Mid-Carolina Workforce Development Board Workforce Innovation and Opportunity Act

Comprehensive Four-Year Title I Plan

July 1, 2024 - June 30, 2028

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.

The WIOA Comprehensive Four-Year Title I Plan is to provide current information and be effective July 1, 2024 - June 30, 2028 and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2024-2025 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 **WIOA** Section 108 comply with in the preparation and submission of the plan.

The NCWorks Commission developed the strategic vision and mission for North Carolina's Workforce System based on Governor Cooper's NC Job Ready Initiative. 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.

Plans are reviewed by the Division of Workforce Solutions and NCWorks Commission staff. Upon completion of Plan reviews and the resolution of any concerns, as applicable, fully compliant Plans will be given Final Approval. Approval letters are distributed through Workforce Information System Enterprise (WISE). Local WDBs must have a compliant workforce board in place to receive Final Plan Approval and distribution of formula WIOA program year funding. [WIOA Section 108(e)]

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.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-policies. Local Area WDBs should reference the North Carolina WIOA Unified State Plan to be posted March 2024.

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 2024 - 2028 Plan is Due: May 1, 2024

Each attachment must be clearly labeled in either Word or PDF format. 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:

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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.

Mid-Carolina Workforce Development Consortium. ATTACHED

2. List the counties served by the Local Area WDB.

Phone Number 910-323-4191

Cumberland, Harnett, Moore, Montgomery, and Sampson Counties

3. Provide the name, title, organization name, address, phone number, and email address of the Local Area WDB Director.
 Name: Justin Hembree
 Title & Salutation: Executive Director
 Organization Name: Mid-Carolina Regional Council
 Address: 6205 Raeford Road, Fayetteville, NC 28304

Email Address: jhembree@mccog.org

. Provide the name, elected title, local government affiliation, address, phone number, and email address of the Chief Local Elected Official (CLEO).		
Name: Glen Adams	Elected Title & Salutation: Chairman, Cumberland County Board of Commissioners	
Government Affiliation: Cumberland County	Address: P.O. Box 1829, Fayetteville, NC 28302	
Phone Number: 910-678-7771	Email Address: gadams@cumberlandcountync.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: Andrea Tabbe
 Title & Salutation: County Clerk
 Business Name: Cumberland County
 Address: P.O. Box 1829, Fayetteville, NC 28302

Email Address: atabbe@cumberlandcountync.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: Justin Hembree Title & Salutation: Executive Director
 Organization Name Mid-Carolina Regional Council Address: 6205 Raeford Road, Fayetteville, NC 28304
 Phone Number: 910-323-4191 Email Address: jhembree@mccog.org

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

Name: Justin Hembree

Title & Salutation: Executive Director

Organization Name: Mid-Carolina Regional Council

Address: 6205 Raeford Road, Fayetteville, NC 28304

Phone Number: 910-323-4191

Email Address: jhembree@mccog.org

- 8. Attach a copy of the **Administrative Entity/Fiscal Agent's organizational chart** with an 'effective as of date'.
 - Name document: <u>Administrative Entity Name</u> Organizational Chart. ATTACHED
- 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].

DUNS #605800523; SAM status is current

Phone Number: 910-678-7771

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, Change 1)

Syretha Brown

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

The Mid-Carolina Consortium aims to ensure viable, diverse and equitable business representatives are appointed to the WDB in compliance with WIOA. Members of WDB are encourage to recruit for current and anticipated vacancies, especially representatives of local businesses. The Board works closely with local elected officials, key stakeholders, and staff to submit recommendations of viable applicants for applicable vacancies for approval and appointment by CLEO.

- 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: <u>Local Area WDB Name</u> By-Laws. ATTACHED
- 14. To demonstrate that the attached Local Area WDB By-Laws comply, complete By-Laws Required Elements Crosswalk chart (form provided). IN CHART ATTACHMENT 2
- 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, as well as individual's contact information for distribution of Plan. [WIOA Section 108(d) and 108(b)(20)]

The local WDB maintains a website included on the Mid-Carolina Council of Governments that is updated regularly to include information about the WIOA Local Plan, news about events at the local NCWorks Career Centers in the local area, board membership, current opportunities for requests for proposals to provide WIOA services, WDB meeting schedules, and other workforce news and initiatives relevant to our local area. The Local Area Plan will be posted for public comment on May 3, 2024 through June 3, 2024.

16. Attach a copy of the Local Area WDB's organizational chart with an 'effective as of date.' Include position titles, names, and contact information.

- Name document: <u>Local Area WDB Name</u> Organizational Chart. ATTACHED
- 17. Complete the following chart for the PY2024 Local Area WDB's planned meeting schedule to include, date, time, location, and virtual link (if applicable). (Expand form as needed)

Date	Time	Location (include address, room # and virtual link)	
July 16, 2024	11:00 am	Sampson County – Virtual available	
		Highway 24 W, Clinton, NC 28329	
October 1, 2024	11:00 a.m.	Cumberland County – Virtual available	
		2201 Hull Rd, Fayetteville, NC 28303	
January 7, 2025	11:00 am	Moore County – Virtual Available	
		3395 Airport Rd, Pinehurst, NC 28374	
April 2, 2025	11:00 am	Harnett County – Virtual Available	
		455 McKinney Pkwy, Lillington, NC 275	

- 18. Provide the Month and Date of the Local Area WDB meeting that the Comprehensive Four-Year Plan was approved. Attach a copy of the Local Area WDB minutes that reflect this action item.
 - This approval will occur at the July 2024 full board meeting
- 19. 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: Local Area WDB Name 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 Raleigh, NC 27699-4316

- 20. 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: <u>Local Area WDB Name</u> Signatory Page. To be signed upon finalizing plan after public comment.

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

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Local Area WDB Strategic Planning

The Local Area WDB is required to the keep the Local Area Plan up to date and adaptable 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: skills and education 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.

At the local level, the Local Area 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 in-demand industry-driven, educated, and skilled workforce, including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance and how it aligns with regional economic growth, industry sectors, and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

The strategic vision of the Mid-Carolina Workforce Development Board for preparing an educated and skilled workforce, including youth and persons with barriers to employment, is to support and implement Governor Cooper's vision of "Making North Carolina Job Ready." All Career Center employees are expected to be familiar with My Future NC and NC Grow, and strategic initiatives are to align with and support a solid foundation with our University and Community College systems. Mid-Carolina Workforce has been charged with developing a plan that seamlessly integrates the service delivery of all programs, to improve the success outcomes for the residents within our local areas communities that utilize our programs. This primary goal centers on (1) maximizing the co-enrollment opportunity, (2) developing new intake and referral processes across programs, and (3) designing a reporting system to better analyze performance and outcomes. Connected to the strategy of tighter integration between programs, the local area launched a new method specific to identifying areas to improve performance and planning resources to the Local Workforce Development Areas (LWDA), across all major programs. The ultimate vision is to increase performance for

each program individually by adding service capacity collectively through an integrated approach.

The progress thus far has allowed the LWDAs to clearly visualize how all programs can improve performance, as well as conceptualize opportunities to maximize co-enrollment strategies. Within the framework established for the Mid-Carolina Workforce Development Board (MCWDB), the underlying goal centers on activating the various programs in more intentional and integrated ways to better support and serve our residents. In turn, the opportunity to integrate all workforce programs into the MCWDB supports the vision of the State Workforce Board to increase participation and performance in a more integrated manner. The progress thus far has highlighted how a multi-agency strategy, combined with a value for streamlined program integration, can produce new levels of effectiveness and efficiency. The Integrated Service Delivery (ISD) strategy for Mid-Carolina Workforce Development Board, One-Stop NCWorks Career Centers has provided a space for Title I, Title II, Title, III, and Title IV programs to begin crafting new collaboration, that also incorporate resources from higher education and other public programs.

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 services 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)]

Mid-Carolina Workforce Development Board (WDB) and its core partners are committed to expanding access to employment, training, education, and support services across the region. Here is how they will achieve this goal:

- 1. Development of Career Pathways: Mid-Carolina WDB will work collaboratively with its core partners to develop comprehensive career pathways that align with the needs of the local workforce and industry demands. These pathways will outline clear routes for individuals to obtain the education, training, and skills necessary to pursue careers in high-demand sectors. By mapping out these pathways, the WDB aims to provide individuals with a roadmap to career advancement and economic mobility.
- 2. Co-Enrollment in Programs: To streamline access to multiple services and programs, Mid-Carolina WDB will implement co-enrollment strategies. This approach allows individuals to enroll in multiple programs simultaneously, eliminating barriers and facilitating seamless transitions between education, training, and employment services. By co-enrolling individuals in relevant programs, the WDB and its partners can maximize the impact of their resources and provide comprehensive support to participants.
- 3. Access to Postsecondary Credentials: Mid-Carolina WDB recognizes the importance of postsecondary credentials in today's labor market. Therefore, the board will prioritize initiatives that expand access to postsecondary education and credentials. This may involve partnering with educational institutions, training providers, and industry organizations to offer credentialing programs aligned with local workforce needs. By

increasing access to postsecondary credentials, the WDB aims to enhance individuals' employability and competitiveness in the job market.

- 4. Collaborative Service Delivery: Mid-Carolina WDB and its core partners will adopt a collaborative approach to service delivery, leveraging each other's strengths and resources to provide comprehensive support to individuals seeking employment and training opportunities. By working together, the WDB and its partners can ensure that individuals receive personalized services tailored to their unique needs and circumstances.
- 5. Outreach and Engagement: To reach underserved populations and communities, Mid-Carolina WDB will conduct targeted outreach and engagement efforts. This may include hosting community events, partnering with local organizations, and leveraging digital platforms to raise awareness about available services and opportunities. By expanding outreach efforts, the WDB aims to connect with individuals who may face barriers to accessing employment and training services.
- 6. Continuous Improvement and Evaluation: Mid-Carolina WDB will continuously evaluate its efforts to expand access to employment, training, education, and support services. This includes monitoring key performance indicators, soliciting feedback from participants, and assessing the impact of interventions. By regularly reviewing outcomes and identifying areas for improvement, the WDB can refine its strategies and ensure that services are effectively meeting the needs of the community.

Overall, Mid-Carolina WDB and its core partners are committed to creating pathways to economic opportunity for all residents. Through collaborative efforts, innovative programming, and targeted outreach, the WDB aims to expand access to employment, training, education, and support services, empowering individuals to achieve their career goals and contribute to the region's economic prosperity.

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

Mid-Carolina Workforce Development Board (WDB) employs strategic collaboration with its core partners to align resources effectively in pursuit of its vision and goals. This involves several key strategies:

- 1. Regular Communication and Coordination: The WDB maintains open lines of communication with its core partners, including government agencies, educational institutions, employers, and community organizations. Through regular meetings, forums, and collaborative sessions, the WDB ensures that all stakeholders are informed about the organization's vision, goals, and priorities.
- 2. Shared Vision and Goal Setting: The WDB works closely with its core partners to establish a shared vision for workforce development in the region. By aligning on common objectives and goals, the WDB and its partners can pool resources and expertise towards collective impact.
- 3. Resource Mapping and Leveraging: The WDB conducts thorough assessments of available resources across its network of partners, including funding, staff expertise, facilities, and programs. By mapping these resources, the WDB can identify areas of strength and opportunities for collaboration. Additionally, the WDB seeks to leverage external funding sources and grants to augment existing resources and support innovative initiatives.

- 4. Strategic Planning and Priority Setting: The WDB engages in strategic planning processes in collaboration with its core partners to identify priority areas for investment and action. By aligning resources with identified needs and opportunities, the WDB can maximize its impact and effectiveness in addressing workforce challenges and driving economic growth.
- 5. Data Sharing and Analysis: The WDB promotes data sharing and analysis among its core partners to inform decision-making and resource allocation. By leveraging labor market data, demographic trends, and performance metrics, the WDB and its partners can identify emerging needs, track progress towards goals, and evaluate the impact of interventions.
- 6. Cross-Sector Collaboration: The WDB fosters cross-sector collaboration by bringing together stakeholders from diverse fields, including education, business, government, and community organizations. By facilitating dialogue and partnership across sectors, the WDB can harness the collective expertise and resources needed to address complex workforce challenges and drive sustainable change.

Overall, Mid-Carolina WDB's approach to working with core partners is characterized by collaboration, communication, and strategic alignment of resources to achieve its vision of a skilled, competitive workforce and vibrant regional economy.

4. Provide a description of strategies concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how this coordination of services improves service delivery and avoids duplication of services. [WIOA Section 108(b)(12)]

The coordination of services within our local area under the Wagner-Peyser Act aims to create a unified and accessible system that assists individuals in finding employment and helps employers meet their workforce needs. The Mid-Carolina Workforce Development Board oversees the delivery of workforce services, coordinating with One-Stop Career Centers and other partners to ensure that services align with the needs of our local labor market. This involves sharing resources, information, and expertise to provide seamless services to job seekers and employers. To include but is not limited to referrals between different service providers to connect individuals with the most appropriate resources.

5. Describe how the Local Area WDB implements **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)]

Incumbent Worker Training Grant:

Mid-Carolina Workforce Development Board (WDB) recognizes the importance of supporting incumbent workers through training programs to enhance their skills, productivity, and job retention. Here is how the WDB plans to implement incumbent worker training programs:

- 1. Assessment of Employer Needs: The WDB will conduct assessments to identify the specific skill gaps and training needs of employers and their incumbent workforce. This may involve surveys, interviews, and consultation sessions with businesses to understand their current and future workforce requirements.
- 2. Customized Training Solutions: Based on the identified needs, the WDB will develop customized training solutions tailored to the requirements of individual employers and their workforce. These training programs may cover a range of topics, including technical skills development, leadership training, soft skills enhancement, and industry-specific certifications.
- 3. Partnerships with Training Providers: The WDB will collaborate with local training providers, educational institutions, and industry associations to deliver high-quality training programs to incumbent workers. This may involve partnering with community colleges, vocational schools, and workforce development agencies to access relevant training resources and expertise.
- 4. Funding and Financial Assistance: The WDB will explore funding opportunities and financial assistance programs to support the implementation of incumbent worker training programs. This may include leveraging federal and state workforce development funds, grants, tax incentives, and employer contributions to offset training costs.
- 5. Flexible Delivery Methods: Recognizing the diverse needs and schedules of incumbent workers, the WDB will offer training programs through flexible delivery methods, including in-person classes, online courses, on-the-job training, and hybrid learning models. This ensures accessibility and accommodates the busy schedules of working professionals.
- 6. Quality Assurance and Evaluation: The WDB will monitor the quality and effectiveness of incumbent worker training programs through regular evaluation and feedback mechanisms. This may involve tracking participant outcomes, assessing training impact on job performance and productivity, and soliciting feedback from employers and participants to continuously improve program delivery.
- 7. Promotion and Outreach: The WDB will actively promote incumbent worker training programs to employers through targeted outreach and marketing efforts. This may include participating in industry events, hosting informational sessions, and leveraging existing networks and partnerships to raise awareness about the benefits of workforce training and development.

Overall, Mid-Carolina WDB's approach to implementing incumbent worker training programs is focused on addressing the specific needs of employers and their workforce, fostering collaboration with training providers, and ensuring the accessibility, quality, and effectiveness of training initiatives to support the region's economic growth and prosperity.

On-the-Job Training:

This strategy emphasizes a process that involves a hands-on work component that provides not only the necessary educational component required but also results in job performance outcomes [1]. The utilization of these WBL methods will be used for all WIOA Title I Programs, whenever possible, to provide the most effective work environment and outcome for the participant. On-the-Job Training programs complement all

apprenticeship models, including pre-apprenticeships, youth apprenticeships, and Industry Recognized Apprenticeship Programs.

In order to meet the needs of employers in the region with regard to expansion/recruitment and lay-off aversion, the Mid-Carolina WDB regularly coordinates with partners throughout the local area and the region through strategic initiatives that include work-based learning [i.e., Work Experience (WEX) and On-the-Job Training (OJT)] programs, Incumbent Worker Training and Customized Training programs, career pathways, and sector partnerships. The Community College System, the NC University System, Economic Developers, CTE, SBTDC, and local government officials are frequently involved in this. A special focus on cooperative efforts across all networks to effectively articulate business demands and deliver solutions is placed on larger regional enterprises. Additionally, growth sectors, including career route prospects, are prioritized by businesses like healthcare, advanced manufacturing, transportation/distribution, construction, and information technology. Employment resulting from training programs is given priority where applicable and suitable, especially in the growing industries but also in other small-to-medium-sized businesses that support the development and maintenance of the workforce system.

An integrated business services team is a part of the Mid-Carolina Workforce Board, that serves as a single point of contact for employers who can access many financing streams available simultaneously. Employers will no longer have redundant business and employment development connections will be made by using this methodology. The business services team manages the sector collaboration groups to improve our highly sought-after industry involvement once they are fully operation.

Industry and Sector Strategies:

Mid-Carolina Workforce Development Board (WDB) is committed to implementing industry and sector strategies that align with the needs of local businesses and promote regional economic growth. Here is how the WDB plans to execute these strategies:

- 1. Data Analysis and Research: The WDB will conduct comprehensive data analysis and research to identify key industries and sectors driving the region's economy. This may involve examining employment trends, workforce demographics, industry growth projections, and skill demands to prioritize target sectors for strategic intervention.
- 2. Engagement with Employers and Stakeholders: The WDB will engage with employers, industry associations, chambers of commerce, economic development agencies, and other stakeholders to gather insights into sector-specific challenges, opportunities, and workforce needs. This collaborative approach ensures that industry strategies are informed by the input and expertise of key stakeholders.
- 3. Sector Partnerships and Consortia: The WDB will facilitate the formation of sector partnerships and consortia comprising representatives from businesses, educational institutions, training providers, government agencies, and community organizations. These partnerships serve as collaborative platforms for aligning resources, sharing best practices, and coordinating efforts to address sector-specific workforce challenges.

- 4. Workforce Training and Development: Based on industry insights and employer input, the WDB will design and implement workforce training and development programs tailored to the needs of priority sectors. These programs may include upskilling and reskilling initiatives, apprenticeship programs, on-the-job training, and sector-specific certification programs aimed at preparing individuals for in-demand jobs within targeted industries.
- 5. Career Pathways and Talent Pipeline Development: The WDB will establish career pathways and talent pipeline development initiatives to create seamless transitions for individuals entering and advancing within priority sectors. This involves aligning education and training programs with industry-recognized credentials, providing work-based learning opportunities, and fostering connections between employers and job seekers.
- 6. Promotion of Sector Opportunities: The WDB will actively promote career opportunities within priority sectors to job seekers, students, educators, and the broader community. This may involve organizing sector-specific job fairs, career expos, industry tours, and informational sessions to raise awareness about the diverse career paths and growth prospects available in targeted industries.
- 7. Monitoring and Evaluation: The WDB will monitor the progress and effectiveness of industry and sector strategies through ongoing data collection, performance metrics tracking, and stakeholder feedback mechanisms. This enables continuous improvement, adjustment of strategies as needed, and ensures that efforts remain responsive to evolving workforce and economic dynamics.

Additionally, one of the innovative business services strategies implemented by the Mid-Carolina Workforce Development Board involves the establishment of sector-specific employer collaboratives. These collaboratives bring together businesses within a particular industry sector to address common workforce challenges, share best practices, and develop tailored solutions.

Evidence collected to suggest the effectiveness of this practice includes:

- 1. Increased Employer Engagement: Tracking the number of businesses participating in the collaboratives and monitoring their level of engagement over time.
- 2. Improved Hiring Outcomes: Analyzing data on job placements made through connections facilitated by the collaboratives.
- 3. Enhanced Skill Development: Assessing feedback from businesses regarding the relevance and effectiveness of training programs developed in collaboration with the WDB.
- 4. Economic Impact: Evaluating the overall impact of the collaboratives on the growth and competitiveness of the industry sector within the region.

By collecting and analyzing such evidence, the Local Area WDB can demonstrate the effectiveness of its innovative business services strategies and make informed decisions for continuous improvement. Overall, Mid-Carolina WDB's approach to implementing industry and sector strategies is centered on collaboration, data-driven decision-making, and proactive engagement with stakeholders to strengthen the region's workforce and drive economic prosperity across key industries.

