susan Oney  Vice President of Workforce and Career Services 10/3/2022
DocuSigned by: Susan Oney 26AC9D6388814DD...

Printed Name **Signature** **Title** **Date**
 Telamon Corporation
 Representing WIOA Title I: National Farmworker Jobs Program (NFJP)

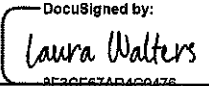
Donna Whitt  CFO 9/27/2022
DocuSigned by: Donna Whitt A684D8A03D7B440...

Printed Name **Signature** **Title** **Date**
 National Council on Aging
 Representing: Senior Community Service Employment program (SCSEP)

Pat E. Sturdivant  Executive Director 10/19/22
DocuSigned by: Pat E. Sturdivant

Printed Name **Signature** **Title** **Date**
 Capital Area Workforce Development
 Representing: Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007)

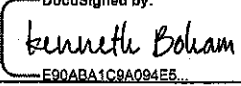
Gilda Rubio-Festa *N/A not required to sign* NC State Director
Printed Name **Signature** **Title** **Date**
 NC Community College System
 Representing: WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs

Laura Walters  Executive Director 9/29/2022
DocuSigned by: Laura Walters 8F28E67AD400476...

Printed Name **Signature** **Title** **Date**
 Triangle Literacy Council
 Representing: WIOA Title II: Adult Education and Family Literacy Act (AEFLA) programs

Dr. Bob Witchger  Director 9/29/2022
DocuSigned by: Bob Witchger 088EA71AEC33AC0...

Printed Name **Signature** **Title** **Date**
 NC Community College System
 Representing: Carl D. Perkins Career and Technical Education programs


Dr. Kenneth Boham  Interim President 9/27/2022
DocuSigned by: Kenneth Boham E90ABA1C8A094E8...

Printed Name **Signature** **Title** **Date**
 Johnston Community College
 Representing: Carl D. Perkins Career and Technical Education programs

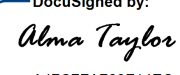
DocuSigned by:

 Dr. Lisa M. Chapman
 12C979F8B4D146F
 President
 9/27/2022

Printed Name **Signature** **Title** **Date**
 Central Carolina Community College
 Representing: Carl D. Perkins Career and Technical Education programs

DocuSigned by:

 Dr. Scott Ralls
 98DFB767264D48B...
 President
 10/7/2022

Printed Name **Signature** **Title** **Date**
 Wake Technical Community College
 Representing: Carl D. Perkins Career and Technical Education programs

DocuSigned by:

 Alma Taylor
 A47C7FA760F14EC...
 Regional Director
 9/28/2022

Printed Name **Signature** **Title** **Date**
 NC Vocational Rehabilitation
 Representing: WIOA Title IV: Vocational Rehabilitation (VR) Services program

DocuSigned by:

 Cynthia Speight
 DB456201A5B647E...
 Division Director
 9/26/2022

Printed Name **Signature** **Title** **Date**
 NC Division of Services for the Blind
 Representing: WIOA Title IV: Services for the Blind

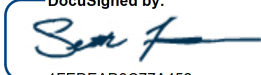
DocuSigned by:

 Christy King
 110C38DCEE134D7...
 District Rehabilitation
 Supervisor
 9/29/2022

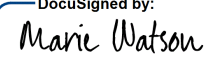
Printed Name **Signature** **Title** **Date**
 Lee and Chatham Counties NC Division of Services for the Blind
 Representing: WIOA Title IV: Services for the Blind

N/A

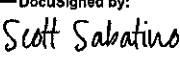
Printed Name **Signature** **Title** **Date**
 Representing: Department of Housing and Urban Development Employment and Training Programs

DocuSigned by:

 Seth Friedman
 1FEDEAD3C77A452...
 Chief Executive Officer
 9/27/2022

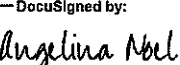
Printed Name **Signature** **Title** **Date**
 Passage Home
 Representing: Community Services Block Grant (CSBG) programs

DocuSigned by:

 Marie Watson
 733D4976CD40439...
 Executive Director
 9/29/2022

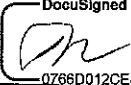
Printed Name **Signature** **Title** **Date**
 Johnston-Lee-Harnett Community Action
 Representing: Community Services Block Grant (CSBG) programs

DocuSigned by:

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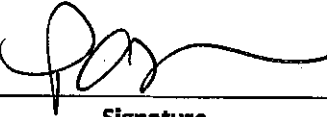
Printed Name **Signature** **Title** **Date**
Scott Sabatino Director
Johnston County Department of Social Services
Representing: Temporary Assistance for Needy Families (TANF) program

DocuSigned by:

713DC70314FC402... 10/10/2022

Printed Name **Signature** **Title** **Date**
Angelina Noel Director
Lee County Department of Social Services
Representing: Temporary Assistance for Needy Families (TANF) program


DocuSigned by:

0766D012CE8F411... 10/4/2022

Printed Name **Signature** **Title** **Date**
Jennie Kristiansen Director
Chatham County Department of Social Services
Representing: Temporary Assistance for Needy Families (TANF) program

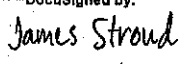


Printed Name **Signature** **Title** **Date**
Pat E. Sturdivant Executive Director 10/19/22
Pat E. Sturdivant Workforce Development Board Director

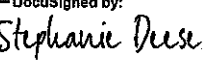
Other partners (add a signature line for each additional partner included)

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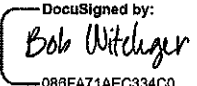
Printed Name **Signature** **Title** **Date**
Dennis Gaddy Executive Director
Community Success Initiative (CSI)
Representing: Local program

DocuSigned by:

6938756B02F04A2... 9/26/2022

Printed Name **Signature** **Title** **Date**
James Stroud Executive Director
Centre for Home Ownership & Economic Development
Representing: Local program

DocuSigned by:

40B35463D02A428... 9/27/2022

Printed Name **Signature** **Title** **Date**
Stephanie Deese Executive Director
North Carolina Association of Workforce Development Boards
Representing: North Carolina Association of Workforce Development Boards

DocuSigned by:

Dr. Bob Witchger 9/29/2022
Director
Printed Name Signature Title Date

Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006

DocuSigned by:

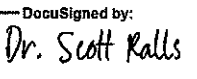
Dr. Kenneth Boham 9/27/2022
Interim President
Printed Name Signature Title Date

Johnston Community College
Carl D. Perkins Career and Technical Education programs

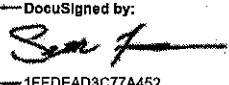
DocuSigned by:

Dr. Lisa M. Chapman 9/27/2022
President
Printed Name Signature Title Date

Central Carolina Community College
Carl D. Perkins Career and Technical Education programs

DocuSigned by:

Dr. Scott Ralls 10/7/2022
President
Printed Name Signature Title Date


Wake Technical Community College
Carl D. Perkins Career and Technical Education programs

DocuSigned by:

Seth Friedman 9/27/2022
Chief Executive Officer
Printed Name Signature Title Date

Employment and training activities carried out under the Community Services Block Grant Act

N/A
Printed Name Signature Title Date

Employment and training activities carried out by the Department of Housing and Urban Development


Pat E. Sturdivant 10/17/22
Executive Director
Printed Name Signature Title Date

Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169)

VIII. Signatures

Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (e.g., forthcoming, cannot obtain, refused to sign), and do not leave signature lines blank.

DocuSigned by:
Nannette M. Bowler
Director 10/9/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Representing: Temporary Assistance for Needy Families (TANF) program

DocuSigned by:
Antonia Pedroza
Deputy Director 10/6/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Representing: Temporary Assistance for Needy Families (TANF) program

DocuSigned by:
Yolanda McInnis
Division Director 10/6/2022
Printed Name Signature Title Date
Wake County Health and Human Services
Representing: Temporary Assistance for Needy Families (TANF) program

The person responsible for monitoring the contract performance requirements is Linda Bauer.

		DS NMB	Department Head Initials
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VIII. Signatures

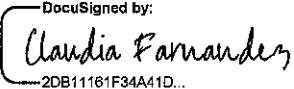
Please do not delete signature lines. If a partner is not applicable, please place N/A on the signature line. It is allowable to add signature lines, if necessary. Strikethroughs are not allowed, as this is a legally binding document. Please note the status of any missing signatures (e.g., forthcoming, cannot obtain, refused to sign), and do not leave signature lines blank.

Vic McCormick  DocuSigned by:
Vic McCormick
7F7B19734E4C45A... Vice President of Continuing Education 10/10/2022

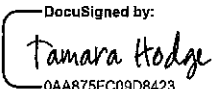
Printed Name **Signature** **Title** **Date**
Johnston Community College
Representing: College and Career Readiness Program Provider

Michael Ellis  DocuSigned by:
Michael Ellis
E89D58741B514D5... Director 10/14/2022

Printed Name **Signature** **Title** **Date**
Wake Technical Community College
Representing: College and Career Readiness Program Provider

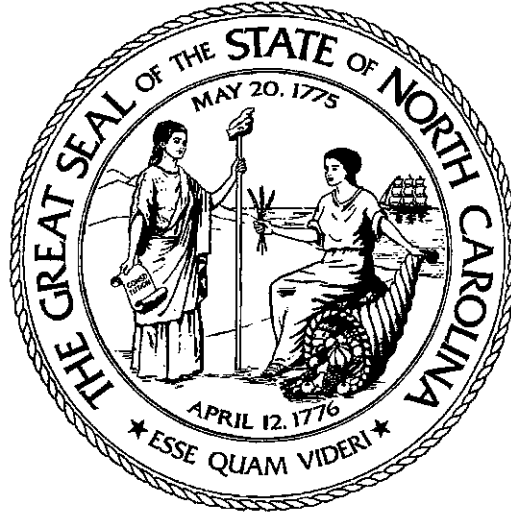
Claudia Farnandez  DocuSigned by:
Claudia Farnandez
2DB11161F34A41D... Director 10/12/2022

Printed Name **Signature** **Title** **Date**
Central Carolina Community College
Representing: College and Career Readiness Program Provider

Tamara Hodge  DocuSigned by:
Tamara Hodge
0AA875FC09D8423... Project Director 10/10/2022

Printed Name **Signature** **Title** **Date**
Mid-Carolina Regional Council
Representing: Lee County Senior Community Service Employment Program (SCSEP)

North Carolina's One-Stop Delivery System under the Workforce
Innovation and Opportunity Act (WIOA)



NCWorks Career Center Certification Criteria
2022-2024

A proud partner of the
american**job**center
network

Introduction

The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated, streamlined services to customers.

The Workforce Innovation and Opportunity Act (WIOA) establishes the one-stop delivery system, identified nationwide as the American Job Center Network, and in North Carolina as the NCWorks Career Center system. WIOA requires there be at least one comprehensive physical location (Tier 1 Center) in each local workforce area. Additional arrangements may also be made to supplement the comprehensive location, including a network of affiliated sites, eligible one-stop partners, and specialized centers that address specific needs.

NCWorks Career Centers provide workforce development services as well as access to other programs and activities carried out by one-stop partners identified in WIOA. The programs identified in WIOA are listed below, yet North Carolina recognizes that not all of these programs and activities are available in all parts of the state:

- WIOA Title I
 - Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Indian and Native American program, National Farmworker Jobs programs/Migrant & Seasonal Farmworker programs
- WIOA Title II - Adult Education and Family Literacy program
- WIOA Title III - Wagner-Peyser Employment Services program
- WIOA Title IV - Rehabilitation Act Title I Programs (Vocational Rehabilitation)
- Carl D. Perkins Career & Technical Education programs
- Community Services Block Grants
- HUD Employment and Training Programs
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs (UI)
- Reentry Employment Opportunities (REO) - Second Chance Act programs

Each required partner must provide access to its programs or activities through the NCWorks Career Center system, in addition to any other appropriate locations. Other workforce partners, with the approval of the local workforce development board, may also carry out services through the career centers which may not be identified in WIOA.