Layoff Aversion:

The Mid-Carolina Workforce Development Board (WDB) will implement layoff aversion strategies through

proactive measures aimed at preventing or minimizing job losses within the community. Here is how the WDB can execute layoff aversion efforts:

- 1. Early Intervention: The WDB will establish mechanisms to detect potential layoffs early by monitoring industry trends, economic indicators, and workforce data. By identifying companies at risk of downsizing or closing, the WDB can intervene promptly to explore alternatives and mitigate the impact on workers.
- 2. Employer Assistance: WDB will provide targeted assistance to at-risk employers by offering consulting services, resource referrals, and technical assistance. This support will help employers address operational challenges, improve productivity, and explore alternatives to layoffs, such as implementing cost-saving measures or diversifying revenue streams.
- 3. Rapid Response Team: The WDB will establish a rapid response team comprising representatives from various stakeholders, including local government agencies, educational institutions, and community organizations. This team will provide immediate support and assistance to workers and employers affected by layoffs, offering reemployment services, career counseling, job search assistance, and access to training programs.
- 4. Retraining and Upskilling: WDB will develop retraining and upskilling programs tailored to the needs of displaced workers. Collaborating with educational institutions, training providers, and employers, WDB will offer targeted training programs, apprenticeships, and certification courses designed to equip workers with the skills needed for available job opportunities in high-demand industries.
- 5. Sector-Based Strategies: WDB will implement sector-based strategies to diversify the local economy, attract new businesses, and create job opportunities in emerging industries with growth potential. By collaborating with industry stakeholders, WDB will identify growth sectors, support entrepreneurship, and facilitate business expansion to reduce dependence on industries prone to layoffs.
- 6. Business Continuity Planning: WDB will aid employers in developing business continuity plans and resilience strategies to prepare for economic downturns, natural disasters, or other disruptive events. Offering guidance on workforce planning, risk management, and contingency planning, WDB will help businesses anticipate and mitigate potential layoffs.
- 7. Stakeholder Collaboration: WDB will foster collaboration among employers, labor unions, government agencies, educational institutions, and community organizations to coordinate layoff aversion efforts. By working together, stakeholders can share best practices, pool resources, and support affected workers and businesses more comprehensively.

Overall, the Mid-Carolina WDB's implementation of layoff aversion strategies will involve proactive engagement, strategic partnerships, and targeted interventions aimed at preserving jobs, supporting businesses, and promoting economic resilience within the community.

Utilization of Effective Business Intermediaries:

Mid-Carolina Workforce Development Board (WDB) will implement the utilization of effective business

intermediaries through strategic partnerships and targeted outreach efforts aimed at connecting with businesses and employers within the region. Here is how the WDB will approach this:

- 1. Identifying Key Business Intermediaries: The first step involves identifying and engaging key business intermediaries within the community, such as industry associations, chambers of commerce, economic development organizations, and business support agencies. These intermediaries often have established relationships with local businesses and can serve as conduits for connecting with employers.
- 2. Building Collaborative Partnerships: Mid-Carolina WDB will collaborate with identified business intermediaries to establish mutually beneficial partnerships. This involves fostering strong relationships based on trust, transparency, and shared goals. By working together, the WDB and business intermediaries can leverage their respective networks and resources to better serve the needs of employers.
- 3. Providing Training and Resources: The WDB will offer training and resources to business intermediaries to enhance their capacity to assist employers with workforce-related challenges. This may include providing information on available workforce development programs, training opportunities, recruitment assistance, and other support services. By equipping intermediaries with the necessary tools and knowledge, the WDB can extend its reach and impact within the business community.
- 4. Facilitating Employer Engagement: Business intermediaries play a crucial role in facilitating employer engagement and fostering connections between businesses and workforce development entities. Mid-Carolina WDB will work closely with intermediaries to organize employer-focused events, workshops, and networking opportunities. These platforms provide valuable opportunities for employers to learn about workforce-related initiatives and services available to them.
- 5. Streamlining Communication Channels: Effective communication is essential for successful collaboration between the WDB and business intermediaries. Mid-Carolina WDB will establish clear and efficient communication channels to ensure that information flows smoothly between all parties involved. This may involve regular meetings, newsletters, email updates, and other communication tools to keep intermediaries informed and engaged.
- 6. Evaluating Impact and Effectiveness: Mid-Carolina WDB will continuously evaluate the impact and effectiveness of its efforts to utilize business intermediaries. This includes tracking metrics such as the number of employer engagements facilitated through intermediaries, the satisfaction levels of employers with the services received, and the outcomes achieved in terms of workforce development and economic growth. By monitoring progress and assessing outcomes, the WDB can identify areas for improvement and refine its strategies over time.

Overall, the utilization of effective business intermediaries is a key component of Mid-Carolina WDB's approach to engaging with employers and addressing workforce needs in the region. By leveraging the expertise and networks of these intermediaries, the WDB can enhance its outreach efforts, strengthen employer relationships, and contribute to the economic vitality of the community. Top of Form

Other Employer Services and Strategies:

Mid-Carolina Workforce Development Board (WDB) is dedicated to implementing a range of employer services and strategies to meet the needs of businesses in the region. Here is how the WDB will achieve this goal:

- 1. Customized Employer Engagement: Mid-Carolina WDB will develop customized approaches to engage with employers, understanding that each business has unique needs and preferences. This may involve conducting outreach visits, attending industry events, and leveraging digital platforms to connect with employers.
- 2. Workforce Needs Assessments: The WDB will conduct regular assessments to understand the workforce needs of local businesses. This involves gathering data on hiring trends, skill requirements, and industry-specific challenges to inform the development of targeted solutions and services.
- 3. Job Posting and Recruitment Assistance: Mid-Carolina WDB will aid businesses in posting job openings, recruiting qualified candidates, and facilitating the hiring process. This may include promoting job opportunities through the NC Works system, organizing job fairs, and offering recruitment events.
- 4. Training and Workforce Development Programs: The WDB will collaborate with employers to develop and implement training programs tailored to their specific workforce needs. This may involve offering customized training sessions, apprenticeship programs, and on-the-job training initiatives to upskill workers and address skills gaps.
- 5. Access to Incentives and Resources: Mid-Carolina WDB will provide businesses with information and assistance to access available incentives, tax credits, and resources to support their workforce development efforts. This includes guidance on federal and state programs, funding opportunities, and training grants.
- 6. Sector Partnerships and Collaborations: The WDB will foster partnerships and collaborations between businesses, industry associations, educational institutions, and other stakeholders to address shared workforce challenges and promote sector-specific initiatives. By bringing together key stakeholders, the WDB aims to facilitate industry-led solutions and promote economic growth.
- 7. Business Consultation and Support Services: Mid-Carolina WDB will offer consultation and support services to businesses, providing guidance on workforce planning, talent management, and HR best practices. This may include one-on-one consultations, workshops, and access to expert resources and tools.
- 8. Feedback and Continuous Improvement: The WDB will actively seek feedback from employers to assess the effectiveness of its services and identify areas for improvement. By soliciting input from businesses, the WDB can adapt its strategies and offers to better meet their evolving needs and preferences.

Overall, Mid-Carolina WDB is committed to providing comprehensive support to businesses in the region, helping them to thrive, grow, and succeed in today's competitive market. Through tailored services, strategic partnerships, and ongoing engagement, the WDB aims to foster a dynamic and resilient workforce ecosystem that benefits both employers and workers alike.

6. 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 – is carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

In addition to the mandated partners of the NCWorks Career Center, the Mid-Carolina WDB works with several local and regional partners, including K–12 school systems, the Community College System, University systems, and other organizations that offer Adult Education and Literacy programs, to coordinate workforce investment activities. The WDB remains engaged with these organizations to identify and enhance ways to minimize effort duplication while increasing the productive impact of our combined resources so that we can better serve the community, especially the most vulnerable members. The MCWDB has worked diligently to build on the Governor's launch of NCJob Ready Grant; the improvements include the addition of modules and components to move to a real-time system of data collection, allowing identification of trends and quicker response to the customers being served. The NCWorks Career Centers are well served to encourage both job seekers and business to utilize the resources provided within the centers. This trend has been strong over the last several years as more customers use technology to seek employment; MCWDB is centrally located through the local areas to quickly identify, respond to, and enhance the customer's experience engaging in job searches and training. Furthermore, Adult Education and Literacy is represented on the MCWDB and plays a crucial role in guaranteeing continued cooperation. Additionally, the core program partner group provides advice on Career Center involvement is Adult Education and Literacy

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

Mid-Carolina plays a strategic role in coordination with the Carl Perkins career and Technical Education by aiding and guiding our Community Colleges with producing innovative training programs to enhance current in demand job industries and fulfil gaps in the academic knowledge, technical training, and employability skills of postsecondary education students who seek a career and technical education programs. Mid-Carolina and its' WIOA sub-recipients provide a financial pathway for individuals to achieve training in these selected areas.

8. 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)]

The Unit Manager of Vocational Rehabilitation is an active member of the WDB, they are represented in the NCWorks Career Center IFA (Infrastructure Agreement) as a mandated partner. Vocational Rehabilitation is

available on-site at the Cumberland County NCWorks Career Center, and the NCWorks Career Center affiliate in Harnett County is housed in a Vocational Rehabilitation facility. To guarantee consistent information and service delivery, the Centers strive to make every effort to involve partners in staff training, especially those who are onsite. Transparent and timely communication both internally and externally by the Division and its staff are key to ensuring a smooth delivery of services and dissemination of information, improving effectiveness in communicating with customers, via the most effective method for each customer, it's vital to ensuring the success of those customers in achieving their employment goals. Efforts should focus on improving the length of time it takes to obtain specific services, such as assistive technology, to improve response time of staff and to improve upon follow-up time. Create a robust plan to engage customers in being more active and involved in decision-making throughout their case, including, but not limited to, the development of the Individualized Plan for Employment. We recommend the implementation of a customer satisfaction survey be conducted periodically during an open case and encourage staff involvement in the development of this process, to include development of a method to ensure that division staff receive regular training on existing community stakeholders and resources.

With collaborative input from Center staff, standard operating procedures are continuously established and updated for the Centers to offer the most comprehensive information and direction regarding service delivery. The MCWDB BSR will also arrange talks and correspondence with the local Vocational Rehab BRRs to discuss methods for supporting current business partnerships and exploring business outreach opportunities. Vocational Rehabilitation is represented in our core program as a partner group that provides advice on Career Center involvement.

9. 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)]

Having merged three areas into one provides us the opportunity to reboot and approach the local workforce system like the big business it is. Mid-Carolina strives to be high-performing and will work to embrace continuous improvement and subscribe to the Baldrige Quality Principles that supports balancing leadership, strategic planning, customer focus, workforce and partner capacity building, process analysis, data driven, and successful outcomes.

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

The WDB will make deliberate measures to guarantee that it is collaborating with important community-based partners and raising awareness among the target populations of disabled people, disconnected youth/high school dropouts, and workers who have been laid off. To educate on important topics pertaining to target audiences, the WDB will collaborate with a variety of partners and asks agencies to attend and present at

WDB meetings. Post COVID, the state of North Carolina unemployment rate is at a low 3.5%, there are fewer and fewer individuals available to take newly created jobs or positions vacated by retiring workers. This presents both a challenge and opportunity for the MCWDB to leverage partnerships to assist individuals who remain unemployed or out of the labor force that face varying challenges and barriers that may need more specific or dedicated services to meet their employment and training needs. MCWDB local area is pursuing effective career services and training programs to tackle the broad spectrum of needs as a result of these barriers and will continue to develop more effective programs in partnership with businesses, community-based organizations and non-profits. The WDB supports Community Stakeholder planning initiatives to ensure that proposed service delivery enhancements for re-engaging people with obstacles are known and considered.

Career planners reach out to specific groups of people with barriers and modify information accordingly. Project Hope and Project Grow are examples of a program collaboration with Fayetteville R.O.S.S. program, run with the Fayetteville Metropolitan Housing Authority and Fayetteville Technical Community. The NCWorks Career Centers will hold and promote workshops and information sessions relating to targeted populations and trends, and outreach materials will be developed and updated accordingly. The attainment of industry-recognized credentials by job seekers and their continued employment through the second and fourth quarters after leaving WIOA programs will serve as the benchmark for success.

- 11. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with:
 - a. statewide rapid response activities as described in WIOA Section 134(a)(2)(A).
 - b. specifically describe the coordination and delivery of services to businesses to include systems that are used to determine economic trends and partners within your Early Warning Network to help identify those businesses that are expanding and/or struggling. [WIOA Section 108(b)(8)]

Mid-Carolina Workforce Development Board (WDB) coordinates with statewide rapid response efforts to provide timely assistance to workers and employers affected by layoffs, closures, or other economic disruptions. Here is how the WDB ensures effective coordination with statewide rapid response initiatives:

- 1. Communication and Collaboration: Mid-Carolina WDB maintains open lines of communication and collaborates closely with the North Carolina Department of Commerce and other relevant state agencies responsible for overseeing rapid response activities. This ensures alignment with statewide strategies and initiatives.
- 2. Information Sharing: The WDB participates in regular meetings, forums, and workshops organized by state agencies to stay informed about rapid response protocols, best practices, and available resources. This includes sharing information about local workforce trends, economic conditions, and emerging challenges.
- 3. Resource Mobilization: Mid-Carolina WDB leverages its network of local partners, stakeholders, and

service providers to mobilize resources and support rapid response efforts. This may involve coordinating with educational institutions, training providers, nonprofit organizations, and other entities to deliver services such as career counseling, job search assistance, and training programs.

- 4. Training and Capacity Building: The WDB invests in training and capacity-building initiatives to equip local workforce professionals with the skills and knowledge needed to effectively respond to rapid response situations. This includes providing training on topics such as layoff aversion strategies, unemployment insurance benefits, and reemployment services.
- 5. Outreach and Engagement: Mid-Carolina WDB conducts outreach and engagement activities to raise awareness about rapid response services among employers, workers, and community members. This may involve hosting informational sessions, distributing educational materials, and participating in community events to ensure that affected individuals are aware of available support.
- 6. Response Coordination: In the event of a layoff or closure affecting local businesses, Mid-Carolina WDB works closely with state agencies and other partners to coordinate rapid response efforts. This may include deploying rapid response teams to affected worksites, conducting on-site information sessions, and facilitating access to support services.
- 7. Continuous Improvement: The WDB regularly evaluates its rapid response processes and procedures to identify opportunities for improvement. This includes soliciting feedback from stakeholders, conducting afteraction reviews following response efforts, and implementing lessons learned to enhance future response capabilities.

By actively engaging with statewide rapid response initiatives, Mid-Carolina WDB ensures that affected workers and employers receive timely and comprehensive support during periods of economic transition. Through effective coordination, collaboration, and resource mobilization, the WDB helps mitigate the impact of layoffs and closures while promoting workforce resilience and recovery.

Mid-Carolina Workforce Development Board (WDB) coordinates and delivers services to businesses through a strategic approach that involves leveraging various systems and partnerships to determine economic trends and identify businesses in need of support. Here is how the WDB achieves this:

- 1. Economic Trend Analysis: Mid-Carolina WDB utilizes data analysis tools and economic indicators to assess local economic trends and anticipate changes in the business landscape. This may include monitoring employment rates, industry growth patterns, business expansion or contraction, and other relevant factors that impact the labor market.
- 2. Partnerships with Economic Development Agencies: The WDB collaborates closely with economic development agencies at the local, regional, and state levels to stay informed about business developments and initiatives. This partnership provides access to valuable information about business expansions, relocations, investments, and other economic activities that influence workforce dynamics.
- 3. Early Warning Network: Mid-Carolina WDB participates in an Early Warning Network comprising various stakeholders, including government agencies, industry associations, chambers of commerce, and business organizations. This network serves as a platform for sharing information and insights about businesses that are

experiencing challenges or opportunities.

- 4. Data Sharing and Collaboration: The WDB facilitates data sharing and collaboration among its partner organizations to identify businesses that may be struggling or expanding. This involves sharing workforce data, business intelligence, and other relevant information to gain a comprehensive understanding of local business dynamics.
- 5. Outreach and Engagement: Mid-Carolina WDB conducts proactive outreach and engagement activities to connect with businesses and understand their needs. This includes hosting employer forums, industry roundtables, and networking events to foster dialogue, gather feedback, and identify areas where support is needed.
- 6. Customized Services and Solutions: Based on the information gathered through economic trend analysis, partnerships, and the Early Warning Network, Mid-Carolina WDB tailors its services and solutions to meet the specific needs of businesses. This may involve offering workforce development programs, training initiatives, recruitment assistance, and other support services designed to address challenges or capitalize on opportunities.
- 7. Continuous Monitoring and Evaluation: The WDB continuously monitors business conditions and evaluates the effectiveness of its interventions to ensure that businesses receive the support they need. This includes tracking key performance indicators, soliciting feedback from businesses, and adjusting strategies as needed to meet evolving needs and priorities.

By leveraging data, partnerships, and outreach efforts, Mid-Carolina WDB effectively coordinates the delivery of services to businesses and helps identify opportunities for growth and development in the local economy. Through proactive engagement and tailored support, the WDB contributes to the resilience and prosperity of businesses across the region.

12. 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 diversity, equity, inclusion, and accessibility.

Mid-Carolina collaborates with post-secondary institutions through training program offerings and also through strategic initiatives that focus on providing access to education and career pathways offered by schools and postsecondary institutions. As a convener, Mid-Carolina partners with these institutions to ensure the education/training provided through their programs helps build a skilled pipeline that meets the needs of local industry and are aligned for industries in demand. Mid-Carolina uses our labor market data to inform these institutions of the demands of businesses and training interests of job seekers. Mid-Carolina promotes economic mobility to ensure that the training offerings from these institutions are accessible and inclusive of marginalized populations. Mid-Carolina continue to work on enhancing our partnerships with higher education institutions in an effort to increase access to education and credential attainment while ensuring equity and inclusion. Our local community colleges, universities, K-12 system has a seat on our Board.

13. Based on the history of economic development projects in the Local Area, how many projects does the Local Area WDB expect to engage in during the upcoming program year? Please indicate the type of services the Local Area WDB expects to provide.

The Local Area Workforce Development Board (WDB) is poised to engage in several economic development projects in the upcoming year, with a focus on providing comprehensive services to support workforce development and enhance economic growth in the region. Some of the key initiatives and services include:

- 1. Sector-specific workforce development programs: The WDB will collaborate with local employers, industry associations, and educational institutions to develop customized training programs tailored to meet the workforce needs of key industries in the region. These programs will focus on equipping individuals with the skills and credentials required to succeed in high-demand sectors such as healthcare, manufacturing, information technology, and construction.
- 2. Job creation and retention initiatives: The WDB will work closely with businesses to identify opportunities for job creation and retention within the local economy. This may involve providing incentives, technical assistance, and support services to businesses looking to expand their operations or relocate to the area. Additionally, the WDB will assist employers in navigating workforce challenges and implementing strategies to retain and upskill their existing workforce.
- 3. Entrepreneurship and small business development: The WDB will support entrepreneurship and small business development initiatives aimed at fostering innovation, creating new job opportunities, and strengthening the local economy. This may include providing access to training, mentorship, financing, and other resources to aspiring entrepreneurs and small business owners.
- 4. Workforce training and education programs: The WDB will continue to invest in workforce training and education programs designed to enhance the skills and employability of residents. This may involve funding initiatives such as apprenticeships, on-the-job training, career readiness workshops, adult education programs, and postsecondary credentialing opportunities.
- 5. Career services and job placement assistance: The WDB will offer a range of career services and job placement assistance to help individuals secure employment and advance their careers. This may include providing access to job search assistance, resume writing workshops, interview preparation, job fairs, and other employment-related resources.

Overall, the Local Area WDB is committed to driving economic development, promoting workforce development, and improving the overall quality of life for residents in the region through targeted initiatives and comprehensive services.

14. 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)

Sector strategies and industry-led sector partnerships are collaborative approaches aimed at addressing workforce development needs within specific industries or sectors. These strategies involve bringing together key stakeholders, including employers, industry associations, educational institutions, workforce development agencies, and government entities, to identify workforce challenges, develop targeted solutions, and drive sector-specific economic growth. Here is a breakdown of sector strategies and industry-led sector partnerships:

- 1. Identification of Key Industries: Sector strategies begin by identifying key industries or sectors that play a significant role in the local or regional economy. This involves analyzing economic data, labor market trends, and industry projections to determine which sectors have the most growth potential and workforce needs.
- 2. Engagement of Stakeholders: Once key industries are identified, stakeholders from these sectors are engaged in the planning and implementation process. This includes employers, industry associations, labor unions, educational institutions, workforce development boards, economic development agencies, and other relevant organizations.
- 3. Assessment of Workforce Needs: Stakeholders collaborate to assess the workforce needs within the identified industries. This may involve conducting surveys, interviews, and focus groups with employers to understand their current and future skill requirements, recruitment challenges, and training needs.
- 4. Development of Sector-Specific Strategies: Based on the assessment of workforce needs, sector-specific strategies are developed to address skill gaps, enhance workforce training programs, and strengthen the talent pipeline within the targeted industries. These strategies may include the creation of industry-specific training programs, apprenticeships, on-the-job training initiatives, and career pathways.
- 5. Industry-Led Partnerships: Industry-led sector partnerships are formed to facilitate ongoing collaboration and coordination among stakeholders. These partnerships provide a platform for employers, educators, and workforce development professionals to share best practices, leverage resources, and collectively address workforce challenges. They may take the form of sector-focused consortia, councils, or task forces dedicated to advancing the interests of a particular industry.
- 6. Implementation and Monitoring: Sector strategies are implemented through coordinated efforts among stakeholders, with clear goals, objectives, and performance metrics established to measure progress. Regular monitoring and evaluation ensure that initiatives are on track and adjustments can be made as needed to achieve desired outcomes.
- 7. Evaluation and Continuous Improvement: Periodic evaluation of sector strategies allows stakeholders to assess the effectiveness of interventions, identify areas for improvement, and make data-driven decisions to optimize workforce development efforts. Continuous engagement and feedback from industry partners ensure that strategies remain responsive to evolving workforce needs and market dynamics.

Overall, sector strategies and industry-led sector partnerships play a vital role in aligning workforce development efforts with the needs of key industries, driving economic growth, and fostering a skilled and competitive workforce. By bringing together stakeholders from across sectors, these collaborative approaches can lead to more effective and sustainable solutions to workforce challenges.

15. 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
Collision Repair and Refinishing Technology (Cumberland County)	N/A	2016	Not Available
Nursing and Allied Health (Cumberland and Moore Counties)	Lumber River (Hoke County)	2017	Not Available
Advanced Manufacturing (Harnett and Samson Counties)	N/A	2018	Not Available
Health Care (Harnett and Sampson Counties)	N/A	2018	Not Available
Nursing (Montgomery and Moore Counties)	Northwest Piedmont, Davidson Works, Guilford County, Regional Partnership (TriadWorks)	2016	Not Available

- 16. 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' (Department of Public Instruction (DPI), community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.
 - c. Describe the strategy to avoid duplication efforts.
 - d. Describe the strategy to promote pathways and recruit participants.

The Mid-Carolina Workforce Development Board, alongside the Sub-Recipients intends to continue meeting and forging relationships with companies, organizations, and academic institutions in order to assess and ascertain the need for in-demand career pathways based on regional industries across our five counties. Together with labor partners, the Business Services team plans and executes services and activities to provide thorough and efficient solutions that satisfy industry demands. Using a career pathway strategy, the integrated Business Solutions team will link the sector partnership groups in demand sectors.

The WDB will explore ideas for creating a brand-new professional pathway in building and maintenance. This

reflects the work done by R.O.S.S.S. (Residential Opportunities for Self-Sufficiency) in collaboration with Fayetteville Technical Community College and the Fayetteville Metropolitan Housing Authority. Through its continuing education, Fayetteville Technical Community College established a plan for job searchers to obtain industry recognized credentials. Students may continue to add credentials and degrees after an internship, such as stackable credentials or portal credentials, which will encourage career stability and self-sufficiency but expose job seekers to apprenticeships and self-employment.

The Mid-Carolina Local Area's five counties—Cumberland, Harnett, Montgomery, Moore, and Sampson—have a high demand in the healthcare sector. To increase education and training to satisfy employer demands, the Business Solutions team will work with our local Training Providers to modify the career pathways model after reviewing the established routes with employers and organizations. Through this strategic endeavor, Mid-Carolina will stay abreast with industry expectations, maintain stakeholder alignment, and equip job seekers with a competitive workforce. The approach by the Mid-Carolina Workforce Development Board, along with the integrated service delivery provides the necessary support for participants beyond just the covering of tuition and other items related to training and education. With the collaborative multi-agency approach to delivering workforce services, partner agencies and programs have more involvement with the delivery of training activities to ensure performance goals can be met by all partners, MCWDB's goal is to further highlight demand-driven and economic sector-driven industries to create pathways process in additional industry sectors of high demand with significance to the local economy

17. Provide a description of the 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. (e) Explain strategies to align work across the North Carolina Community College System (NCCCS) and (DPI) to increase youth apprenticeships or assist businesses in hiring youth apprentices.

The local area uses labor market data for the purpose of determining what strategies can be applied to indemand industries and occupations to establish appropriate sponsorship of occupational skills training, supportive services, work-based learning opportunities for eligible and suitable individuals that will lead to educational, skill, and credential attainment on the track toward unsubsidized employment.

In order to connect NextGen participants and other job seekers with the career pathways and apprenticeships that best match their career values, Mid-Carolina staff will collaborate with NCWorks staff, partners, and stakeholders. This will be done through Onet assessments, work inventories through NCCareer.org, and Allison training offered through NCWorks. Participants in work-based learning programs and job shadowing will regularly meet with NextGen Career Advisors, who will introduce them to careers and marketable skills. This promotes self-sufficiency by supporting comprehensive assistance, counseling, and other skill

acquisition. Additionally, NextGen participants will have access to supportive resources to help them finish their work-based learning opportunity, which includes summer jobs, apprenticeships, and internships. Mid-Carolina commits itself to reducing obstacles to upskilling, career prospects, and the effective completion of educational attainment in accordance with all Federal, State, and Local Area standards.

II. Regional Strategic Planning:

North Carolina is defined by an expansive geography that covers over 53,000 square miles and spans from the mountains in the west, to the piedmont region in the state's center to the coastal plain region in the east. This expansive geography contributes to the state's diverse mix of rural communities, small towns, cities, metropolitan areas, and regional economic centers, each with its own unique industrial composition. Part of North Carolina's economic development strategy includes organization of the state's 100 counties into eight multi-county regions called Prosperity Zones, which are intended to help ensure economic growth across all areas of the state, by leveraging regional economic, workforce, and educational resources. Overlaying the eight prosperity zones are North Carolina's 20 Local Area WDBs that facilitate the delivery of workforce services to the state's citizens and employers.

Local Area WDBs are to continue, or begin, formal interaction based on these regional geographies. The following regional configurations will be used for submission of this Regional Plan:

- Western Region: Southwestern, Region C (Foothills), and Mountain Area WDBs;
- Northwest Region: High Country, Western Piedmont, and Region C (Foothills)WDBs;
- Piedmont Triad Region: Piedmont Triad Regional and GuilfordWorks WDBs;
- Southwest Region: Centralina, Charlotte Works, Region C (Foothills), and Gaston County WDBs;
- North Central Region: Kerr-Tar, Durham County, Turning Point, Mid-Carolina, and Capital Area WDBs;
- Sandhills Region: Cape Fear, Lumber River and Mid-Carolina WDBs;
- Northeast Region: Rivers East, Northeastern, and Turning Point WDBs; and
- Southeast Region: Eastern Carolina and Cape Fear WDBs.
- Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; as well as conditions that contribute to potential layoffs and closures and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

Source: State Labor Market

The region's population annual growth was 0.7% for Cumberland County. With a certified population as of July $2020\ 335K$.

The region's population annual growth was (1.1%) for Moore County. With a certified population as of July $2020\ 101 \mathrm{K}$.

The region's population annual growth was (7.2%) for Montgomery County. With a certified population as of July 2020 26K.

The region's population annual growth was (8.17%) for Sampson County. With a certified population as of July 2020 59K .

The region's population annual growth was (8.17%) for Harnett County. With a certified population as of July 2020 K

In 2023, the Regional Skills Analysis survey was updated for the 15-county area with almost 1,000 responses and 11 industry sectors. 77.5% of the companies surveyed expect to grow their workforce in the next three years. There are four key themes from the survey:

- 1. Company hiring expectations are the highest we have seen in our survey, with few industries planning to downsize.
- 2. Healthcare and the public sector have consistently high demand, driven by growth in both sectors.
- 3. Four-year degrees remain top of mind for employers, but they are considering more options and looking for additional, specialized credentials.
- 4. Small and medium-sized businesses are underutilizing many resources available for sourcing talent. Our region's economic developers have continued to receive interest inquiries from prospective employers looking to relocate to our region, demonstrating the strength and value of our market including our workforce and educational system.

An analysis of the regional economic conditions by the numbers is listed below for an existing and emerging in-demand industry sectors and occupations.

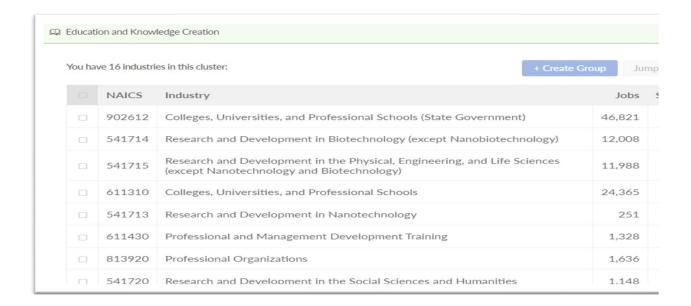
Existing Industry

Instead of looking at specific industries, cluster analysis catches the potential spillovers of technology, skills, and information that cut across industries, workers, and resources.

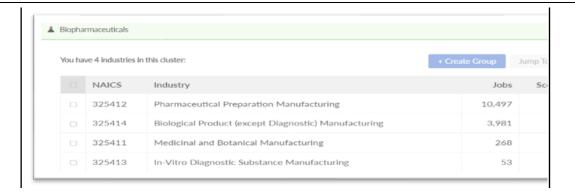
Industry clusters most important to the region are Education and Knowledge Creation, Information

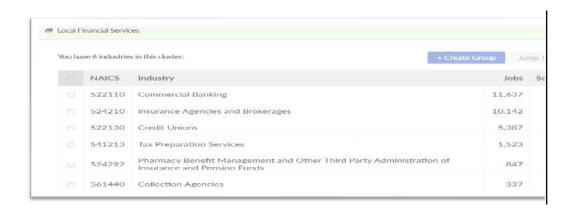
Technology & Analytical Instruments, Biopharmaceuticals, Local Financial Services, Financial Services, and Local Health Services. "Importance" considers earnings, growth, regional competitiveness (regional job growth exceeds the national average job growth), location quotient (workforce specialty), and GRP and assigns a *Score. The top industries within each cluster are shown.

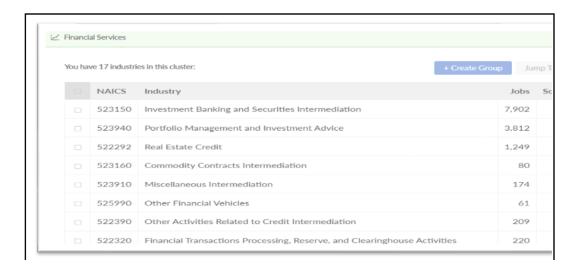
(This data is not a benchmark against other regions; it only compares the relative performance of clusters to each other.)

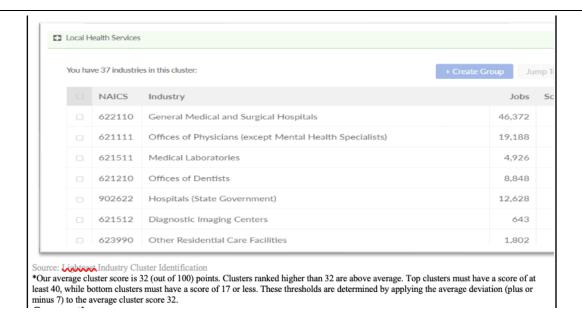












2. Describe how the regional strategic vision aligns with the NCWorks Commission's 2023-2025 Strategic Plan.

The five counties under the Mid-Carolina Workforce Board (MCWDB) identified as a regional area have traditionally needed to work regionally to address employer needs or job seeker needs. Our Mid-Carolina Workforce Development Board meets face-to-face quarterly to address common needs, share best practices, and more. MCWDB will continue to use this forum moving forward, adding additional meetings as determined when it is necessary to partner with our additional Workforce Boards, our Centers, and Stakeholders to meet the needs of employers and job seekers in the region.

Mid Carolina Workforce Board's Business Engagement staff meet regularly to better understand what is happening from an employer perspective. This provides an opportunity for them to identify common challenges and work on solutions as well as share best practices. The Board will continue regular meetings and regional employment engagement when appropriate. MCWDB utilizes the Incumbent Worker Brand (Catalyst 2020).

Our Harnett, Cumberland, Moore, Montgomery and Sampson County Economic Developers serve as a source of information to ensure that Board understands the skills needs of the employers in our region. The skills survey included a 15-county region which includes all the Workforce Boards identified in the North Central region. Despite challenges related to the pandemic, the survey revealed that a high percentage of businesses plan to continue to grow and many expect to hire for new jobs. The high percentage reflects the strong local economy and suggests that while economic growth will remain slow, a recovery will occur in our region.

3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108 (b)(1)(C)].

Following is information used to understand the current labor force employment, unemployments, labor market trends, and educational/skill levels of the workforce including individuals who have barriers to getting and keeping a job.

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

Workforce Boards and our NCWorks Career Center Business Services staff utilize a highly collaborative and consultative approach to engage and serve our region's businesses and industries. By leveraging technology and data, partner relationships, outreach and awareness events, and other traditional methods, we create and foster an innovative and effective workforce system that strives to fully meet employer needs. Technology plays a vital role in our ability to identify and connect with employers, including but not limited to our use of the NCWorks Online System and our social media platforms.

As an example, in the Capital Area, employer-specific reports are generated through NCWorks Online to quickly identify companies who are newly registered onto the system as well as existing employers who are utilizing the system to post job openings and source new talent. Our staff uses these reports and updates to plan targeted employer outreach within their designated territories. In addition, our access to EMSI helps to identify prospective customers within our targeted counties. As a result of these outreach efforts, we can initiate and strengthen relationships with businesses and provide consultative support.

The staff regularly references tools within NCWorks and EMSI to obtain critical labor market data that is valuable in conversations with employers regarding wages, talent supply, educational attainment and more. Our use of social media has greatly increased our capacity to reach a broad and diverse audience and positions our organization as subject matter experts for workforce development. Through these channels, we have raised awareness of job opportunities in our communities, promoted and significantly increased attendance at our sponsored events and workshops, and kept our business community informed of valuable resources, programs, and initiatives that strengthen our region and workforce.

With the involvement and commitment of our Business Services team, our region has built an incredibly robust partner network that is an excellent source of referrals for business customers and job seekers. Our relationships with economic development, local chambers of commerce, industry associations, educational institutions, and other community partners have been invaluable in helping our team establish high-quality connections with business leaders and elevate our service delivery and impact.

The Business Services team gets actively involved in the communities they serve - regularly attending local

and regional networking events, serving as exhibitors and community sponsors for job fairs and career awareness events and conducting speaking engagements for workforce-related events and conferences. Being active and engaged in our region helps staff gain critical business intelligence on current challenges and opportunities, workforce needs, gaps in resources, growth trends and more. We develop relationships and interactions with employers of all sizes and across multiple industry sectors.

These employer relationships have been instrumental in our various sector partnership initiatives, employer roundtables, career awareness events, and professional development for our staff. Having access to their insights and expertise helps to ensure that our full team stays on top of our growing sectors and regional workforce needs.

CAWD also takes advantage of a small business grant from the Division of Workforce Solutions to provide workforce support services to businesses with 25 employees or less. As well as a grant from Wake County Government to provide workforce services to businesses with 50 employees or less.

In summary, the Business Services team partners with employers to deliver high-quality talent and workforce solutions. This includes but is not limited to: Recruitment and Screening; Training and Education; Retention and Up-Skilling; Transitional Services; and access to Workforce Information and Data. Additionally, workbased learning incentives such as On-the-Job Training, Work Experience, Incumbent Worker Training, and Registered Apprenticeship programs are also utilized to ensure that the vast needs of employers are met.

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

Regionally, The Economic Development Partnership of North Carolina (EDPNC) continues to leverage our local and regional economic development partners for recruitment retention and expansion opportunities. The local and regional economic development teams pull local Boards to the table, with targeted partners, to present information on the labor pool that we must support their company should they choose to (re)locate or expand their business in our area.

The Capital Area region has been recognized as one of the strongest economies in the nation and a top market for new and existing industry investments. This success is due in large part to the collaboration efforts that exist between our private and public sectors. This collaboration is thriving and evident throughout our partner ecosystem - comprised of 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's Business Engagement Director meets regularly with Economic Development for Wake, Johnston, and Lee Counties to collaborate on strategies to ensure we are meeting the needs of employers in our region. CAWD continues to work to strengthen the relationships with its new Counties, Lee, Chatham, and Orange.

Capital Area will continue to engage with Boards in the North Central region as well as other regions based on

employer needs and demand. For example, because of the large presence of advanced manufacturing in the Triangle as well as Piedmont Triad, CAWD is partnering with Durham WDB, Kerr-Tar WDB, Mid-Carolina WDB, Greensboro WDB, and Piedmont Triad WDB to address the growing demand of training and employment related to advanced manufacturing. So, while CAWD will continue to meet regularly with workforce Boards in our region, we will also continue to meet with all Workforce Boards as the collaboration needs to be based on the needs of employers, not a geographically drawn line.

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

The 10 counties of the South Central Prosperity Zone, shown above anchored by the city of Fayetteville, had a total of 153,083 net commuters for 2022 according to NC Department of Commerce County Profile. Bladen, Columbus, Cumberland, Hoke, Montgomery, Moore, Richmond, Robeson, Sampson, and Scottland Counties make up this total.

According to a 2019 report by the NC Department of Justice, access to a car is key to finding good paying jobs. Jobs are increasingly concentrated in metropolitan areas where housing is higher.

Many working North Carolinians often can't afford to live anywhere near where jobs can be found and those that do bridge the live-work divide face long commutes and onerous transportation costs.

More than 7 percent of residents in rural counties face at least an hour-long commute, a nearly 50 percent larger share of commuters than in urban counties. Counties with majority non-white populations also face long commutes at higher rates than majority white counties. In both cases, these long commutes affect communities that already contend with a range of other economic barriers.

Public transit is key to employment opportunities. The share of low-income North Carolinians who rely on public transit is much higher than the national and regional average, a clear sign that access to public transportation is important. They also have counties with household incomes lower than the region's average and poverty levels higher than the regional average.

7. Briefly provide a description of how the Local Area WDB will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Section 108(b)(10)].

The region coordinates with secondary education, community colleges, and universities to align strategies, enhance strategies, and avoid duplication of services through coordinating regional applications for career

pathways certification through NCWorks Commission, and by regional coordination between Board Business Services staff for employer engagement activities currently for Cumberland, Sampson, Moore and Montgomery. The Region has collaborated with Incumbent Workers application to ensure with seamless strategies, as well as in past years Job Driven Initiative Strategies coordinating with regional Boards. Community colleges, and WDB Board staff have made this a seamless process. Mid-Carolina will include Turning Point and CAWD in these conversations as they impact their region. AdvancedNC serves as another good example of Workforce Boards working regionally to coordinate education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services. The AdvancedNC includes community colleges as well as 2 land grant universities. While secondary education is not part of the partnership today, there has been a conversation about adding them in the future.

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

For the Mid-Carolina area, 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 inperson services during scheduled hours at each location. As part of Priority of Service, veterans are also allowed to view and apply for newly posted positions within NCWorks before the posting is 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 enhance services in the community. Each NCWorks Career Centers have either a Local Veteran Employment Representative (LVER) or a Disabled Veteran Outreach Program (DVOP) located on staff to help veterans with significant barriers overcome their barriers to employment.

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

As a region, we stand ready to respond to national emergencies or weather-related disasters to serve victims and businesses. How each Board services its region varies based on the need and the funding available. For example, Mid-Carolina has traditionally not had to apply for special funding for cleanup and other disaster relief in Cumberland County because the County and the City of Fayetteville are usually responsive before Workforce Development Board funds are available.

III. NCWorks Commission

The NCWorks Commission recommends policies and strategies which value diversity, equity, inclusion, and accessibility while enabling the state's workforce to compete in the current and future global economy. The

commission leads, builds partnerships, forms alliances, and is accountable for strengthening North Carolina's innovative, inclusive, relevant, effective, and efficient workforce development system.