North Carolina's state Workforce Development Board, the NCWorks Commission, works on behalf of the Governor and under the authority of WIOA, N.C. General Statute 143B-438.10 and other applicable laws, rules, regulations, and requirements to develop and oversee an effective and efficient workforce development system in North Carolina. Per WIOA sections 101 (d)(6) and 121 (g)(1), the commission, in consultation with chief elected officials and local boards, establishes criteria for assessing NCWorks Career Centers. The commission develops these criteria to ensure a consistent level of quality service delivery throughout the NCWorks Career Center system, and to ensure the physical and programmatic accessibility of services to customers.

The commission understands the importance of establishing minimum standards that allow for local flexibility, while protecting the minimum service expectations of the system brand. It is the commission's vision that these criteria move the system to higher levels of quality and seamless service, as well as to foster performance accountability and continuous improvement. The criteria are to be used to assess NCWorks Career Centers at least once every 3 years. For the 2022-24 certification cycle, the criteria have been updated to reflect the wide range of virtual services developed since the onset of the COVID-19 global pandemic.

Local Workforce Development Boards (WDBs), under WIOA and N.C. General Statute 143B-438.11, are policy, planning, and oversight entities responsible for organizing a comprehensive, community-wide response to the challenges of building a highly skilled workforce. In carrying out this responsibility, WDBs are responsible for assessing the needs of individuals and employers and determining the appropriate geographic areas where NCWorks Career Centers are needed. It is the local WDBs' responsibility to ensure that operational and service quality standards are being followed by certified centers and to help protect the system brand. Please note customers refers to both jobseekers and employers.

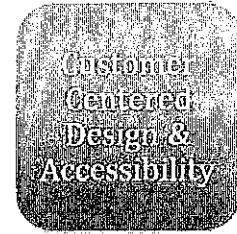
NCWorks Career Center System Criteria

Criteria for the NCWorks Career Center system and all centers comprising this system must address effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. Career Center certification is guided by WIOA law (**Final Rule 20 CFR 678.800 and TEGL 16-16 One-Stop Operations Guidance for the American Job Center Network**).

Based on this guidance, the NCWorks Career Center System will be evaluated on the following criteria:

1. Customer Centered Design and Accessibility
2. Partnerships and Integrated Services
3. Professional Staff
4. Performance and Customer Satisfaction





Tier 1 Career Center Criteria

1. Customer Centered Design and Accessibility

- Hours of operation are easily identified and clearly visible. (Up-to-date center contact information - phone number, center email address, and hours of operation are also posted in NCWorks Online.)
- Centers have a plan/process in place to offer services, as needed, during nontraditional hours to meet customers' needs.
- Centers identify virtual service availability and how virtual services can be accessed.
- Centers follow current NCWorks branding guidelines; internal and external signage clearly identifies the location as an NCWorks Career Center. Centers also incorporate the American Job Center Network brand/logo.
- Centers are professional, clean and offer an environment that provides for an integrated, functional approach to service delivery.
- Centers have a resource area that includes various local, regional, and state resources on job seeking, career development, and employability skills for customers. Staff is available to support customers who are accessing the resource center as needed.
- Centers must meet federal requirements as stated in the Americans with Disabilities Act (ADA) for programmatic and physical accessibility.
- Assistive technology is available to ensure programmatic access for those with disabilities.
- Appropriate space and equipment are provided based on customer need and traffic:
 - Access to NCWorks Online (internet access including Wi-Fi)
 - Computers/laptops for public use
 - Phone, and printer/fax/copier for public use
 - Space for workshops and/or group trainings
- Centers have a phone/voicemail system supported by trained staff so that call-in customers can quickly and efficiently receive information and services.
- Centers have a central email address monitored by trained staff, so customers can quickly and efficiently receive information and services.
- Translation services are available and provided to Limited English Proficiency (LEP) populations.



2. Partnerships and Integrated Services

- Centers provide available services for participants and businesses, meeting the workforce development needs of participants and the employment needs of local employers. Services are available both in-person and virtually.
- Centers use NCWorks Online to connect employers with job seekers, to enroll customers, and for client management.
- Centers offers career services according to **TEGL 16-16 and WIOA Final Rule 20 CFR 678.430** *What are career services?*
 - Basic; Individualized; and Follow-up Career Services
 - When possible, services are available in-person and virtually
- Centers offer access to training services according to **WIOA Final Rule 20 CFR 680.200** *What are training services for adults and dislocated workers?*
- Centers offer access to any employment and approved training services carried out under **Section 134(d) of WIOA.**
- Centers coordinate business services with the local workforce board and business services partners. (**TEGL 16-16 and WIOA Final Rule 20 CFR 678.435**) *What are the business services provided through the one-stop delivery system, and how are they provided?*
- Centers are engaging in integrated service delivery activities.
- Local workforce areas have active partnerships and referral processes in place with federally mandated partners and services, indicated in an MOU, per description in **TEGL 16-16.**
- Areas and their centers collaborate with the local community college(s) to address skills gaps and assist customers in pursuing career pathways.
- Areas and their centers collaborate with career development coordinators from Local Education Agencies in the service area to address skills gaps and assist students in pursuing career pathways.



3. Professional Staff

- Center staff work in the following areas (1) Customer Welcome Team, (2) Skills Development Team, (3) Employment Services, and (4) Employer Services. Center staff is cross trained on all the services provided by the center, as well as on federal, state, and local programs and services provided by WIOA partners.
- Center staff is trained in state-approved customer service, labor market information, career advising, and NCWorks Online.
- Center staff is trained to provide services virtually.
- Center staff can assist customers with disabilities.
- Center staff can provide information and guidance to customers on NCWorks Certified Career Pathways.
- Center staff complete the following trainings through NC Train:
 - NC Commerce: Career Center Certification
 - New Required Training: *The NCWorks Career Center Code of Conduct: The Role of the Career Advisor*
- Centers report on all Diversity, Equity, and Inclusion trainings (topic area and date) available to staff in the previous year (from certification application date).

A black rounded square containing the text "Performance & Customer Satisfaction" in white serif font.

Performance
& Customer
Satisfaction

4. Performance and Customer Satisfaction

- Centers utilize performance measures to track performance by center on at least a quarterly basis.
- Centers have a system/method/process in place for continuous improvement.
- Centers capture customer feedback using either a comment form/card or online form/tool to assess customer satisfaction and to meet customers' needs.
- Centers respond to customer feedback to improve service delivery.
- Centers offer services to customers in a cost-efficient manner.

Comprehensive and Affiliate Career Centers

The NCWorks Career Center system includes the following physical access points for customers:

1. Tier 1 NCWorks Career Centers – comprehensive, full-service centers open full time.
2. Tier 2 NCWorks Career Centers – affiliated sites including part-time centers.
3. Specialized NCWorks Career Centers – meeting a specific need and serving a special target population or industry such as dislocated workers, or youth, or key industry sectors.
4. NCWorks outreach staff at remote (outpost) locations – career center staff working at community locations to increase access to services in remote areas.

Tier 1 NCWorks Career Center

A Tier 1 NCWorks Career Center is a physical location, open full-time as defined by the local WDB, where job seekers and employer customers can access the programs, services, and activities of all required one-stop partners (see **TEGL 16-16, page 6**). Services must be available at Tier 1 career centers in accordance with the definition of a comprehensive center and description of what must be provided there in **WIOA Final Rule 20 CFR 678.305, *What is a comprehensive one-stop center and what must be provided there?***

Tier 2 NCWorks Career Center

A Tier 2 NCWorks Career Center is a physical location, open to the public at least 16 hours a week, and at least two paid, trained staff are available to serve customers during all hours of operation. These are locations whose primary purpose is to provide workforce services and are considered by the workforce development board to be a part of their one-stop delivery system. There must also be a demonstrated need in the community for these sites that is not being met by existing NCWorks Career Centers.

Tier 2 NCWorks Career Centers must have a relationship with the nearest Tier 1 center and adhere to all of the criteria for a Tier 1 Center, with the exception of the following. Tier 2 Centers do not need to:

- Be open full time
- Offer nontraditional hours of operation
- Offer access to all required WIOA one-stop partners, programs, and services
- Have a resource area available that includes various local, regional, and state resources on job seeking, career development, and employability skills for customers.
- Have space available for workshops and/or group trainings.

NCWorks Specialized Career Center

An NCWorks Specialized Career Center is a physical location designed to address special needs, such as the needs of dislocated workers, youth, or key industry sectors or clusters. The facility must be open at least 16 hours a week, and at least two paid, trained staff are available to serve customers during all hours of operation. These locations are designed to serve a unique need and/or target population and are not required to serve the universal customer, although they may do so as appropriate. These locations' primary purpose is to provide workforce services and are considered by the workforce development board to be a part of their one-stop delivery system. There must also be a demonstrated need in the community for these sites that is not being met by existing NCWorks Career Centers.

Specialized NCWorks Career Centers must have a relationship with the nearest Tier 1 Center and adhere to all of the criteria for a Tier 1 Center, with the exception of the following. Specialized Centers do not need to:

- Follow external signage guidelines, but still have adequate signage to identify with the NCWorks Career Center system
- Be open full time
- Offer nontraditional hours of operation
- Offer access to all required WIOA one-stop partners, programs and services
- Have a resource area available that includes various local, regional, and state resources on job seeking, career development, and employability skills for customers.
- Have space available for workshops and/or group trainings.

WIOA prohibits stand-alone Wagner-Peyser employment service centers from being affiliate sites or specialized centers.

NCWorks Outreach Staff at Remote (outpost) Locations

The NCWorks Career Center system also includes local board, contractor and/or DWS staff that work at locations other than career centers. These staff may work at a county office, community college, library, or other location to increase access to services throughout the workforce area and to better meet customers' needs. These locations must be ADA compliant and physically and programmatically accessible to individuals with disabilities.

When an NCWorks Career Center staff person is offering services at a remote location that is not a career center, hours of operation should be clearly visible and posted online. Internal signs or indicators should be clearly visible showing that staff are **NCWorks Career Advisors**, or that **NCWorks Career Services** are available at the staff person's office or cubicle.

- These staff must be trained as per the *Professional Staff* training requirements found under the NCWorks Career Center criteria.
- These staff must use NCWorks Online to connect employers with job seekers, to enroll customers, and for client management.
- Staff must offer basic career services at the location.

References

1. WIOA Public Law, Section 101 (d)(6) and 121 (g)(1)
2. TEGL No. 16-16, One-Stop Operations Guidance for the American Job Center Network
3. WIOA Final Rule 20 CFR 678.800 *How are one-stop centers and one-stop delivery systems certified for effectiveness, physical and programmatic accessibility, and continuous improvement?*
4. WIOA Final Rule 20 CFR 678.305 *What is a comprehensive one-stop center and what must be provided there?*
5. WIOA Final Rule 20 CFR 678.430 *What are career services?*
6. WIOA Final Rule 20 CFR 678.435 *What are the business services provided through the one-stop delivery system, and how are they provided?*
7. WIOA Final Rule 20 CFR 680.200 *What are training services for adults and dislocated workers?*
8. WIOA Public Law, Section 134(d)

{END}

Instructions:

Expenditures incurred for PY20(07/01/20 - 06/30/21)

Record actual Workforce Development Board expenditures in the infrastructure cost categories on the spreadsheet in the Infrastructure Costs tab for PY20(07/01/20-06/30/21) for each Career Center according to your accounting system. Insert the name of your local area.