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.

After extensive stakeholder work and programmatic reviews, the following systemwide goals and objectives were created for the workforce development system:

- Prepare workers to succeed in the North Carolina economy by increasing skills and education attainment.
- Create a workforce system that is responsive to the needs of the economy by fostering employer leadership.
- Promote replication of creative solutions to challenging workforce problems by supporting local innovation.
- Promote system access, alignment, integration, and modernization.
- 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.

Staff conduct outreach efforts, often as a result of partner referrals through community engagement, to employers in the local area and the surrounding region to market the resources available through NCWorks and our partner organizations with strategic emphasis on new employers as well as those who do not have an NCWorks account or have not utilized NCWorks in a long time. Staff are expected to maintain contact with existing companies and identify opportunities that maximize the employer connection. It is required that all Career Center employees, regardless of function, are familiar with the full range of business services available and promote collaborative resources available through partner agencies for targeted populations. The MCWDB has a board policy and protocol that details the expectation and process of business engagement and business outreach. The SOP that is supported through this policy will be expanded to notate all of the program partners, further build out the team of business services, and plan at least quarterly meetings to talk through business engagement efforts and collaboration. The reengineering of our Business Solutions team to integrate

with partner agencies that have a job as an outcome will prioritize targeted populations within each funding stream and assist each other in effective placements.

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

The Mid-Carolina WDB Business Solutions Team is comprised of a business services representative, career center management (both subrecipient and DWS), and staff representatives from the subrecipient, DWS, and Veteran departments. The WDB Business Services Manager promotes NCWorks Career Center services through the Business Services Program, facilitates warm hand-offs to Career Center administration, and provides oversight and monitoring. DWS staff members are expected to manage the job order process, including updating existing and new employer accounts, make referrals to Agriculture Services and/or Foreign Labor staff, and provide leadership and direction to all staff about basic Wagner Peyer services, including job referrals, through Title III service delivery. The veteran staff members are in charge of frequent business outreach to new and current enterprises, as well as promoting all services available through the career center (s). Title I personnel are expected to deliver Wagner-Peyser services, initiate and supervise work-based learning programs, and facilitate the path toward unsubsidized employment for all WIOA participants. All outreach activity is to be communicated in advance to the WDB BSM and applicable Career Center Manager with the expectation of applicable follow up and outcomes. The planned expansion of the Business Solutions team will include all core and required partners that have a job as a planned outcome. This will address employer expectations of a single point of contact among workforce partners.

3. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness at the local level (consult NCWorks Commission 2023-2025 Strategic Plan).

The Mid-Carolina WDB continues to raise awareness of the NCWorks brand by collaborating with community partners and companies to market the services and resources available through the NCWorks Career Centers, with a particular emphasis on the populations most in need of these services. The Local Area continues to research methods to increase technology resources in order to improve accessibility and reach a larger audience.

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 while including Diversity, Equity, Inclusion, and Accessibility.

To routinely check on businesses, the Mid-Carolina WDB facilitates dialogue among partner agencies and the NCWorks Career Centers' employer services teams. When an expansion opportunity is identified, we collaborate with staff to promote the available opportunities and engage with partner agencies to identify eligible individuals. We screen candidates based on the needs of the employer to ensure that referred job seekers satisfy the basic qualifications to support the firm's requirements. The Mid-Carolina WDB will actively promote local businesses and job opportunities through social media and Career Center advisors are expected to assist job seekers with creating their NCWorks accounts and facilitating next steps on their path to employment. These efforts aim to help businesses meet their recruitment needs by enhancing both the quantity and quality of suitable job seekers, and as a result, we've been able to connect with more employers.

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.

Mid-Carolina recruits worksites that have demonstrated job quality principles including positive retention rates, good pay rates, and opportunities for advancement. Our focus on developing a talent pool from underserved and underrepresented communities requires Mid-Carolina to meet job seekers where they are and work toward enhancing their skills and knowledge to progress along a career path. Often this begins with an entry level position that is complemented with savings for an employer through work-based learning programs. Offering work-based learning options promotes opportunities for underserved and underrepresented individuals.

The MCWDB will continue to promote long-term employer-led industry sector partnerships that align our workforce's skills with careers in demand. The MCWDB supports the One Stop Operator and NCWorks Career Center partners in providing access to services in remote areas using technology and other means. Through enhanced community partnerships with local businesses and colleges, the MCWDB collaborates to help reach and inform underserved and underrepresented populations. The MCWDB will also incorporate various outreach methods and practices to support accessibility of services to businesses and job seekers, including newsletters, Eventbrite (e.g., for purposes of notification and registration for events), social media (e.g., Instagram, Facebook, Twitter), and the Mid-Carolina website.

6. Describe how the Local Area WDB ensures that individuals from underserved and underrepresented communities have equitable access to the services of the workforce system and the jobs created in the economic growth spurred by federal investments.

The Mid-Carolina WDB participates in work-based learning and promotes the associated programs to partners and businesses in the local area and the region on a regular basis. The Mid-Carolina WDB encourages work-based learning projects in high-demand, full-time career possibilities within the region, such as skilled trades, healthcare, information technology, advanced manufacturing, and transportation/logistics.

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

Our WDB supports a robust Work Based Learning (WBL) option on the youth and adult service menu. We will leverage our website and social media outlets to market initiatives and activities, for the purposes of expanding our reach and strengthening collaboration.

8. Briefly describe how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Section 108(b)(6)(A)]

WDB monitors and evaluates the performance of eligible service providers including performance measures, assessing program(s) effectiveness in achieving employment outcomes, meeting industry demands, and addressing the needs of jobseekers and workers. WDB also tracks performance outcomes for instance job placement rates, retention, credential attainment and measureable skill gains. WDB evaluates the relevance of training programs to regional labor market needs. We work closely with employers and industry leaders to identify current and future skill needs; ensure that eligible service providers align their offerings with the demands of the local labor market.

IV. NCWorks Career Centers

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

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

- 1. Identify PY 2024 NCWorks Career Center location(s) including Comprehensive and Affiliate 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 2024 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]
 - Name document: <u>Local Area Name</u> PY 2024 NCWorks Career Centers. IN CHART ATTACHMENT 2

2. Provide the name(s) of the current One-Stop 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). [WIOA Section 108(b)(16)]

Arbor E&T dba Equus serves as the WIOA Title I Service Provider for Adult, Dislocated Worker, and Youth programs for Cumberland and Sampson Counties. Harnett County Government serves as the WIOA Title I Service Provider for Adult, Dislocated Worker, and Youth programs for Harnett County.

DWS serves as the One-Stop Operator for Cumberland and Sampson Counties. Harnett County Government serves as the One-Stop Operator for Harnett County.

The RFP for WIOA Title I Program Services and One-Stop Operator Services was released on July 20, 2022 with proposals submissions due by September 20, 2022. The MCWDB approved the RFP task force's recommendations on November 9, 2022. The time of performance for the current contract period is January 1, 2023 through June 30, 2024, with the option of extending the contract for two additional one-year terms.

- 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.

All customers are entitled access to high-quality career and training services. Career Services are to be made available to all job seeker customers of the NCWorks Career Centers, with specific delivery of services made on a case-by-case basis dependent on the needs of the individual.

Basic Career Services may include:

- •Determination of eligibility to receive assistance;
- •Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the Career Center;
- •Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- •Labor exchange services, including job search and placement assistance, and where appropriate, career counseling;
- •Referrals to programs offered by local agencies that serve community members;
- •Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including job vacancy listings in such labor market areas, information on job skills necessary to obtain the jobs, and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such

occupations;

- •Provisions of performance information and program cost information on eligible training providers;
- •Provisions of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the Career Center delivery system in the local area;
- •Provision of accurate information on referrals to supportive services, in formats that are usable by and understandable to one-stop center customers, such as childcare, child support, medical, child health assistance, TANF, SNAP (Food Stamps), and Earned Income Tax Credit;
- •Provision of information regarding filing claims for unemployment compensation;
- •Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA and are available in the local area.

Individualized Career Services must be made available if it is determined to be appropriate in order for the individual to obtain or retain employment and may include:

- •Comprehensive and specialized assessments of the skill levels and service needs of eligible customers, which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- •Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, providing information on eligible training services, and career pathways to attain career objectives;
- Group counseling;
- •Individual counseling and career planning;
- •Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training;
- •Internships and work experiences that are linked to careers;
- •Workforce preparation activities;
- •Financial Literacy Services;
- •Out-of-area job search assistance and relocation assistance; and
- •English Language Acquisition and integrated education and training programs.

Follow up services must be provided, as appropriate, for participants placed in unsubsidized employment, for up to 12 months after the first day of employment.

Training services are designed to equip individuals to enter the workplace and retain employment. WIOA Title I participants may have access to training services following program enrollment into the Adult, Dislocated Worker, or Youth programs, and when eligible individuals:

•After an interview, evaluation, or assessment, and career planning by Career Center staff, have been determined to be 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 and be in need of training services;

- •Have need of training services and to have the skills and qualifications to successfully participate in the selected program of training services that are directly linked to the employment opportunities in the local area involved or in another area in which the participant receiving such services are willing to commute or relocate;
- •Meet the qualification requirements, and are determined to be eligible in accordance with the priority system.

Training services may include:

- •Occupational skills training, including training for nontraditional employment, provided through pre-approved training agencies;
- Classroom Based Training services are provided in a manner that maximizes consumer choice in the selection of an eligible service provider. Depending on the program of enrollment, classroom based training may be provided through the use of Individual Training Accounts. Training services are directly linked to occupations that are in-demand in the local area, region, or state. Training Services shall be limited to individuals who are unable to obtain other grant assistance for such services, or require assistance beyond the assistance made available under other grant assistance programs, including Federal Pell Grants.
- •On-the-job training;
- •Incumbent worker training;
- •Programs that combine workplace training with related instructions, which may include cooperative education programs;
- •Skill upgrading and retraining;
- •Entrepreneurial training;
- •Job readiness training provided in combination with other training;
- •Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with (other training) services;
- •Customized training conducted with the commitment by an employer or group of employers to employ the individual upon successful completion of the training.

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

When assessing the potential need for Training Services, training providers and their programs are considered to ensure that the labor market demands of the area are being addressed. After completing an Indisivual Employment Plan/Strategy (IEP/ISS) that determines that the individual is unlikely or unable to obtain or retain gainful employment, training services may be made available to eligible and suitable individuals; with the support of active case management, successful completion of training services would lead the individual on the path toward economic self-sufficiency.

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

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. Mid-Carolina follows the TEGL requirements. Individuals are contacted at least monthly during the 12-month period. The contacts include an update on current employment/education status as well as coaching to assist individuals with any issues they may be having. Mid-Carolina uses follow-up to help maintain a positive placement and outcome for those who have exited.

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. How 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, inclusion, and accessibility.

MCWDB will develop and implement a comprehensive onboarding/training plan that will include a timeline of initial training milestones to include required NCWorks training, the ISD model, job-shadowing, and one-on-one training with Center Management and MCWDB staff with an expected timeline of four weeks for staff to be granted full access (as applicable to their role) to NCWorks Online. Mid-Carolina understands that NCWorks Career Center staff play a pivotal role in educating job seekers about the resources available within the center, sponsorships for industry-recognized credentials and educational attainment, employment, and work-based learning opportunities, and core community programs for self-sufficiency. New staff members are required to understand the importance of building a strategic service plan with participants (whether Wagner Peyser or WIOA) that reflects the integrity of our NCWorks service delivery which is to greatly reduce barriers to education and employment success.

It is expected for functional managers to ensure adequate progress is occurring, with periodic review of and subsequent training support for the staff member. The MCWDB is committed to ensuring that staff has access to a variety of training and professional development opportunities, including training and webinars available through the NCWorks Training Center, Workforce GPS, and workforce-related conferences and events. Mid-Carolina support staff review the compliance of the aforementioned training, monitor understanding of WIOA guidelines and local area service delivery expectations, identify and address trends that may hinder undue hardship for participants, and identify areas and opportunities for improvement. All Center staff, stakeholders, and partners are required to attend staff training.

Mid-Carolina prioritizes serving all customers. Annual training will be conducted regarding statewide Diversity, Equity, and Inclusion initiatives in conjunction with Equal Opportunity training offered through the NCWorks Training Center Online.

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.

It is critical to the overall function of the workforce system to ensure seamless and effective service delivery for all participants, especially those adversely impacted by layoffs. Due to the complementary nature of the programs, we encourage individuals identified as eligible for TAA programs to be assessed for WIOA Title I Dislocated Worker eligibility so that eligible and suitable individuals may receive additional funding to access the training and supportive services they may need to return to the workforce. Through effective case management, Career Advisors for TAA/DW enrolled participants should share updates regularly to ensure that the individual's needs are being met with appropriately funded services without duplication of effort and service delivery.

8. Briefly describe how the NCWorks Career Center serves persons with disabilities.

In collaboration with partners, including Vocational Rehabilitation, the MCWDB supports and enforces equal opportunities for all, including individuals with a disability. The Board aims to increase and expand flexible service delivery options to ensure the needs of participants are met by addressing their needs and advocating for increased access and opportunities, in training as well as the job market, especially for participants that face significant barriers or challenges.

9. 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.

The Mid-Carolina Board's Employer Services Policy and Protocol sets the foundation for serving employers through the NCWorks Career Centers. This Protocol was created to help employers streamline services and for Center staff to promote and communicate consistent information. It also emphasizes the significance of sharing information as a team, providing regular communication updates to both the Business Services Manager and applicable Career Center Manager, and laying the groundwork for the Career Center's employer involvement.

10. 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)]

NCWorks Career Center service delivery aims to support a sustainable framework that anticipates and responds to the needs of the workforce. By early intervention for the unemployed and struggling businesses, we can decrease the number of individuals affected and the time spent in unemployment. By partnering with representatives of business, industry, and education, we can implement strategies to better prepare participants to be work-ready, effectively increase workforce retention rates, and promote a qualified, viable talent pipeline toward career advancement.

Under the Eligibility Assessment Interview (EAI) and the Reemployment Services and Eligibility Assessment (RESEA) state guidelines, it is a mandatory requirement for all individuals to be physically able, available, and actively seeking work; these individuals must register through NCWorks Online. In doing so, the jobseeker is eligible to receive career counseling and job referrals. Under ISD, all customers are to receive Center orientation and be informed of available resources and services to facilitate and support a successful return to employment. After the orientation, an in-depth vetting process will begin. An assessment of skill levels, aptitudes, and abilities is conducted to better determine individualized services that will most effectively serve and benefit the customer.

NCWorks Career Center staff provides follow-up services as mandated by the state under the REA program. The Career Center also works in unison with the NC Division of Employment Security (DES) on any issues pertaining to unemployment insurance claims and fraud.

- 11. Attach a flowchart for services flowchart must include:
 - a. initial one-on-one interviews with customers,
 - b. skills assessments, and
 - c. determination of the need for further services.
 - Name document: Local Area WDB Name Services Flowchart 2024. ATTACHED
- 12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(c)(1)(2)(A)]
 - Name document: <u>Local Area WDB Name</u> NCWorks Career Center MOU. ATTACHED
- 13. Describe the Local Area WDB's method for providing oversight to include:
 - a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and

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

MCWDB support staff follow monitoring processes with pertinent and organized templates and methods that recognize best practices as well as identify trends and concerns so that necessary corrections can be made timely and appropriate training conducted to decrease insufficiencies, increase accountability, and maximize effectiveness. In conjunction with Mid-Carolina Board Support staff, Career Center Managers are responsible for the development and implementation of proactive Center-wide goals and objectives that align with the required state and local performance measures and outcomes. These processes include measures for capturing customer (both job seeker and business) feedback to assess the effectiveness and impact of service delivery efforts throughout the Center and workforce system.

Resources and services provided by mandated partners of the NCWorks Career Center/One-stop delivery system are defined in the NCWorks Career Center MOU and related IFA, to include responsibility for ensuring that the applicable programs, services, and activities provided in/through the Center are in accordance with WIOA goals, objectives, and performance measures. The MCWDB has the right to monitor activities as described within the MOU to ensure performance goals are maintained and that the terms and conditions of the MOU are fulfilled.

14. Describe how the Local Area WDB facilitates access to services provided through the NCWorks Career Center delivery system, including in remote areas, through the use of technology and through other means. [WIOA Section 108(b)(6)(B)]

Mid-Carolina utilizes traditional access to core partner services, however, web-based contacts, recruitment, and marketing takes place on a regular basis. The local area utilizes social media as well as virtual contacts via Teams or Zoom or Facetime.

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

NCWorks Career Centers utilize the NCWorks Online system in the Integrated Service Delivery model. Center staff are to ensure that every participant that comes through the Center has completed an NCWorks profile, is registered in Wagner-Peyser, referred to partner agencies as applicable (including WIOA Title I programs), has been properly vetted and completed the online assessments, and at a minimum, receives resume assistance and referrals to qualified job orders posted in the system. Applicable participants that have been deemed eligible and suitable will complete the Individual Employment Plan and Objective Assessment participant and employer interaction and action taken.

Career Center staff are to be trained on the labor market information data available through NCWorks Online to better assist customers in making informed decisions about their career choices, education, and skills requirements for jobs. Through LMI training, staff can better equip employers with the most current data trends regarding salary standards in the area as well as valuable information to keep them competitive in the job market.for enrollment into Title I's more personalized services. Required documents are scanned and uploaded into the NCWorks Online system where applicable case notes and activity codes are to be captured for every

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

The Local Area will adhere to all laws related to discrimination referenced in Section 188 and will also adhere to all non-discrimination procedures and policies in place through the Mid-Carolina Council of Governments administrative structure.

V. Employer Services

- 1. Please describe the efforts of the Local Area WDB staff, Employer services staff and Career Center staff have made to deliver business services on a regional basis in the following areas:
 - a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].
 - b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.
 - c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]
 - d. Coordinating with DWS TAA and Business Services staff to provide Rapid Response assistance and appropriate career and training services to workers for whom a petition has been filed. (20 CFR 618.816)
 - e. Including Historically Underutilized Businesses (OG 20-2021)

Efforts to deliver business services on a regional basis involve coordinated initiatives aimed at supporting businesses across a broader geographic area rather than focusing solely on individual areas. Here's how Mid-Carolina Workforce Development Board (WDB) can approach this:

Regional Collaboration:

Foster collaboration with neighboring workforce development boards, economic development agencies, chambers of commerce, and other relevant stakeholders to align efforts and resources.

Establish regional partnerships and alliances to leverage collective expertise, networks, and funding opportunities for delivering comprehensive business services.

Sector-Based Approach:

Implement sector-based strategies that target key industries and sectors across the region, identifying common workforce needs and opportunities for collaboration.

Develop industry partnerships and sectoral initiatives that engage employers, training providers, and other stakeholders to address sector-specific challenges and support workforce development.

Shared Resources and Infrastructure:

Pool resources and infrastructure to enhance the delivery of business services, such as shared job fairs, training facilities, and technology platforms.

Establish regional resource centers or hubs that serve as centralized points of access for businesses seeking workforce development assistance, training programs, and support services.

Integrated Service Delivery:

Adopt an integrated service delivery model that streamlines access to business services across the region, ensuring consistency, efficiency, and responsiveness.

Utilize technology-enabled platforms for online job postings, talent matching, and virtual business consultations to reach businesses in remote or underserved areas.

Customized Solutions:

Tailor business services to meet the unique needs and priorities of different regions within the area, considering variations in industry composition, workforce demographics, and economic development priorities.

Provide customized solutions and support to businesses of all sizes, from startups and small businesses to large enterprises, with a focus on promoting growth, innovation, and competitiveness.

Data-Driven Decision-Making:

Collect and analyze regional labor market data, economic indicators, and employer feedback to inform strategic decision-making and resource allocation.

Use data analytics and predictive modeling to anticipate workforce trends, identify emerging opportunities, and prioritize investment in high-demand sectors.

Community Engagement and Outreach:

Engage with local communities, business associations, and civic organizations to raise awareness about available business services and resources.

Conduct outreach events, workshops, and networking opportunities to connect with businesses, solicit feedback, and promote collaboration on workforce development initiatives.

Continuous Improvement:

Continuously evaluate and refine regional business service delivery strategies based on feedback from employers, stakeholders, and partners.

Monitor performance metrics, track outcomes, and conduct regular reviews to assess the effectiveness and impact of regional workforce development efforts.