Insert the name of each of your Tier 1 and Tier 2 career centers in columns B through as far as you need to go to capture them all.

Insert the annual (12 month) costs for each cost category (Note: capture costs associated with operating the career centers only. Do not include rent and other costs pertaining to WDB staff who are not associated with one-stop service delivery)

Insert additional costs of shared services incurred with partners that share your location.

Provide aggregate salary and benefits information for all contract staff working in the career centers. Provide a total cost (not by individual) for each center. If some employees split time in multiple centers, allocate their costs accordingly. (This information is used by one of the partners to calculate their contribution).

Record Title 1 headcount for WDB Employees and DWS Employees separately for each Career Center. Count actual people - not FTE's as of March 31, 2022. DO NOT INCLUDE VACANCIES. For employees who work at more than one Career Center within their WDB, count them at their home Career Center. If you have an employee that works in Career Centers that are under different WDB's, record a percentage of that employee under each WDB. (Ex: .4 FTE for ABC WDB and .6 FTE for DEF WDB)

Third party In-kind contributions of space, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations can be used to value infrastructure costs of a Career Center. The value of third party in-kind contributions must be consistent with the Uniform Guidance at 2 CFR 200.306 and reconciled on a regular basis (quarterly) to ensure they are fairly evaluated. If you choose to include in-kind costs, a detailed explanation must be provided explaining the valuation method used. Refer to TEGL 17-16 for guidance.

Data submitted may not be re-negotiated at a later date. Address all questions prior to March 31 deadline. Complete the Infrastructure Spreadsheet and email to Shannon.Hobby@nccommerce.com no later than March 31, 2022

NCWorks Career Center Infrastructure and Shared Costs

Local Area: Capital Area Workforce Development

Expenses for July 1, 2020 - June 30, 2021

Infrastructure Cost Category	NCWorks Career Center - Raleigh
Office Supplies	\$ 4,577.50
Phone Expenses	\$ 5,403.24
Internet Service Provider	-
Software Licenses/Other IT Expenses	-
Postage and Postage Meter Rental	87.85
Copier/Equipment Rental	-
Purchase of Copier/Equipment	5,930.49
Copier/Equipment Maintenance and Repair	-
Purchase of Furniture/Fixtures	-
Local Office Rent	376,150.35
Utilities	\$ -
Cleaning Services	\$ -
Facility maintenance	\$ -
Interpreter Services	\$ -

Landline, toll phone line, fax,
telephone installation/modification,
cell phones

Electricity, water/sewer, gas, heating
oil and other utility costs associated
with the comprehensive center space,
if not included in the lease cost.

Cost of janitorial services, if not
already included in the lease.
Annual costs for upkeep and
maintenance of leased space, including
grounds keeping, trash and shredding,
if not already included as part of the
lease.

Security Services
 The cost of third party contractors and/or camera-based surveillance, if not already included in the lease. \$

Additional Costs - Shared Services

Technology to facilitate access/outreach (Including Software)
 Cost of assistive technology enabling individuals with disabilities to utilize the resources provided at the center. \$ 23,878.24

Branding Materials
 One time costs associated with new exterior or interior signage displaying the "common identifier" \$

Outreach Materials
 Printed materials, costs of website changes, business cards and similar costs incurred to implement the "common identifier" \$ 10,411.51

Shared Receptionist
 Shared reception function staffed with someone other than Title I contractors or DWS personnel \$

Headcount (provide # by center)

Workforce Development Board Employees and contractors
 DWS Employees 22.00

Aggregate Salary & benefit costs (provide total by center) \$ 1,057,225.98

This information is only used by one of the partners to calculate their contribution.

	NCWorks Career Center - Clayton	NCWorks Career Center - Swinburne	NCWorks Career Center - Fuquay-Varina	NCWorks Career Center - Zebulon	NCWorks Career Center - Wake
\$	1,606.40	\$	-	\$	-
\$	945.39	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	207,180.00	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-
\$	-	\$	-	\$	-

\$	-
\$	23,878.24
\$	-
\$	10,411.51
\$	-
	28.00
	-
	1,524,852.09

Record Title 1 headcount for WDB Employees and DWS Employees separately for each Career Center. Count actual people - not FTE's as of March 31, 2022. DO NOT INCLUDE VACANCIES. For employees who work at more than one Career Center within their WDB, count them at their home Career Center. If you have an employee that works in Career Centers that are under different WDB's, record a percentage of that employee under each WDB. (Ex: .4 FTE for ABC WDB and .6 FTE for

Who is included in Headcount?

WDB Staff & Contractors –

- Title 1 Adult, DW, Youth Contractors
- Board Staff seated in the Center who provide direct services
- Do not include Senior Service, Job Corp Employees
- Do not include Title 1 Staff who permanently work in “out posts” – for example at a correctional facility or DSS office
- Temporary employees employed over 6 months -include in head count, and temporary employees employed under 6 months do not include in headcount. Temporary employees that work 30 hours per week count as a percentage of 1
- Include time limited employees
- A Center is only open two days a week. A board staff member works there both days every week but does not work anywhere else the rest of the week.
- Board staff who work in a Certified Career Center a couple days a week and the other days work in “outposts”. An example would be they work at the local DSS office one day a week in different rural counties. Only count their time
- Are NDWG staff included? (NDWG is the disaster grant post-Florence for some areas. They are extraneous and not part of the system itself.) Count just Special Projects Staff are included in headcount if they are providing
- Do not include Senior Service, Job Corp Employees, or other community partners that are not providing WIOA Title 1 adult, dislocated, and youth services

DWS Staff –

- All DWS Staff that work out of a Center and serve customers
- Includes Re-Entry, Vets, Ag Staff
- Temporary employees employed over 6 months -include in headcount, and temporary employees employed under 6 months do not include in headcount
- Include time limited employees
- Include DES employees
- Include Rural employees

DWS will continue to allow boards to make the decision to procure contract staff computers from the state or from another source.

Career Centers that do not use DWS provided computers will have to supply their own computers and printers and include these costs through Cost Sharing.

Current computer expenses charged to Career Centers through Cost Sharing – DIT connectivity charges, emailing and calendaring which is equivalent to the Internet Service Provider line on the cost sharing spreadsheet. Boards do not receive an invoice, DWS includes in cost sharing.

Hardware costs of CRC and front desk computers are not currently part of Cost Sharing; however, the data charges are already included in the Cost Sharing Model.

If a Career Center requests DWS to provide computers for non-DWS staff, Starting in July 2021, they will be invoiced \$625 for Desktop computer of \$850 for Laptop computer (one time charge) computers will be replaced every four years – the board will include in cost sharing.

Beginning with PY19-20, the cost of software licenses will be included in Cost Sharing based on a percentage- the number of DWS computers. (This replaces the \$100/computer charge from the past). Boards will not be invoiced DWS will include in cost sharing.

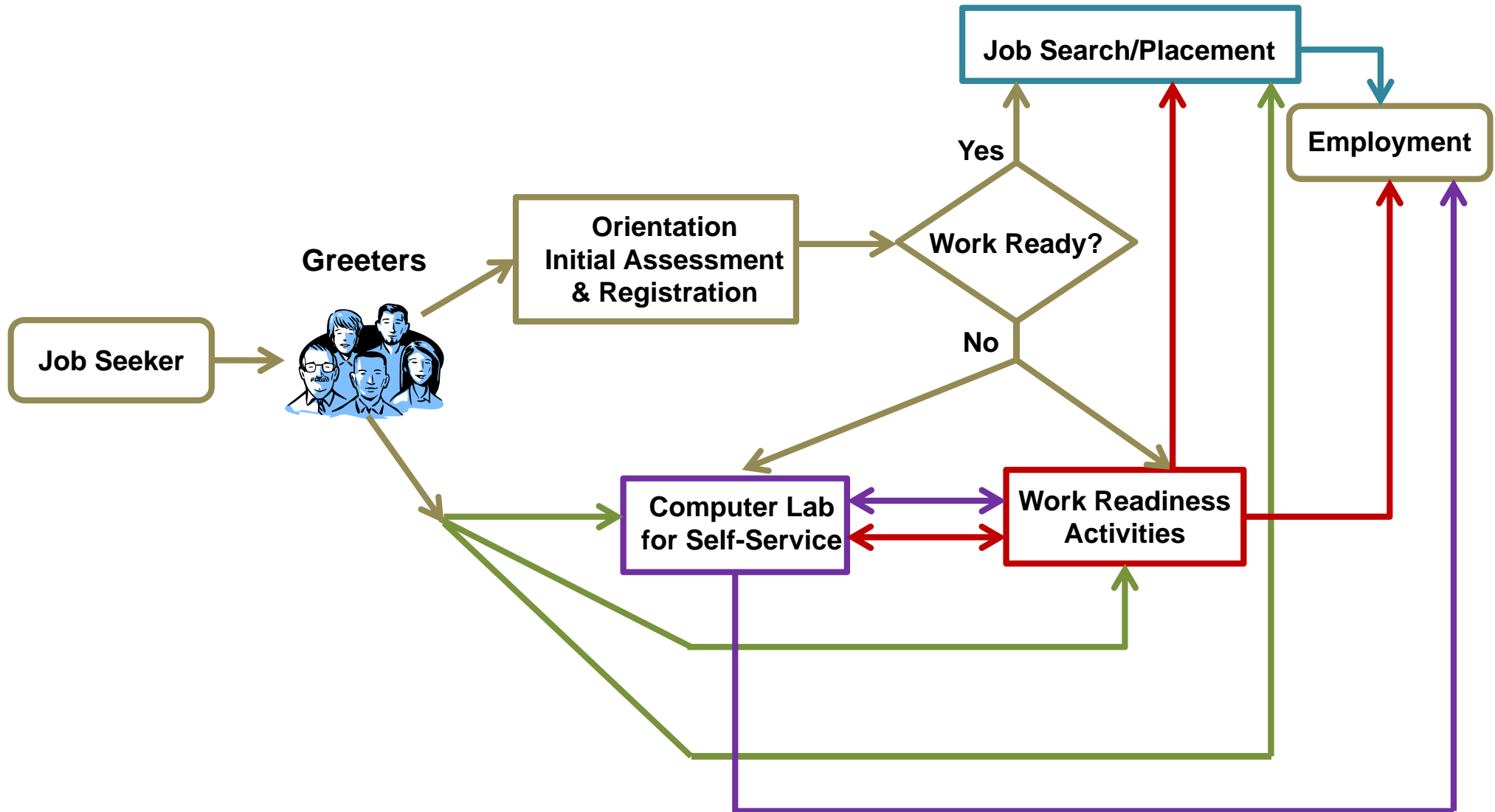
Beginning with PY19-20, the usage cost portion of managed print services will be included in Cost Sharing. Costs will be allocated proportionately by headcount and usage. This headcount will only include partners who DWS provides computers for. Boards will not be invoiced DWS will include in cost sharing.

DWS will continue to cover the services portion of managed print services charges for Career Centers whose DWS staff or contract staff use DWS computers.