By implementing these strategies, Mid-Carolina WDB can enhance its capacity to deliver business services on a regional basis, supporting economic growth, workforce development, and business success across the broader geographic area it serves.

- 2. 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)].

Employer-focused partnerships with education, training, and economic development entities are crucial for addressing workforce needs, fostering economic growth, and ensuring that educational programs align with industry demands. Here's how Mid-Carolina Workforce Development Board (WDB) can develop and leverage

such partnerships.

Curriculum Alignment:

Collaborate with local educational institutions, including community colleges, technical schools, and universities, to align curriculum and training programs with the skills and competencies needed by employers in key industries.

Facilitate regular dialogue between employers and educators to identify emerging skills gaps, industry trends, and technological advancements that can inform curriculum development and program design.

Work-Based Learning Opportunities:

Partner with businesses to create work-based learning opportunities, such as internships, apprenticeships, and cooperative education programs, that provide students with hands-on experience and exposure to real-world industry environments.

Establish industry-led advisory boards or councils to provide input on work-based learning initiatives, ensuring that programs meet the needs of employers while providing meaningful learning experiences for students.

Customized Training Programs:

Work with employers to develop customized training programs tailored to their specific workforce needs, including upskilling and reskilling initiatives to address skill shortages or changes in industry technology and processes.

Collaborate with training providers and industry associations to deliver specialized training courses, certifications, and credentialing programs that align with industry standards and employer requirements.

Apprenticeship Programs:

Partner with industry associations, labor unions, and employers to expand apprenticeship programs in high-demand sectors, providing individuals with structured pathways to gain valuable work experience, earn industry-recognized credentials, and secure sustainable employment.

Facilitate the development of apprenticeship standards, on-the-job training protocols, and mentorship programs to support the successful implementation of apprenticeship initiatives.

Recruitment and Placement Services:

Collaborate with economic development agencies, chambers of commerce, and workforce intermediaries to provide recruitment and placement services to businesses, helping them identify and hire qualified candidates for open positions.

Leverage technology platforms and job matching algorithms to streamline the recruitment process, connect job seekers with employment opportunities, and support businesses in finding the right talent for their needs.

Industry Sector Partnerships:

Establish industry sector partnerships that bring together employers, educators, workforce development agencies, and economic development organizations to address common workforce challenges, develop talent pipelines, and drive sector-specific initiatives.

Facilitate industry sector councils or consortiums to coordinate workforce development activities, share best practices, and advocate for policy changes that support the growth and competitiveness of key industries within the region.

Data Sharing and Analysis:

Foster data sharing agreements between education, training, and economic development partners to facilitate the exchange of labor market information, workforce data, and employer feedback.

Use data analytics and predictive modeling to identify emerging skill needs, forecast labor market trends, and inform decision-making around education and training investments.

By fostering employer-focused partnerships with education, training, and economic development entities, Mid-Carolina WDB can create a more responsive and interconnected ecosystem that meets the evolving needs of employers, prepares individuals for high-demand careers, and drives economic prosperity within the region.

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 2022-2023 and prior Program Years. (Reports available via FutureWorks BI.) What are some factors that have impacted performance levels both positively and negatively in the current program year?
 - a. Provide at least two examples of positive factors and two examples of negative factors with an explanation of each. Some examples to consider include:
 - unemployment rate
 - factory closures/openings
 - economic development recruitment
 - retention and expansion efforts
 - regional industry growth priorities
 - weather events and natural disasters that may have impacted the area
 - internal operational factors
 - b. Are there any factors that you anticipate will impact your performance during the upcoming program year(s) either positively or negatively?

We are tracking program performance and making real-time adjustments to program services as a result of the aftermath of the pandemic. Temporary and permanent business closures resulted in extraordinary unemployment; increased unemployment benefits and stimulus payments hampered people's return to work. A lack of interest from potential job searchers resulted in a significant labor shortage, further impacting businesses as they reopened amid new challenges which provided an opportunity for new and renewed interest in the services and resources available through NCWorks. We continue to evaluate how we deliver services, concentrating on the immediate need to match competent job seekers who want to work with firms who pay a self-sufficient, living wage. Improved communication with and assessment of the demands of our customers,

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employers and job seekers alike, contributes to increased support for system integration and initiatives. As qualified individuals obtain self-sufficiency through employment opportunities with employers participating in the workforce development system, the system can become more responsive and effective in advocating for increased educational attainment and employability skills, in order to promote and enhance a job-ready workforce.

As a result of extended unemployment benefits and stimulus payments, we did witness a drop in the interest of persons receiving unemployment benefits returning to the workforce. Regardless of unemployment benefit status, the return to the workforce has been slow for many dealing with other challenges, such as child care, health concerns, and alternative employment opportunities. WIOA Title I Programs, particularly the Youth Program, have experienced low enrollment, which has been exacerbated by difficulties acquiring essential

eligibility documentation as a result of COVID-related closures/delays and limited capacity at facilities (e.g. Social Security Administration, DMV). Unsuccessful completion of occupational skills training has also been linked to COVID-related issues, such as illness and the need to care for school-aged children during remote learning hours.

The service industry was substantially impacted by COVID-19. While many businesses have recovered, many others, particularly restaurants and retail establishments, have been forced to close permanently. The health care industry, which already struggled to sustain their labor force prior to the pandemic, continues to experience unprecedented challenges in the aftermath of COVID-19. We continue to monitor the needs of business and industry in this ever-changing climate and execute timely initiatives through collaborative partnerships.

2. What strategies and methods are in place to meet or exceed performance goals? 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 reporting resources are used?
- Is FutureWorks BI employed? If so, how, and how often?
- How often is training provided to staff?

Increased accountability from our service providers is supported through monthly performance monitoring, quarterly evaluations, frequent training (including review of Local Area Policies), and team-building exercises that emphasize the quality of services delivered rather than the quantity. Status of performance measurements (with an increased focus on credential obtainment and unsubsidized employment upon WIOA program exit), including state-mandated performance, contractual scopes of work, and Center-wide goals, is regularly shared with updates provided at MCWDB and related Committee meetings, staff meetings, and as part of quarterly monitoring reports. The Career Center Managers, DWS, and Service Provider staff are to collaborate on training needs, to include training recommended/required by Support Staff, as well as training on an as-needed basis from the appropriate local, regional, and state partners of the NCWorks Career Centers.

3. Discuss what corrective action steps are in place if, at any point during the program year, the Local Area WDB is not on track to meet or exceed yearly performance indicator goals.

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.
- makes changes to Local Area WDB performance and training strategies based on reporting data,

• and utilizes follow-up accountability measures.

The Mid-Carolina Workforce Board works with each Sub-Recipient to identify programs to strengthen areas of need through individualized Corrective Action Plans (CAPs). CAPs are developed by each identified program and include incremental goals, strategies, and success criteria. Technical assistance is tailored to focus on specific strategies for developing systems to reorganize practices that will impact program administration, staff development, data collection and analysis, the orientation and intake process, participant exit and follow-up, standardized assessment, and identified instructional areas. All sessions focus on variables that directly and indirectly affect program performance.

Compliance Monitoring (CM) Formal on-site monitoring visits are conducted to assess programs' delivery of services, performance, and compliance with local, state, and federal regulations. Formal written documentation is submitted by the Sub-Recipient Leadership Team documenting program activities and compliance with local, federal, and state regulations and policies. After completion of the formal Compliance Monitoring visit, a final response is submitted to the Mid-Carolina Workforce Development Board, for review and follow-up response.

If there are any additional required actions, these deficiencies are noted during the monitoring review process and are addressed with an individualized Corrective Action Plan within the local area, review of the established individualized action plan will be completed within sixty (60) days of issuance. Informal monitoring (on-site) will continue to be conducted on an as needed basis and as a result of program performance data. Staff surveys and interviews will continue to be conducted to evaluate local professional development opportunities and to determine individual professional development needs within the Mid-Carolina Workforce Region.

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.

Consider including the following information:

- a. How is performance tracked in your organization?
- b. How is performance information communicated with staff?
- c. How are staff/contractors held accountable?
- d. How is training provided in your organization?

Performance is communicated to the Center leadership team regularly through updates and meetings. Performance updates and information are sent to the MCWDB and associated Committees. Frequent training

sessions and meetings with Center staff members emphasize the importance of timely and accurate data entry into NCWorks Online and the crucial part that the Career Advisors is in making sure that data entry is done correctly and monitored in the system, both of which have an impact on performance. The Career Center Manager is responsible for making sure that staff and management at the Center are informed about performance metrics and center-wide objectives. The Career Center Manager works in tandem with the Center leadership team to oversee training, determine and carry out procedures for resolving performance issues and Center-wide objectives, and spot opportunities for and put into place enhanced integrated service delivery processes and methods.

- 5. Discuss the factors that contribute to the Local Area WDB's credential attainment indicator.
 - a. What are the challenges that the Local Area WDB faces in achieving its credential attainment goal?
 - b. What are some of the strategies that contribute to the Local Area WDB's success in achieving its credential attainment goal?
 - c. How do case managers make use of NCcareers.org and the NC Workforce Credentials list?

Clarification and training are provided to staff to ensure that information is appropriately recorded and documented in the NCWorks System for the purpose of accurately identifying and recording MSG and Credential Attainment targets. The real-time Measure Skills Gains (MSG) indicator will remain one of these performance indicators. These performance metrics will be monitored, and guidance will be given when needed.

Performance measurement awareness and training are continuously promoted throughout the Career Centers. To ensure that data is accurately captured in the system for appropriate performance management, the Career Center Manager will work with the Center leadership team to develop and update Standard Operating Procedures (SOPs) that document clear and consistent methods for entering data in NCWorks Online. These SOPs will be used in conjunction with staff reference guides that are available in NCWorks Online. The prompt and appropriate detection and remediation of issues timely and suitable manner through regular performance measurement reviews and ongoing staff training. Annual training sessions on both new and existing best practices will still be provided by the State Regional Analyst.

The Mid-Carolina Workforce local area Title I case managers are responsible for assisting participants with career-oriented goals, utilizing NCCareers.org to assess and explore career fields in high demand within our local region. The case managers also use this tool to assist an individual(s) to build a strategic plan, by observing the different career fields and identifying a specific career interest with the pathway to obtain educational or training needed to obtain unsubsidized employment to becoming self-sufficient.

NCWorkforce Credentials list is utilized by case managers to familiarize themselves with the available credentials that are relevant to various industries and occupations, being able to determine which credentials are most relevant based off of career goals or the job roles, evaluating existing credentials to see how they align with what is currently listed to identify possible gaps or areas where additional credentials will be needed to enhance qualifications. Exploring opportunities to obtain additional credentials that are in high demand within a desired field and staying updated regarding new credentials or renewing an existing credential to stay competitive in the job market. The credential list is also utilized to assist with career exploration, to identify what educational or training fields will lead to specific credentials sought for sustainable employment.

6. When selecting an eligible training provider from the State Eligible Training Provider List to certify for local use, what is the review process the Local Area WDB uses to make this decision? How does the Local Area WDB ensure informed customer choice in the selection of training providers? In other words, how are customers advised that they have options in choosing their provider? [WIOA Section 108(b)(19)]

Once DWS reviews and approves training providers and programs, the Mid-Carolina WDB can determine whether the training is vital in the local area. The Mid-Carolina WDB will review applications for Mid-Carolina certification from programs and providers who have been approved by WIOA in a timely manner. In collaboration with the state, the MCWDB must ensure that the local area is served by an adequate number and variety of career and training services (including qualified providers with experience in supporting individuals with disabilities and those with experience in assisting individuals in need of adult education and literacy activities), and provide that services are delivered in a way that maximizes consumer choice and results in competitive, integrated employment for these individuals.

7. Indicate whether the Local Area WDB has additional requirements for training providers above and beyond those requirements stated in the State ETPL policy. Does the Local Area WDB make use of USDOL's training provider sults.gov website in its evaluation of which training providers to certify for local area use? If so, how?

GuilfordWorks evaluates each provider and program to ensure program success and alignment with local area industry demands and career pathways. Though, GuilfordWorks no longer establishes additional requirements for training providers and relies on the state approval for recommended local area certification.

• Name Document: <u>Local Area WDB Name</u> ETPL Policy. ATTACHED

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]

Under WIOA Section 188, the Mid-Carolina Workforce Development Board (WDB) and the local NCWorks Career Centers are prohibited from discriminating in any of their practices. In addition, the WDB strives to ensure that its consumers are not the subject of discrimination on the grounds of race, color, national origin, age, or handicap. The following executive orders and nondiscrimination laws are enforced by WDB and are applicable to members of the general public:

- Title V of the Civil Rights Act of 1964
- Section 504 the Rehabilitation Act of 1973
- Title II of the Americans with Disabilities Act
- Age Discrimination Act of 1975
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-income Populations
- Executive Order 13166, Improving Access for Persons with Limited English Proficiency
- 2. Attach the Local Area WDB's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR 38.35].
 - Name document: Local Area WDB Name EO Complaint Grievance Procedure. ATTACHED

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

Equal Opportunity procedures are updated by annual monitoring and when recognized through federal, state, and local policy procedure adjustment. Ongoing training is provided through EO Roundtables and on-site training on such topics as, "Serving Customers with Disabilities," "Understanding the Accommodation Process," as well as topics deemed relevant by local area and designed in response to their training requests. Local Equal Opportunity Coordinators are responsible for informing senior staff of applicable federal regulations, ensuring all programs and activities implemented are complying, and providing training for staff and center partners. The local area is responsible for circulating current information locally and ensuring it is properly implemented

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)]

The Mid-Carolina local area is a newly formed board, with four (4) new counties (Harnett, Sampson, Moore, and Montgomery) and one (1) existing (Cumberland). As a new board, the directives were to analyze each county's strengths and weakness to create a strategic program to improve areas of concern where needed. The strengths in our ADULT and DISLOACTED WORKER Program stem primarily from the military presence at FORT LIBERTY and the surrounding community. This population provides Mid-Carolina with a STRONG robust Adult and Dislocated Worker program, by providing job training programs, career counseling and guidance, job placements, supportive services, and collaboration with employers for our Transitioning military members to include military spouses and family members.

As a newly formed Board, we have encountered challenges within our local area. Our primary focus has been to become more engaged and visible within the communities, especially those located in rural areas. The lack of services in these communities is due to limited access to our available resources. These challenges are due to internet accessibility, transportation, labor market information (LMI) on employment opportunities, which have presented a significant concern. The Mid-Carolina local area has implemented "listening and learn" sessions to obtain and provide information on how to overcome these obstacles.

2. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Section 108(b)(7)]

Mid-Carolina has many A/DWP activities, including the most utilized activities of Occupational Skills Training (OST), Work Base Learning activities, Apprenticeships, and Supportive Services. All A/DW customers are entitled to high-quality career and training services. Some activities available to ensure these customers are getting service that are needed include basic career services, specialized assessments, individual counseling and career planning, financial literacy services, and development of an individual employment plan to identify employment goals. All services provided along with many others are key in ensuring customer success and actions to ensure workforce activities remain in line with WIOA Title I guidance.

3. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery. Include the expected length of the contract(s) (one to three years and the current year status of the contract (e.g., two of three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 04-2022]

The Mid-Carolina Workforce Board remains compliant with the WIOA Title I rules and regulations. It has internal firewalls for separation of the Workforce Board, Workforce Staff, One-Stop-Operator and the Sub-Recipient. The firewall is a built-in protection to ensure internal controls and compliance with federal guidelines. The One-Stop-Operator and Sub-Recipient are procured competively as required by WIOA. The Request for Proposal (RFP) for WIOA Title I Service Programs (Adult, Dis-located Worker, Youth & Young Adults (NextGen)) are issued.

Competitive procurement is the strongly preferred method for procuring goods and services. Mid-Carolina Workforce Development Board is required to use a competitive procurement process to select providers of the Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, and Dislocated Worker program services, as well as for the operator of the local certified NCWorks Career Center using the WIOA Final Regulations.

The Mid-Carolina Workforce Board is strategic in nature and should have an arm's length relationship to the day-to-day delivery of services to Career Center customers. Youth, Adult, and Dislocated Worker Training Services – Section 107(g)(1)(A) of WIOA mandates that local WDBs shall not provide training 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 training services in compliance with all state and federal regulations and have a clear and distinct firewall between WDBs and the services delivered to customers; the effective date of this requirement was July 1, 2016. WIOA section 107(g)(1)(B) allows that a waiver of these procurement requirements may be granted under certain conditions, provided that the request is submitted to the WDB's Division Planner within 30 days of the failed procurement (Reference Attachment A, Waiver of Training Prohibition). One-Stop Operator – Requirements for the competitive procurement of one-stop operators are addressed in WIOA Final Rules section 678.605 (a)-(d). That section requires the one-stop operator to be selected through a competitive process; the effective date of this requirement was July 1, 2017. While the Final Rule allows for the possibility of a local WDB to be the one-stop operator, DWS's 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, the section clarifies that there must be firewalls in place to ensure that the operator is not conducting oversight of itself as a service provider

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.

- 4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2024 using the PY 2024 Adult/Dislocated Worker Service Provider List_provided.
 - Name document: <u>Local Area WDB Name</u> PY 2024 Adult/Dislocated Worker Service Provider List. ATTACHED – IN ATTACHMENT 2 CHART
- 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 Mid-Carolina Workforce Development Board local area has a One Team - One Goal strategy, to provide the residents of the five (5) county region with appropriate and accurate labor market information that leads to sustainable employment. The NCWorks career centers and Access Pointes located in each of our counties collaborate with partner agencies to promote the services offered, through outreach to encourage residents to utilize the services being offered. The One Team – One Goal motto is to provide consistent service throughout the different communities, with a wide range of economic, cultural, and diverse individuals. The Business Service Team of the Mid-Carolina Workforce has created a streamline plan for outreach to engage the high-level in-demand businesses within in our five (5) counties to provide the maximum job placement opportunities, and job training performance.

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)]

Mid-Carolina Workforce Development Board continues positive employment growth and increasing population with historically low unemployment rates and some increases in educational attainment and wages. Information on the significant numbers of individuals who face substantial barriers to employment as identified by the Workforce Innovation and Opportunity Act are considered eligible to receive WIOA Title I (career and training) services. Adults are encouraged to enroll in specialized career and training programs by the Sub-Recipient of Mid-Carolina Local Area. Individuals can receive these services by completing the enrollment process, after which their eligibility is confirmed. WIOA Title I services, which include career and/or training services, are available to participants who are low-income or receiving public assistance. Veterans and their spouses have priority of service, but local participants will also receive priority based on proof of address and residency. Collaboration with partner agencies such as DHHS and Fayetteville Urban Ministries may provide resources to help participants and assist in their suitability and preparation for training and career services due to certain barriers that may impede successful training completion and employment obtainment.

7. Describe follow-up services provided to Adults and Dislocated Workers. [WIOA Section 134(c)(2)(xiii)]

In accordance with Section 134(C)(2)(A) and Training and Employment Guidance Letter (TEGL) 19-16, the funds described above shall be used to provide career services, which shall be available through the one-stop delivery system to adults and dislocated workers, and will include, at minimum, the following: (xiii) follow-up services, such as workplace counseling, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment for up to 12 months after the first day of 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.

For Cumberland, Harnett, Montgomery, Moore, and Sampson Counties, WIOA-funded projects are overseen and accountable for by the Mid-Carolina WDB. The WIOA Title I Programs Manager and Coordinator, along with other Mid-Carolina Workforce personnel, will oversee and manage all monitoring reviews. Developing and updating monitoring instruments and guidelines, maintaining in contact with state monitoring staff, reviewing state and federal monitoring policies and procedures, conducting monitoring visits, following up on non-compliance with WIOA regulations through follow-up visits, and offering technical support to local area staff are all included in the scope of monitoring. In addition to annual evaluations on Center Operations and Equal Opportunity, there will be, at minimum, quarterly monitoring covering components of file reviews and program, contract, and fiscal compliance. A fiscal review ensures that invoiced items are paid for appropriately and in accordance with regulations, that work-based learning activities do not exceed approved budgetary constraints, and that expenditures stay within the agreed-upon contract budget. A minimum of one onsite review will take place annually, and multiple full and partial evaluations will be carried out during the course of the program year (see Policy #7: Monitoring).

Staff at the Center will be informed about the planned monitoring and the procedures and requirements for the monitoring review at the beginning of the program year. When the quarterly monitoring summary is released, relevant Center personnel and Workforce staff will meet to review and discuss the report. To make sure all corrective measures and required steps have been addressed, appropriate follow-up will be conducted, to include training for all concerns noted in the reviews.