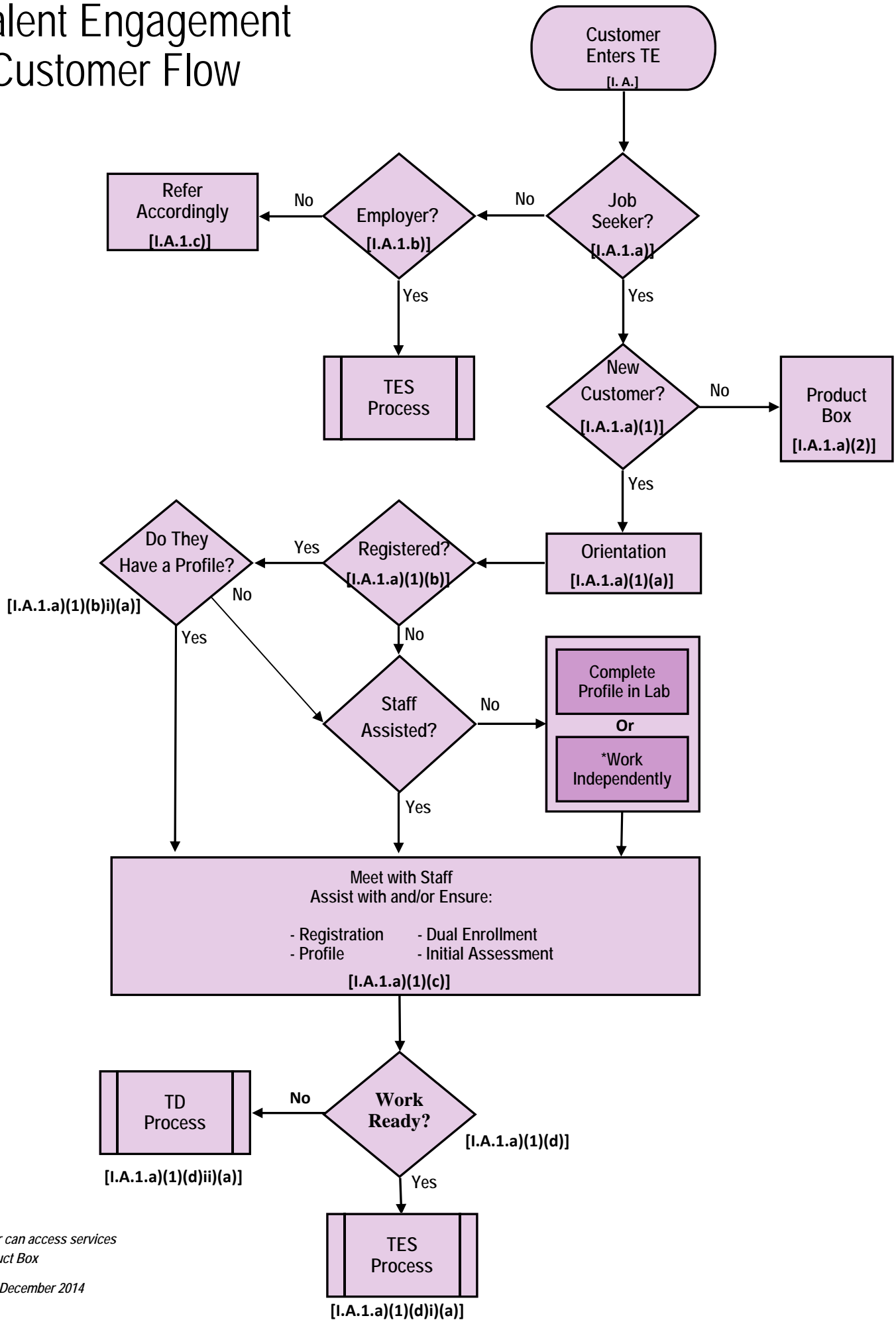
Future Works is currently invoiced to the Boards based on the number of licenses they have requested to a maximum of \$4,000. The board should include in cost sharing.

WDB's who want to participate with VOSGreeter will be invoiced \$2,200 per year. The board should include in cost sharing.