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

In-School Youth Analysis

- a. Approximately, what number of the Youth are ages 14-21?
- b. Approximately, what percentage of these youth are low-income (eligible for WIOA In-school program)?
- c. Approximately, what number of these Youth are in the current school dropout statistics?

Out-of-School Analysis

- a. Approximately what number of Youth ages 16-24 of the current total population (within five years) make up the population?
- b. Youth ages 16-24 represent what % of the population?
- c. What are the general educational levels of this age group?
- d. What is the general employment status of this age group?

USDOL (United States Department of Labor) 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.

*NC Division of Labor and Economic Analysis Division (LEAD) is a data resource.

2. Based on the analysis in question 1, does the local Workforce Development Board plan to serve In-School Youth?

The Mid-Carolina local area will serve ISY with a continuous successful track record of providing notable year-round work experience programs: however, many of our service areas are now only able to provide

summer work experience for the youth in their service delivery areas, and for some whose programs have received cuts due to decreased funding, summer work experience is limited. The securing of additional grant funding by Mid-Carolina Workforce Board offsets the reduction in WIOA funding in those areas. This means the local area can still provide ISY with the opportunity to participate in programs that will ensure youth enter the workforce with an expanded level of employability and soft skills that are necessary to secure entry-level jobs and beyond. Our local areas boast high-quality working relationships with their respective local school districts. The local education officials and the local workforce areas are working in tandem to provide ISY programming. ISY programming crafted from these important partnerships are paramount to future success of the local and state workforce. The ISY program provides for early intervention for youth in danger of dropping out and provides resources to at-risk youth who may become disconnected from an education system. Title 1 resources connect ISY with a high school diploma or equivalent, and a viable career pathway. Specifically, among programmatic activities, Mid-Carolina's sub-recipient can fund a greater number of yearround and summer WEX activities targeting eligible at-risk ISY. Opportunity to provide support for ISY while equipping them with the academic and technical skills necessary to improve their employability. The continuation of the ISY programs will strengthen the talent pipeline for employers, and therefore reduce educational barriers while continually aiding with the Youth WIOA, Title I (Fourteen Elements).

3. 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	Activities For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
WEX	Yes	Objective, TABE, Career Assessments	100%
OJT	Yes	Objective, TABE, Career Assessments	100%
Pre-Apprenticeships	Yes	Objective, TABE, Career Assessments, Occupation Related Assessments	82%
Ambasssador Program	Yes	Currently WDB has no structured Ambassador Program	N/A

- 4. Describe how the Local Area WDB's 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)]

The NextGen program is unique in that the program requires more intense assessments and evaluations for this population to ensure success. All youth, including those with disabilities, must have assessments conducted. This includes intake interviews, observations, TABE, ONET Interest Profiler, Work Readiness Courses, and/or any other evaluations considered appropriate by the Mid-Carolina Workforce Development Board must be used by the Service Provider. Based on the result of the completed assessments, the participant's supported services will be determined by their Objective Assessment.

NCWorks Career Center staff will connect young people in the local and surrounding regions. In accordance with assessments completed for the Objective Assessment, Career Advisors must incorporate qualified WIOA supported services on the Individual Service Strategy. Participants who need more comprehensive support will be directed to relevant partner organizations and local services.

The NexGen Career Center team must assess each young person's need using Wagner-Peyser services to determine their eligibility for WIOA Title I Youth Services. Career Advisors will review each participant's educational background, work history, and intended career outcomes during the initial evaluation to determine.which of the fourteen (14) Youth eligibility requirements the participant would be deemed eligible to receive WIOA Title I Youth & Young Adult (NextGen) services. Once enrolled in WIOA Title I, The Career Advisor will record participant's initial case note highlighting their eligibility for WIOA, referring them to Wagner-Peyser services exclusively, or referring them to an appropriate partner agency. This is supported by the Objective Assessment, which assesses the participant's academic background, skill set, and need to be self-sufficient the participant's Individual Service Strategy Plan will be updated by the Career Advisor to reflect the supportive services and development needs of the participant. The first service that summarizes the participant's intended objectives from participation is thorough assistance and counseling from career advisors. The Career Advisor must upload relevant papers, such as assessments and labor market data discussed with the participant regarding appropriate career paths, to the participant's file.

5. 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?

As a required document of WIOA Title I, the Mid-Carolina local area Individual Service Strategy (ISS) form is completed in NCWorks and developed in accordance with the information provided in the participant's Objective Assessment. The assessment includes strengths, service needs, measurable & academic skills, and soft skills level assessments. Documentation of suitable professional pathways, such as goals for school, employment services, career services, and predicted achievement targets, that offer an appropriate combination of services (specific to the pertinent 14 program aspects). must be included in the ISS.

The Individual Service Strategy represents the relationship between the participant and the Career Advisor and must be updated at least quarterly as ISS objectives are achieved. Information on the participant's chosen training provider and program must be included in the ISS for participants who take part in occupational skills training. According to the Regional Labor Market Overview established by the Labor & Economic Analysis Division with the North Carolina Department of Commerce, training offerings must align with locally indemand occupations.

6. 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)]

In order to leverage program activities leading to a high school diploma or equivalent, or a recognized post-secondary credential, through constant communication with Mid-Carolina Workforce and the educational system, like K-12, and community colleges there are different resources available to this specific population, the resources include access to GED preparation materials, online tutoring programs, testing fees to earn a GED.

Staff members of Mid-Carolina collaborate with partners and support provider personnel to analyze and create plans for students who have been designated as high-risk dropout and absenteeism. In order to ensure the students' success, we adopt a comprehensive strategy that includes promoting family involvement and the cooperation of community resources. The suitability and eligibility of those individuals referred to Career Advisors are evaluated for WIOA sponsorship. At-risk children have access to a range of options through partnerships with institutions including Communities in Schools, Cumberland Family Academy, Fayetteville Urban Ministry, and Tarheel Challenge. An additional layer of assistance for young adults is provided by educating parents and caregivers about the services available. The local area uses a proactive strategy to engage kids enrolled in the WIOA Title I Youth program. This involves employing tactics such as real-time progress updates from instructors, which facilitate the implementation of early intervention measures aimed at reducing the risk of disconnection.

WIOA allows for youth participating in a WIOA youth-funded program to be awarded incentives for recognition and achievement in WIOA-related activities as a means to encourage attainment of individual goals that lead to the completion of a secondary school diploma or its equivalent, an occupational skills credential, a Career Readiness Certificate, or other programmatic outcomes. Incentives must be distributed in compliance with the requirements of 2 CFR part 200 of the Uniform Administrative Requirements. Incentives are based on funding availability and must be earned and paid during Youth participation (after program enrollment and prior to program exit). All incentives must apply to a measurable activity and an achievement related to a goal such as the completion of training, obtaining employment, work readiness skills, occupational skills, basic skills attainment, or other forms of progress toward a credential or employment.

In order to support young adults' successful completion of education and training possibilities, providing virtual options for services is also a crucial component of the strategy to keep them involved and connected. We can better serve our youth population by adopting a service delivery model that caters to their individual learning and communication styles and improving methods for meeting these young adults where they are rather than continuing to operate under the assumption that they will come to us.

7. Describe how follow-up services will be provided for (NextGen) youth. [WIOA Section 134(c)(2)(xiii)]

As one of the required fourteen (14) elements of the Youth eligibility, follow-up services may include regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise." Follow-up services may begin immediately following the last expected date of service in the Youth program when no future services are scheduled. Follow-up is required unless the Young Adult voluntarily chooses not to receive it, in which case the acceptable reason needs to be documented in the case notes. The types of services provided, and the duration of services must be determined based on the needs of the individual and therefore, the type and intensity of follow-up services may differ for each participant. Follow-up services for youth also may include the following program elements: (1) supportive services; (2) adult mentoring; (3) financial literacy education; (4) 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 (5) activities that help youth prepare for and transition to postsecondary education and training. Provision of these program elements must occur after the exit date to count as follow-up services.

Follow-up services must include more than a contact attempted or made for securing documentation to report a performance outcome. At the time of enrollment, young/young adults must be informed that follow-up services will be provided for 12 months following exit. Staff members must document a minimum of three attempts to contact the participant during the quarterly follow-up.

It is imperative for Career Advisors to:

• Establish a strong mentorship connection with participants during their participation in the program.

- Develop a comprehensive strategy for maintaining in contact and engaged with the youth through follow-up.
- Organize events that match the objectives of the ISS to keep participants interested.
- Assist the participant with their needs, whether they be occupational, emotional, or physical.
- In order to attain quantifiable results, maintain communication with the participant's employer. After the participant starts working, staff should visit the place of work promptly as possible to meet with the participant and management to confirm information related to a potential incentive payment.

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

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

The Mid-Carolina Workforce Board has a combination of multiple Career Centers and Access Pointes throughout our local area. All local area centers are Tier I and house our NextGen Youth Staff. These centers are equipped with resources, testing areas, training rooms, access to technology, WIOA Title I and Title III – Wagner Peyser, inclusive of Integrated Service Delivery (ISD) services for ensuring the Youth and Young Adults within our area receive One-Stop service delivery.

Service providers are expected to demonstrate cooperative efforts with partner agencies as part of their service delivery plan in order to increase virtual services across the region, expand outreach for recruitment, assist youths with limited access, and maintain high levels of engagement and contact with participants.

Some of the outreach techniques are:

- Collaborations with community resources such local libraries, school systems, community centers, and faith-based groups are being developed and strengthened.
- Organizing and taking part in activities for young adults (such as job exploration fairs, graduation ceremonies, open homes, FAFSA nights at nearby high schools, etc.).
- Delivering specialized job search training on subjects including financial management and literacy, mental health issues, and other matters pertinent to young adults.
- 9. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2024, using the PY 2024 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided.
 - Name the document: PY 2024 <u>Local Area WDB Name</u> Youth Service Provider List. ATTACHED IN ATTACHMENT 2 CHART
- 10. Provide the date and process for the competitive procurement of the Youth Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery. Include the expected length of the

contract(s) (one to three years and the current year status of the contract (e.g., two of three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 04-2022]

The Mid-Carolina Workforce Board remains compliant with the WIOA Title I rules and regulations. It has internal firewalls for separation of the Workforce Board, Workforce Staff, One-Stop-Operator and the Sub-Recipient. The firewall is a built-in protection to ensure internal controls and compliance with federal guidelines. The Sub-Recipient for Operating the WIOA Title I Youth and Young Adult programs are procured competively as required by WIOA. The Request for Proposal (RFP) for WIOA Title I Service Programs (Youth & Young Adults (NextGen)) is issued through competitive procurement and is the preferred method for procuring goods and services. Mid-Carolina Workforce Development Board is required to use a competitive procurement process to select providers of the Workforce Innovation and Opportunity Act (WIOA) Youth and Young Adult, program services, of the local certified NCWorks Career Center using the WIOA Final Regulations.

The Mid-Carolina Workforce Board is strategic in nature and should have an arm's length relationship to the day-to-day delivery of services to Career Center customers. Youth and Young Adult, program services. 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 training services in compliance with all state and federal regulations and have a clear and distinct firewall between WDBs and the services delivered to customers; the effective date of this requirement was July 1, 2016. WIOA section 107(g)(1)(B) allows that a waiver of these procurement requirements may be granted under certain conditions, provided that the request is submitted to the WDB's Division Planner within 30 days of the failed procurement (Reference Attachment A, Waiver of Training Prohibition).

USDOL granted North Carolina a waiver for Program Years 2022 and 2023, which reduced the minimum Title I Youth expenditure rate requirement for OSY from 75% to 50% and allowed the maximum expenditure rate for in-school youth (ISY) to be increased from 25% to up to 50%. NC is requesting the same waiver for Program Year 2024.

- 11. 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.
 - a) State how the WDB will achieve the 75% 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 25% 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, Change 1) (OG 07-2022, Change 1)

It is the responsibility of Youth Service Providers to develop their programs and strategies to guarantee that the mandatory 75% of youth spending goes toward OSY. In order to guarantee that the minimum 75% expenditure criteria for OSY is fulfilled, board support staff will monitor reported expenses and offer technical assistance as needed.

To connect and engage with out of school youth and young adults regarding NextGen resources, services, and overall support, the local program design will offer access points for young adults in a variety of areas, including virtual methods and enhanced efforts that will increase our presence in the community, targeting areas where young adults congregate. Social media will be utilized to promote available resources, advertise career fairs and hiring events, and provide the youth community with other pertinent and useful information. We will use contact cards, and posters with QR codes in addition to virtual outreach, which is an important part of the service delivery/outreach plan. These will help us advertise NextGen resources and services.

Creating cohort program initiatives in collaboration with community colleges and local employers will offer young job seekers a direct path to a skilled trade that can ultimately lead to long-term, sustainable employment. This program will combine education leading to certification with the chance to find employment in study.

In order to effectively serve at-risk and disadvantaged youth, the Mid-Carolina WDB will continue to monitor and evaluate the best ways to meet the needs of the youth population, regardless of their status in school. These strategies include promoting career pathways, facilitating successful completion of secondary and postsecondary education, and expanding access to and support for work-based learning opportunities. The ultimate goal of these efforts is to prepare and assist young adults and youth as they embark on their journey toward sustainable and self-sufficient employment.

12. 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, Change 1)

Youth Service Providers are responsible for providing Workforce Staff with their program design and strategy as established in the Scope of Work in order to guarantee that at least 20% of the funds allocated to youth programs are used for work-based learning activities. These activities include:

Paying participant wages or stipends; staff time spent identifying and developing a work-based

learning experience.

- Staff time spent collaborating with employers to facilitate a successful work-based learning experience.
- Worker orientations for both employers and participants.
- Training or educational components related to work-based learning
- Employability and career readiness training related to work-based learning.
- Incentive payments related to work-based learning.

WIOA identifies the following categories of work experience:

- Pre-apprenticeship programs.
- Internships and job shadowing.
- On-the-job training (OJT)
- Summer employment possibilities and other employment opportunities offered during the school year.

The director of the Workforce Development Board must give prior written authorization for any expenses that fall outside of the previously permitted spending limits (such as prolonging a work experience beyond the designated time).

Mid-Carolina Workforce will comply with federal and state regulations for staff members to maintain a tracking system for time devoted to locating, creating, and supporting working experiences in Mid-Carolina.

13. 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. If so, state at which level, how many representatives, and how this impacts the Youth Program Design?

The Mid-Carolina Workforce does not have a designated Youth Business Service Representative; however, the youth career advisors are responsible for contacting companies about work-based learning opportunities, finding ways to improve employability skills, and monitoring the process. The Career Center staff works with the Business Services Manager and the Business Services Team to implement strategic initiatives to identify and foster employer engagement in the community. This is done to find work-based learning opportunities and, eventually, unsubsidized job placements.

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

The Cumberland County NCWorks Career Center is host to the Fayetteville Cumberland Reentry Council, which is facilitated by the Mid-Carolina Regional Council of Government. A re-entry career advisor specializes in providing comprehensive referrals, housing assistance, vocational training, and job placements. In collaboration with Eric Haddock, the DWS Re-Entry Program Coordinator, and the representatives

identified as Re-entry Specialists within Cumberland County, look at possible avenues for the Reentry Council's local expansion. The MCWDB was granted funding through an ARPA grant to incorporate particular programs for efforts pertaining to drug abuse and re-entry. These monies will be utilized to optimize and bolster prospects for young adults who encounter difficulties associated with substance abuse and/or are involved in the criminal system.

- 15. 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]

Career Advisors are responsible for making sure that participants who do not have a diploma or GED are directed to a Title II program for support. Referrals between programs for youths not enrolled in school are expected by WIOA Title II and Title I staff representatives. One such program is a Human Resources Development (HRD) course offered in collaboration with our local community college, which may provide the participant with additional training assistance. Title II success results in the attainment of a diploma or GED.

Title IV is an intergal part in the success of the Youth Services program. Referrals made by Career Advisors to Vocational Rehabilitation for supplemental services for Youth participants must be made, and the referral must be noted in the case records. Representatives from Vocational Rehabilitation are frequently available at the Cumberland County NCWorks Career Center, and the Dunn office of Vocational Rehabilitation is home to an affiliated NCWorks Career Center.

Along with completing Labor Marker and ONET training via the NCWorks Training Center, Youth Career Advisors are responsible for informing and promoting Certified Career Pathways in the local area. Career Advisors discuss the participant's expected career outcomes during the initial evaluation and individual service plan.

- 16. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth. If yes, attach the Youth Incentive Policy, which should 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: <u>Local Area WDB Name</u> Youth Incentive Policy. ATTACHED (Policy #14 – Youth Services)

Note: Federal funds may not be spent on entertainment costs. Youth Incentive Policies should include: compliance with the Cost Principles in 2 CFR part 200; identify types of items that may be awarded (gift cards, plaques, certificates, checks); identify types of achievements/completion of activities (an inclusive list is required); practices for internal controls for safeguarding incentives, and provide a sample list of required documentation for reimbursement (diploma, evaluations).

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

N/A

18. 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)]

Mid-Carolina Regional Council staff work with Career Center staff to ensure participants have a positive experience. The Business Services Manager makes certain that relevant members of the Business Services team attend strategic planning meetings with partners such as employers in the area, Chambers of Commerce in the area, and Economic Development. This makes it possible for the Business Services team to form alliances with organizations to provide Young Adults with chances for work-based learning that will aid in their transition into independent employment.

The program design of the service provider must incorporate targeted efforts to place young people in locally and regionally in-demand jobs. To help young people find work, especially in skilled trades, the Work Experience Program should be highlighted and recommended for community partners and can serve as a career pathway to on-the-job training (OJT), leading to unsubsidized employment. Furthermore, short-term training associated with full-time, in-demand jobs will be identified and promoted. To get varied employers involved in these initiatives, business outreach will be carried out.

- 19. 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 of the chart to demonstrate partnerships and potential use of shared funding. Please specify partners. [WIOA Section 129(c)(2)(A)]
 - Name document: Local Area WDB Name Youth Program Elements Chart. ATTACHED

- 20. 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.

N/A

- b. If yes, please provide a response to the following
 - a) Provide the committee's purpose/vision.

Mid Carolina is currently establishing our WDB youth committee. Mr. Kevin Brooks will serve as the committee chair, and Mid-Carolina is working to select a diverse group of individuals for the Youth Committee with a shared interest in effectively identifying needs, developing strategies, implementing programs, and creating initiatives aimed at preparing youth for employment, education, or training opportunities.

- Target Audience: The committee will focus on working with youths between the ages of 14 and 25, who may be transitioning from education to the workforce or seeking to improve their employability skills.
- Partnerships: By collaborating with local schools, colleges, vocational training centers, community organizations, and employers, the committee will be able to identify the needs of the youth population and provide them with relevant resources and opportunities.
- Program Development: The committee will be able to devise and implement various programs (job readiness training, career counseling, apprenticeships, internships, summer employment initiatives, and mentorship programs) tailored to the needs of the youth population within our local areas.
- Monitoring and Evaluation: The committee will track key metrics such as employment rates, educational attainment, skills development, and participant satisfaction to measure the impact of their efforts.
 - b) Provide the youth committee's top three goals or objectives for PY 2024.
 - 1. Increase Youth Employment Opportunities: The committee will aim to expand job opportunities for youth by forging partnerships with local businesses within high-demand industries, promoting apprenticeship and internship programs, and providing job placement services.
 - 2. Enhance Career Readiness Skills: The committee objective will involve developing and delivering workshops, training sessions, and career exploration activities focused on areas such as resume writing, interview skills, financial literacy, and soft skills like communication and teamwork for the youth population, which will equip participants with the essential skills and competencies needed to succeed in the workforce.
 - 3. Increase Post-Secondary Education and Training Enrollment: The committee will support efforts that organize college fairs, financial aid workshops, and outreach efforts to raise awareness about available educational opportunities, such as technical schools, community colleges, or apprenticeship programs.

The goals listed above will align with the overarching mission of the Mid-Carolina Workforce Development Youth Committee in supporting the successful transition of young people from education to meaningful employment, ensuring they have the skills, experience, and support necessary to thrive in the workforce and contribute to the local labor markets.

- 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: <u>Local Area WDB Name</u> Youth Committee Members [WIOA Section 107(b)(4)(A)(ii)] ATTACHED
- c. Complete the following chart for the PY 2024 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 #)
2/19/2024	11:00 am – 1:00 pm	Virtual - Zoom
8/1/2024	TBD	Virtual - Zoom

X. Local Area WDB Innovations

List all additional funding received by the Local Area WDB (for example, to include but not limited to, special grants, NC Job Ready Workforce Investment Grants, Business Services funds, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, American Rescue Plan Act (ARPA), Partners for Reentry Opportunities in Workforce Development (PROWD), NCWorks Commission Local Innovation Fund Grant, and/or outside funding to include a brief description of the source and the amount received).

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
ARPA	For substance use disorder, re-entry, small business (WBL)	Click here to enter text.	Click here to enter text.	N/A
City of Fayetteville Grant	Assist youth within Fayetteville with summer employment	Click here to enter text.	Click here to enter text.	N/A

2. Provide a clear and detailed example of the Local Area WDB's best or promising **Adult/Dislocated Worker** program practice that has yielded positive results with evidence, which affirms this practice is effective.

One of the Mid-Carolina Workforce Development Board's (WDB) best practices in adult/dislocated worker programs is its Career Pathways Initiative, which has yielded positive results and demonstrated effectiveness. Here is a detailed example:

- 1. Career Pathways Initiative: The Mid-Carolina WDB launched a Career Pathways Initiative aimed at assisting adult workers and dislocated individuals in transitioning to sustainable employment opportunities aligned with their skills and interests.
- 2. Comprehensive Assessment: Participants in the Career Pathways Initiative undergo a comprehensive assessment process to identify their strengths, skills, career goals, and barriers to employment. This assessment includes evaluations of their educational background, work experience, aptitudes, and interests.
- 3. Individualized Career Planning: Based on the assessment results, each participant receives individualized career counseling and development of a personalized career plan. The career plan outlines short-term and long-term goals, along with the steps needed to achieve them, such as skill development, training, certification, or job search strategies.
- 4. Training and Skill Development: The Career Pathways Initiative provides access to training programs, workshops, and skill development opportunities tailored to the needs of participants. This may include vocational training, certification courses, on-the-job training, or apprenticeship programs, depending on the individual's career goals and industry demand.
- 5. Employer Partnerships: The Mid-Carolina WDB collaborates closely with local employers to identify job opportunities and skill requirements in high-demand industries. Through employer partnerships, participants gain access to job openings, internships, and work-based learning experiences that facilitate their entry or re-entry into the workforce.
- 6. Supportive Services: Participants in the Career Pathways Initiative receive wraparound supportive services to address barriers to employment, such as transportation, childcare, housing, or financial assistance. These services are designed to remove obstacles and ensure participants can focus on their career advancement.
- 7. Success Coaching and Follow-Up: Throughout their participation in the program, individuals receive ongoing support from success coaches who provide guidance, motivation, and accountability. Follow-up services are conducted to track participants' progress, address any challenges, and celebrate milestones achieved.
- 8. Positive Outcomes: The Career Pathways Initiative has yielded positive outcomes for participants, including increased employability, higher wages, and job retention. Participants report improvements in their confidence, skills, and overall well-being as they successfully transition into meaningful employment opportunities.
- 9. Evidence of Effectiveness: Program outcomes are measured through key performance indicators such as employment placement rates, wage gains, career advancement, and participant satisfaction surveys. Data collected over time demonstrates the effectiveness of the Career Pathways Initiative in supporting adult workers and dislocated individuals in achieving their career goals.
- 10. Community Impact: By assisting individuals in obtaining sustainable employment, the Career

Pathways Initiative contributes to the economic stability and prosperity of the community. It helps to strengthen the local workforce, reduce unemployment, and build a skilled talent pipeline to meet the needs of employers.

Overall, the Career Pathways Initiative implemented by the Mid-Carolina WDB has proven to be an effective strategy for empowering adult workers and dislocated individuals to overcome barriers to employment and achieve success in their chosen career paths. Positive outcomes and measurable impact affirm the value of this innovative approach in addressing workforce development needs and fostering economic growth within the region.

3. Provide a clear and detailed example of the Local Area WDB's best or promising **Youth** program practice that has yielded positive results with evidence, which affirms this practice is effective.

One of Mid-Carolina Workforce Development Board's (WDB) promising practices in youth programs is its Youth Apprenticeship Program, which we are expecting to yield positive results and demonstrate effectiveness.

Here is a detailed example of establishing the local area Youth Apprenticeship Program:

- 1. Youth Apprenticeship Program: The Mid-Carolina WDB endeavors to establish a Youth Apprenticeship Program in partnership with local employers, educational institutions, and youth-serving organizations. The program will offer high school students the opportunity to gain direct work experience, earn a wage, and simultaneously pursue their education.
- 2. Partnerships with Employers: The WDB collaborates closely with employers across various industries to identify apprenticeship opportunities and match them with interested students. Employers provide mentorship, training, and meaningful work experiences, aligning with the students' career interests and educational goals.
- 3. Structured Curriculum: The Youth Apprenticeship Program will incorporate a structured curriculum that combines classroom instruction with on-the-job training. Students will attend school part-time while working part-time at their apprenticeship placements, allowing them to apply theoretical knowledge in a practical work setting.
- 4. Skill Development: Through their apprenticeships, students are expected to develop valuable technical skills, soft skills, and workplace competencies relevant to their chosen career pathways. They gain real-world experience, learn from experienced professionals, and acquire industry-recognized certifications or credentials.
- 5. Positive Outcomes: The Youth Apprenticeship Program vision is to yield positive outcomes for participating students, employers, and the community. Students will graduate with a competitive edge, equipped with both academic knowledge and practical skills. Employers benefit from a pipeline of skilled talent and can groom future employees.
- 6. Retention and Advancement: Many students who complete the Youth Apprenticeship Program can be offered full-time employment by their apprenticeship employers upon graduation. This shows the program's effectiveness in fostering talent retention and career advancement opportunities for youth in the local

workforce.

- 7. Evidence of Effectiveness: The Youth Apprenticeship Program will be monitored by key performance indicators such as graduation rates, employment outcomes, employer satisfaction, and participant feedback. Data collected over time will show that a significant percentage of program graduates transition to postsecondary education or secure employment in high-demand industries.
- 8. Community Impact: The Youth Apprenticeship Program contributes to the economic vitality of the community by preparing young people for high-demand careers, reducing youth unemployment, and meeting the workforce needs of local employers. It also fosters a culture of lifelong learning and career development.

Overall, the Youth Apprenticeship Program implemented by the Mid-Carolina WDB will be an effective strategy for preparing youth for success in the workforce, fostering employer engagement, and driving economic prosperity. Positive outcomes and measurable impact affirm the value of this innovative approach in addressing youth employment and skills development needs.

4. Provide a clear and detailed example of the Local Area WDB's best or promising **regional strategy** that hasyielded positive results with evidence, which affirms this practice is effective.

One of the Mid-Carolina Workforce Development Board's (WDB) best ces is its Regional Industry Partnership Program (RIPP). Here is a clear and detailed example of how this strategy has yielded positive results with evidence:

- 1. Regional Industry Partnerships: The Mid-Carolina WDB established Regional Industry Partnerships (RIPs) that bring together key stakeholders from various industries, educational institutions, workforce development agencies, and economic development organizations within the region. Each RIP focuses on a specific industry cluster, such as manufacturing, healthcare, or technology.
- 2. Strategic Alignment: RIPs align workforce development efforts with the needs of local industries, aiming to address skills gaps, support talent pipelines, and drive economic growth. By collaborating closely with employers and industry representatives, the Mid-Carolina WDB ensures that training programs and services are tailored to meet industry demands.
- 3. Employer-Led Agenda: RIPs operate under an employer-led agenda, with businesses taking an active role in driving the partnership's priorities and initiatives. Employers identify workforce challenges, skill requirements, and training needs, providing invaluable insights that inform the development of workforce solutions.
- 4. Customized Training Programs: Based on feedback from RIP members, the Mid-Carolina WDB develops customized training programs and initiatives to address specific workforce needs within each industry cluster. These programs may include incumbent worker training, apprenticeships, on-the-job training, and industry-recognized certifications.
- 5. Positive Outcomes: The RIP approach has yielded positive outcomes for both employers and job seekers. Employers benefit from a skilled and qualified workforce that meets their specific needs, leading to increased productivity, competitiveness, and profitability. Job seekers, in turn, gain access to high-quality training and employment opportunities aligned with industry demand.
- 6. Measurable Impact: The Mid-Carolina WDB tracks key performance indicators (KPIs) to measure the impact of RIPs, such as job placement rates, wage increases for participants, employer satisfaction levels, and retention rates. The collection of data and regular evaluation allow the WDB to assess the effectiveness of RIPs and make data-driven decisions for continuous improvement.
- 7. Evidence of Effectiveness: Data collected over several years demonstrate the effectiveness of RIPs in addressing workforce challenges and supporting economic development in the region. Increased job placements, higher wages, and positive feedback from employers are evidence of this regional strategy's success.

Overall, the Regional Industry Partnership Program implemented by the Mid-Carolina WDB has proven to be an effective regional strategy for aligning workforce development with industry needs, fostering employer engagement, and driving economic prosperity. Positive outcomes and measurable impact affirm the value of this collaborative approach in addressing regional workforce challenges.

5. Provide a clear and detailed example of the Local Area WDB's best or promising **virtual services strategy** that has yielded positive results with evidence, which affirms this practice is effective.

To enable virtual access to services offered through the one-stop delivery system, the MCWDB is exploring several options. While the MCWDB website is being developed, companies and job seekers can enroll in NCWorks and obtain the necessary services online. Tools for recruiting and outreach online have been expanded and enhanced. To help with virtual branding and create professional outreach materials, we have made investments in Canva Pro and Eventbrite. In order to engage (or re-engage) job seekers and employers with the services and resources made accessible through the NCWorks system, these initiatives seek to establish connections with both parties. In addition to encouraging and improving the convenience of virtual communication, we anticipate that this will result in a rise in enrollments and registrations (for employers as well as job seekers), as well as more chances for unsubsidized employment and job placement as more users are able to make the most of the NCWorks system.

One of the most promising virtual services strategies implemented by the Mid-Carolina Workforce Development Board (WDB) is the expansion of virtual career coaching and counseling services. Let us delve into how this strategy has yielded positive results with evidence:

- 1. **Virtual Career Coaching Sessions**: The Mid-Carolina WDB transitioned its traditional in-person career coaching sessions to virtual platforms, such as video conferencing and online chat services. Job seekers can now access personalized career guidance and counseling remotely, eliminating the need for physical presence at career centers.
- 2. **Increased Accessibility**: By offering virtual career coaching services, the Mid-Carolina WDB has significantly increased accessibility for job seekers, especially those who may face transportation barriers or live in remote areas. Individuals can connect with career coaches from the comfort of their homes or any location with internet access.
- 3. **Flexible Scheduling**: Virtual career coaching sessions allow for greater flexibility in scheduling appointments. Job seekers can book appointments at times that are convenient for them, including evenings and weekends, accommodating their work and personal commitments.
- 4. **Tailored Guidance**: Career coaches utilize virtual platforms to deliver tailored guidance and support to job seekers based on their unique needs and career goals. They aid with resume writing, interview preparation, job search strategies, and skill development, empowering individuals to navigate the job market effectively.
- 5. **Evidence of Effectiveness**: Positive feedback and testimonials from job seekers who have utilized virtual career coaching services serve as evidence of its effectiveness. Individuals report feeling more confident and prepared for their job search journey after receiving personalized support from career coaches.
- 6. **Increased Engagement**: Virtual career coaching has led to increased engagement among job seekers, as individuals are more likely to seek assistance when it is easily accessible and convenient. The Mid-Carolina WDB has observed higher participation rates in virtual coaching sessions compared to traditional in-person services.
- 7. **Data Analytics**: The Mid-Carolina WDB tracks metrics related to virtual career coaching services, such as the number of sessions conducted, participant demographics, and outcomes achieved (e.g., job placements, skill acquisition). Data analytics help assess the impact of virtual services and identify areas for improvement.

Overall, the implementation of virtual career coaching services by the Mid-Carolina WDB has proven to be a successful strategy for providing accessible, personalized, and effective support to job seekers in the region. Positive feedback, increased engagement, and measurable outcomes demonstrate the efficacy of this virtual services approach.

6. Provide a clear and detailed example of the Local Area WDB's innovative **business services strategies** and engagement practices that demonstrated employers taking charge and driving the agenda that has yielded positive results with evidence, which affirms this practice is effective.

The MCWDB is expanding its personnel, business services, and training programs at a rapid pace. For instance, the "We are Mid-Carolina" podcast will serve as a forum for employers and job seekers to exchange crucial information, record experiences, and support workforce development on social media platforms. Furthermore, our goal is to highlight inspiring success stories that will motivate people to use the services that we offer. The MCWDB looks forward to developing strategies and discovering original approaches to bridge the digital divide and enable everyone to have access to the services offered. North Carolina's NCWorks Career Centers and the Mid-Carolina local area's brand will be strengthened and supported by a more streamlined web presence that includes templates for registration and event notification. In order to engage (or re-engage) job seekers and employers with the services and resources made accessible through the NCWorks system, these efforts seek to establish connections with both parties. Increased enrollment and registration (for employers and job seekers) are what we anticipate, along with more chances for unsubsidized employment and job placement.

XI. Program Year 2024 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 2024 Local Area Plan. The Local Area Plan is not complete without these documents.
 - Name Each Document: <u>Local Area WDB Name</u>, 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 2024 Plan and has not been previously submitted to the DWS.
 - Revised policies should be submitted with a highlight or summary of the changes made to the local policy.
 - 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 2024 (Yes/No) and needs review
1. Adult/Dislocated Worker Work Experience Policy	Yes	No
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2024 (Yes/No) and needs review
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	No
13. Eligible Training Provider Policy	Yes in ITA Policy	No
14. Non-Criminal Complaint Procedures	Yes	No

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

In the second column mark "Yes" *only* if the policy has been changed for PY 2024 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: <u>Local Area WDB Name</u>, 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 2024 (Add Yes or N/A for this column)
Local Area WDB Guidance for Local Incumbent Worker Grants	N/A	N/A
2. Local Area WDB Needs-Related Policy	N/A	N/A
3. Local Area WDB Transitional Jobs Policy	N/A	N/A
4. Local Area WDB Youth Incentive Policy	Yes in Youth Services Policy	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	\$8,000 lifetime	
Time Limits	24 months with option to extend with justification	
Degree or Certificates allowed (Associate, Bachelor's, other)	No specific restrictions other than 24 month cap	
Procedures for determining case-by- case exceptions for training that may be allowed	The Mid-Carolina Workforce Development Board Service Providers may make exceptions to this policy only with prior written authorization from the Mid-Carolina Workforce Development Board Director.	
Period for which ITAs are issued (semester, school year, short-term, etc.)	One semester at a time for curriculum, short-term based on dates for continuing education.	
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Tools, supplies, uniforms, and testing are allowed, and are not applied to the lifetime CAP of \$8K.	
Other	N/A	

4. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. [WIOA Section 108(b)(19)]

The NCWorks Center will provide access to training services as described in section 134c(3) including serving as the point of access to training services for participants in accordance with this section.

5. 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 (include examples)	Emergency (include examples)	Other (include examples)
Yes	Yes with Director approval	Yes Any uniforms/tools/exam fees, etc needed to gain employment	Yes only with Director approval	N/A

Attachment Checklist from Local Area Plan Instructions

☐ 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)
☐ Non-Criminal Complaint Procedures
☐ Local Area WDB Transitional Jobs Policy (optional)
☐ Memorandum of Understanding

\Box	Customer	Flow	Chart
1 1	Customer	FIOW	Cnarr

*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.

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.

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

Article 2 Board Members

Section 1. Appointment

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

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

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

Section 2. Composition

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

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

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

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

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

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

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

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

Section 3. Tenure

All appointments will be for a two-year term to expire on June 30 of each respective term. No member shall serve more than three 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.

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. Ouorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

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

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

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

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

Article 4

Organization

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5

Committees

Section 1.

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

Section 2.

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

Section 3.

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

Article 6

Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7 Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.	
Board Director, Printed Name and Signature	Date
Chief Local Elected Official Printed Name and Signature	Date
Board Chair, Printed Name and Signature	

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:

 such as Goodwill and community action agencies. one or more representatives of organizations that demonstrated experience or expertise in address. 	•	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
employment, training, or education needs of eligible youth, including representatives of org that serve out-of-school youth.		In North Carolina, examples of allowable community-based organizations include organizations such as Goodwill and community action agencies.
Community College representatives would not be appropriate for this category.	•	one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs of 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.

Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions

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 principles:
 - (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 proposal 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 application/proposal 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.

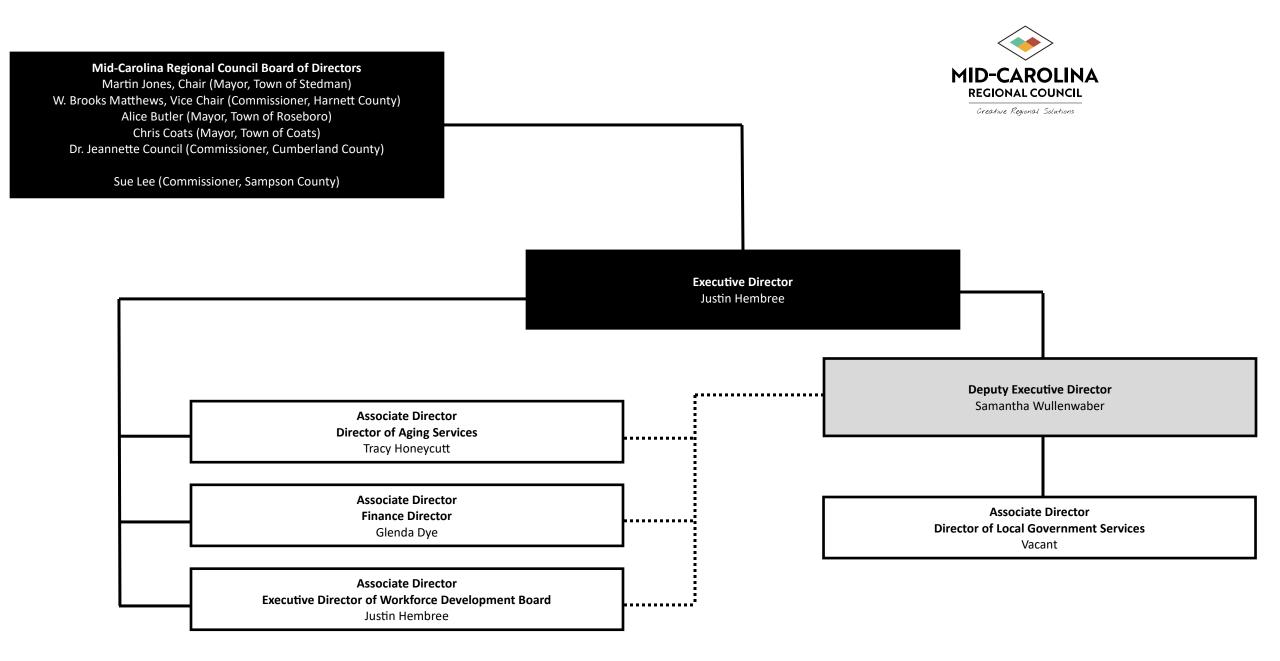
Justin Hembree, Mid-Carolina Regional Council Executive Director