NCWORKS CAREER CENTER HIGH LEVEL CUSTOMER FLOW



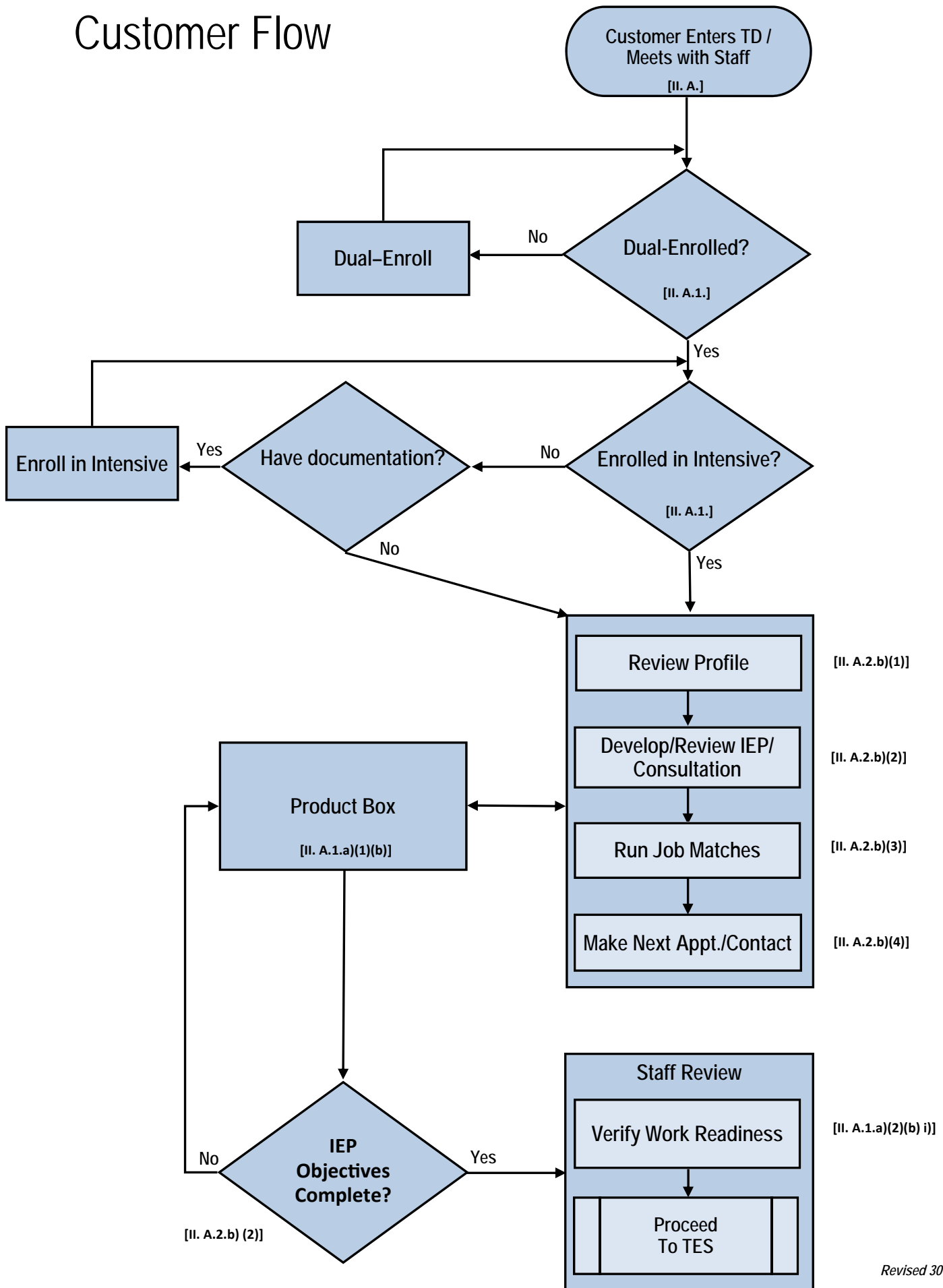
I. Talent Engagement Customer Flow



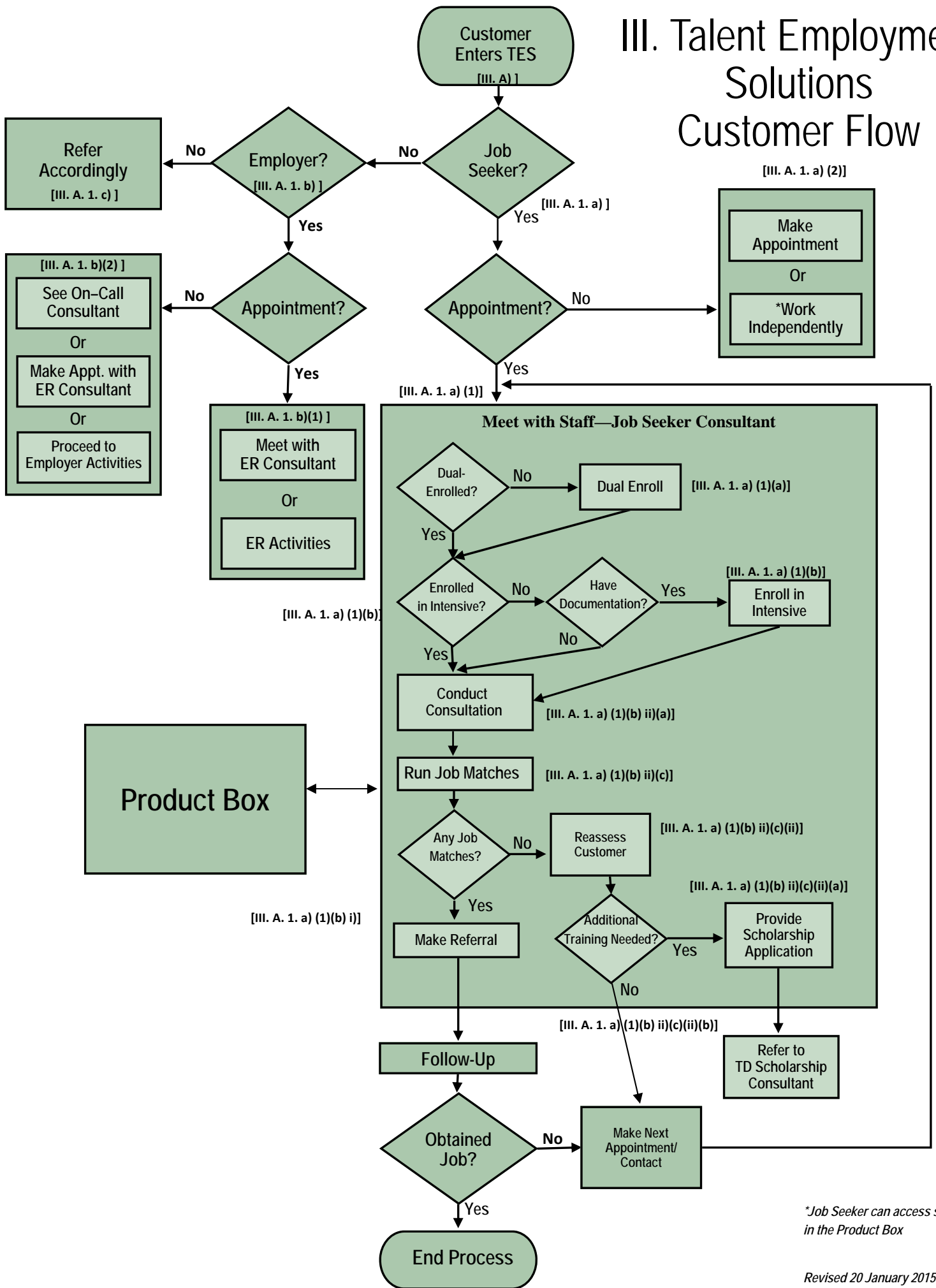
*Job Seeker can access services in the Product Box

Revised 30 December 2014

II. Talent Development Customer Flow



III. Talent Employment Solutions Customer Flow



*Job Seeker can access services in the Product Box