Printed Name and Title of Authorized Administrative Entity Signatory Official

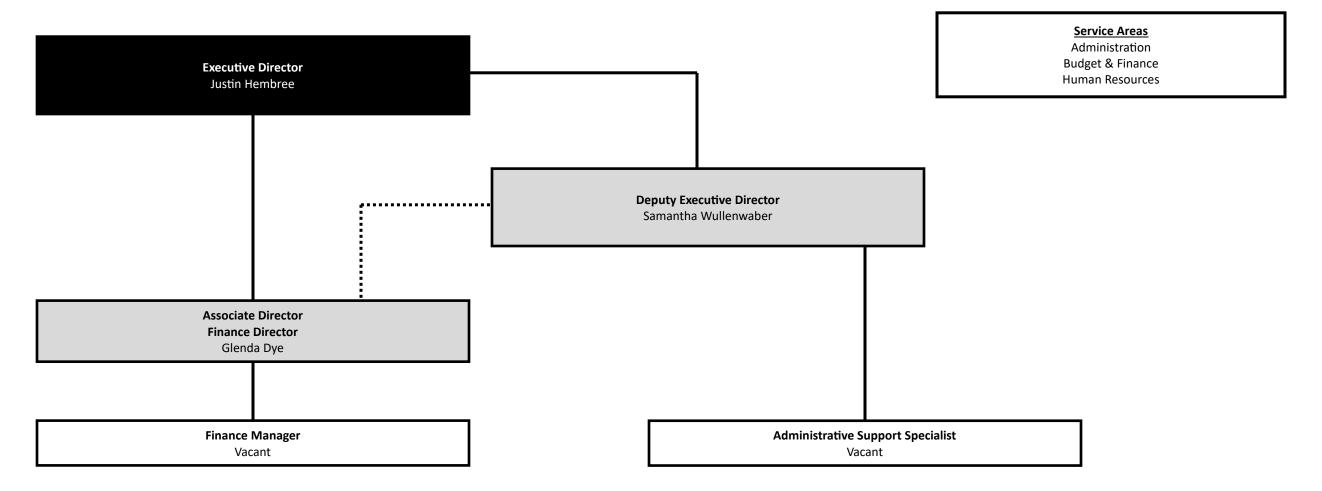
Signature

4-24-2024

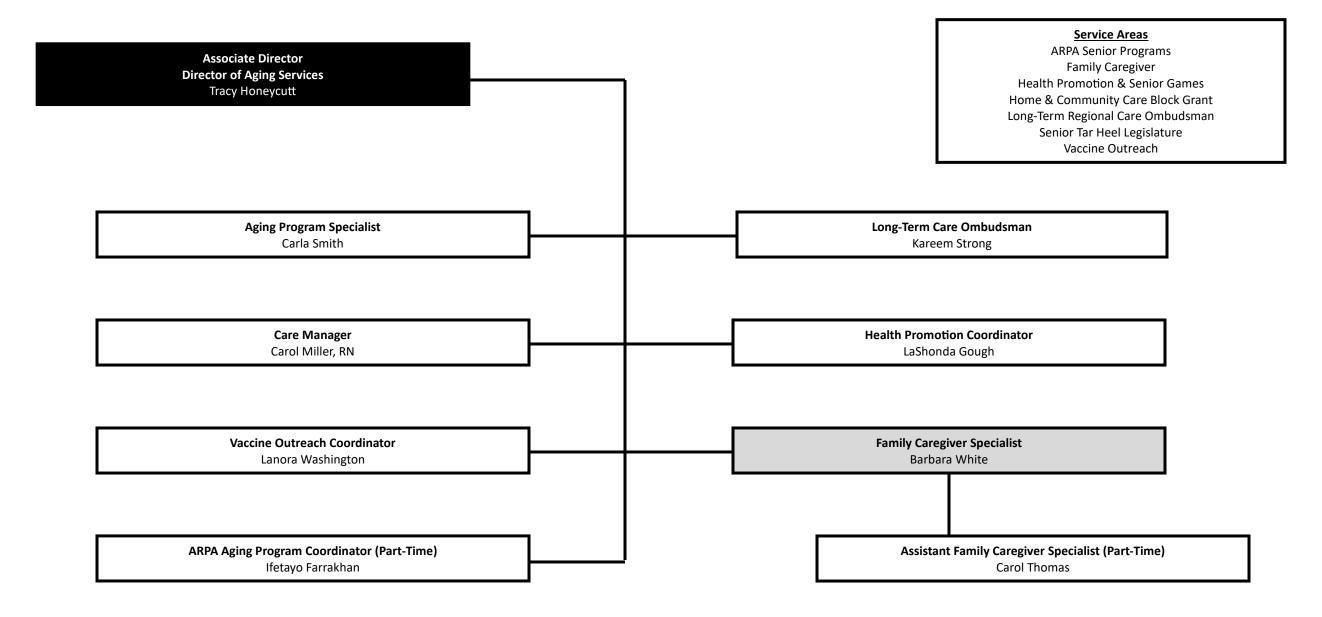
Date



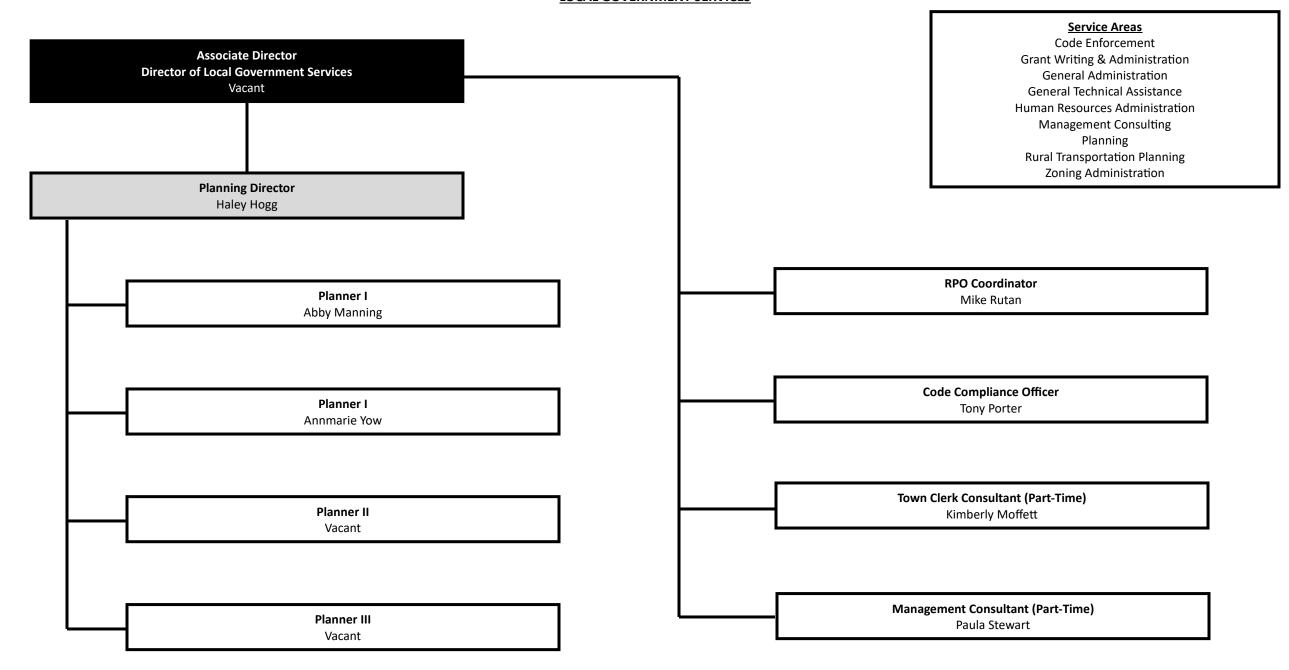
MID-CAROLINA REGIONAL COUNCIL INTERNAL SERVICES



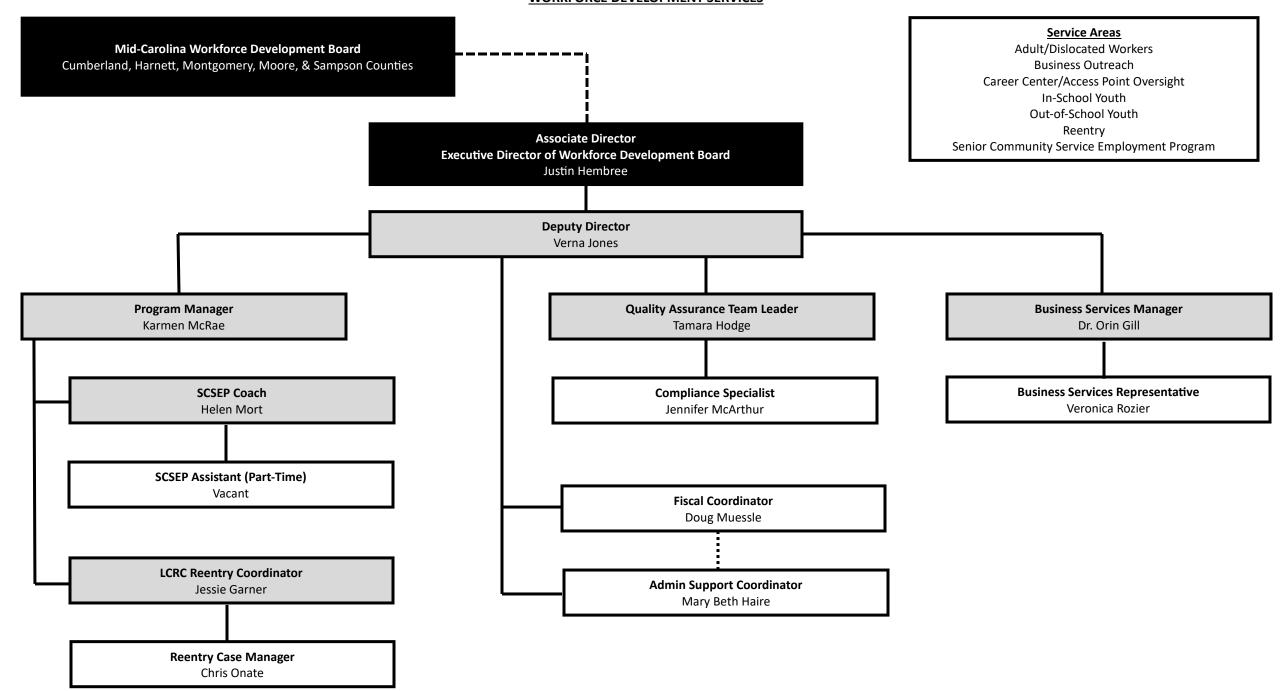
MID-CAROLINA REGIONAL COUNCIL AGING SERVICES/AREA AGENCY ON AGING



MID-CAROLINA REGIONAL COUNCIL LOCAL GOVERNMENT SERVICES



MID-CAROLINA REGIONAL COUNCIL WORKFORCE DEVELOPMENT SERVICES



MID-CAROLINA Workforce Development Board PY'23 – File Review

The below were concerns found in the participant files during a review:

County:	Programs:	Date Completed:
Name:	SID:	Career Advisor:
Comments:		
Note:		
Please provide clarification re	garding the necessary corrections before	e the COB on .

MID-CAROLINA NCWORKS Career Center Partner Infrastructure Funding Agreement (IFA)

I. Purpose

This Partner Infrastructure Funding Agreement (IFA) is entered by and between the <u>MID-CAROLINA WORKFORCE DEVELOPMENT BOARD</u> (WDB) and <u>MID-CAROLINA NCWorks Partners</u>. This IFA provides information on the shared infrastructure cost and/or inkind 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. <u>MID-CAROLINA</u> NCWorks System Infrastructure Budget

\$544,088.63

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 NC Works.

The LFM is used to negotiate appropriate contributions from each required partner that will be allocated to the MID CAROLINA WDB, as outlined below. The two-tiered approach methodology does not include Division of Workforce Solutions (DWS) administered programs

or WDB-administered programs. For required partners with state agencies (this does not include Title II), infrastructure contributions will be transferred to DWS as a lump sum based on the LFM for the said 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 Title II providers, Workforce Boards will invoice the local Title II provider via the funding methodology 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 the 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	Local negotiations or N/A (Specify)
WIOA Title I: YouthBuild	Local negotiation or N/A (Specify)
WIOA Title I: Native American Programs	Local negotiation or N/A (Specify)
WIOA I: National Farmworker Jobs Program (NFJP)	Local negotiation or N/A (Specify)
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 share
Senior Community Service Employment Program (SCSEP)	Local negotiations or NA or State-run programs: The Division distributes 1.5% of the federal funding to local workforce boards that support those counties covered by the SCSEP grant awarded to NC DHHS-Div. of Aging and Adult Services proportionally to the number of employment slots that county received in the award.
Unemployment Compensation (UC) Programs	Based on the Title I Dislocated Worker Formula

Reentry Employment Opportunities (REO) programs (Second Chance Act of 2007)	Local negotiation or N/A (Specify)
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 the following program year.
Department of Housing and Urban Development Employment and Training Programs	Local negotiation or N/A (Specify)
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 the following program year.
Community Services Block Grant (CSBG) Programs	CSBG amount is based on a 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.

(Insert table for additional partners as applicable)

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) day notice, signed, and sent to (*insert Name and Title*). If (*insert Board Name*) 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 partner cost-sharing funds not distributed by the DWS, MID-CAROLINA WDB will invoice Partner within thirty (30) days of the signed MOU for infrastructure cost-sharing effective July 1, 2023.

NCWorks Partner	Infrastructure Total Share \$	Funded	In- kind	Payment	In-kind Description	Partner Contact (Name, Organization, Address, email, and phone number)
						Matthew Fowler
WIOA Title I: Adult,						Mid Carolina Regional
Dislocated Worker, and Youth						Council
Formula Programs;						mfowler@mccog.org
	\$128,972.77	\$128,972.77		WDB		910-323-4191
WIOA Title I: Job Corps	N/A	N/A		N/A		N/A
WIOA Title I: YouthBuild	N/A	N/A		N/A		N/A
WIOA Title I: Native American						
Programs	N/A	N/A		N/A		N/A
WWO L WILL X XX .						Susan Oney
WIOA Title I: National						Telamon Corporation
Farmworker Jobs Program (NFJP)						soney@telamon.org
(14131)	\$17,500.08	\$17,500.08		WDB		919-618-1690
WIOA Title III: Wagner-Peyser Act Employment Service (ES)						
Program	N/A	N/A		N/A		N/A
WIOA Title III: Trade						Jordan Whichard
Adjustment Assistance (TAA)						NC Department of
activities	\$338,489.26	\$338,489.26		DWS		Commerce

Jobs for Veterans State Grants				
(JVSG) Programs	N/A	N/A	N/A	N/A
Senior Community Service	14/74	14/74	14/7	1,471
Employment Program (SCSEP)	N/A	N/A	N/A	N/A
		,		Jordan Whichard
Unemployment Compensation				NC Department of
(UC) Programs	\$59,366.29	\$59,366.29	DWS	Commerce
Reentry Employment				
Opportunities (REO) Programs				
(Second Chance Act of 2007)	N/A	N/A	N/A	N/A
				Ginger Strickland
				Fayetteville Technical
				Community College
				stricklg@faytechcc.ed
				<u>u</u>
				910-678-8351
				Johnny Wilson
WIOA Title II: Adult				Fayetteville Urban
Education and Family Literacy				Ministry
Act (AEFLA) Programs				johnnywilson@fayurb
				min.org
				910-483-5944
				Erin Cain
				Sampson Community
				College
				ecain@sampsoncc.ed
				<u>u</u>
	\$346.00	\$346.00	DWS	910-900-4071
				Dr. Bob Witchger
Carl D. Perkins Career and				NC Community
Technical Education Programs				Colleges witchgerb@nccommunity
recimical Education Frograms				colleges.edu
	\$972.00	\$972.00	DWS	919-807-7126
	,			Kathie Trotter
				NC DHHS, Division of
WIOA Title IV: Vocational				Vocational
Rehabilitation (VR) Services				Rehabilitation Services
Program				Kathie.trotter@dhhs.n
				c.gov
	\$5,272.00	\$5,272.00	DWS	919-855-3500
Department of Housing and				
Urban Development				
Employment and Training	NI/A	N/A	N/A	81/4
Programs	N/A	N/A	N/A	N/A
Division of Services for the				Cynthia Speight NC DHHS, Division of
Blind	¢1 577 00	61 577 00	DMC	Services for the Blind
	\$1,577.00	\$1,577.00	DWS	Jervices for the Billio

				Cynthia.Speight@dhhs
				.nc.gov
				919-527-670
				Lonnie Ballard
				Action Pathways
				Lonnie.ballard@action
				pathways.ngo
Community Commission Display				910-485-6131
Community Services Block Grant (CSBG) Programs				Marie Watson
Grant (CSDG) Frograms				Johnston-Lee-Harnett
				Community Action
				jlhca@jlhcommunitya
				ction.org
	\$3,822.40	\$3,822.40	DWS	919-934-2145
				Susan Osborne
T. A				NC DHHS, Division of
Temporary Assistance for Needy Families (TANF)				Social Services
Program				Susan.osborne@dhhs.
1.08				nc.gov
	\$5,270.99	\$5,720.90	DWS	919-527-6335
(other agencies)				

VI. Term of Agreement

This Agreement will remain in effect from **July 1, 2023, to June 30, 2024**. It shall be reviewed by the Parties as necessary or at least once per year as part of the WDB's Local Plan update.

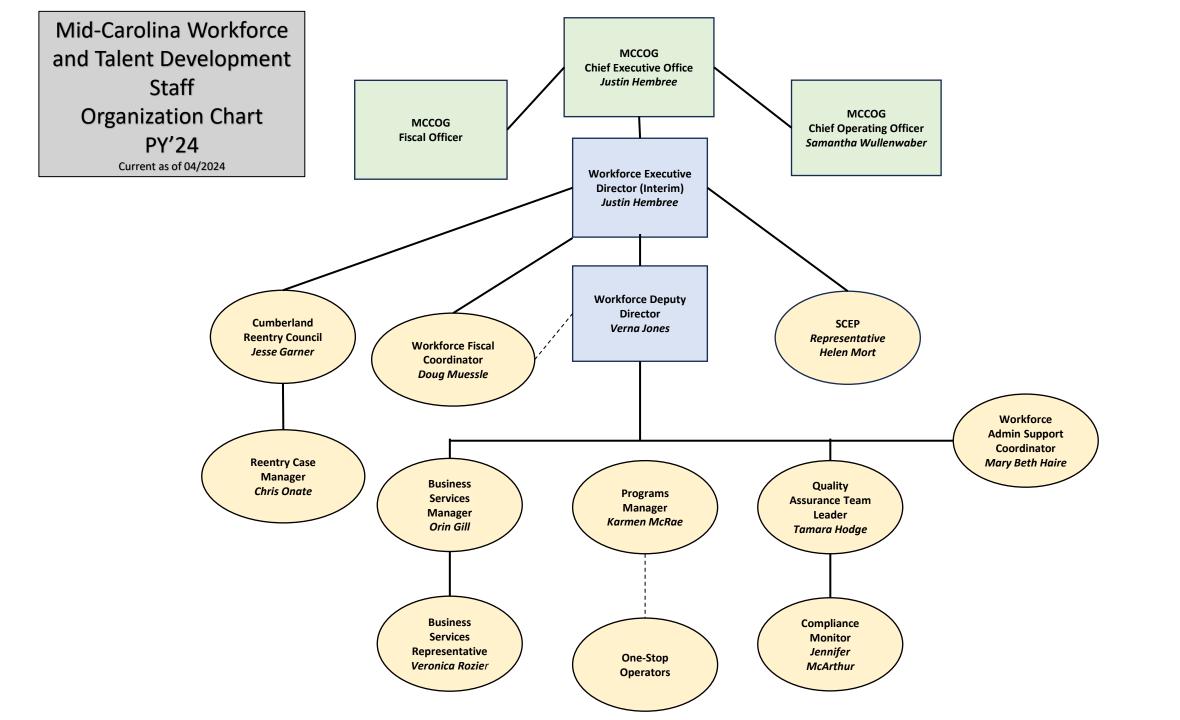
VII. Signatures

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.

Chief Deputy Secretary Jordan Whichard **Printed Name** Signature Title **Date** 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 Matthew Fowler 11/7/2023 Matthew Fowler Director **Printed Name** Title Signature **Date** Representing: WIOA Title I: Adult, Dislocated Worker, and Youth Formula programs N/A **Printed Name** Title Signature **Date** Representing: WIOA Title I: Job Corps programs N/A **Printed Name** Title Signature **Date** Representing: WIOA Title I: YouthBuild program N/A Title **Printed Name** Signature Date Representing: WIOA Title I: Native American programs Vice President Workforce and 11/2/2023 **Career Services** Susan Oney **Printed Name** Title **Date** Representing WIOA Title I: National Farmworker Jobs Program (NFJP)

N/A			
Printed Name	Signature	Title	Date
Representing: Senior	Community Service Employment I	Program (SCSEP)	
N/A			
Printed Name	Signature	Title	Date
Representing: Reentr	ry Employment Opportunities (REC)) programs (Second Chance Act	of 2007)
	DocuSigned by:		
	Ginger Strickland		11/3/2023
Ginger Strickland	27 TE7AC9B90D451	Director	
Printed Name	Signature	Title	Date
Representing: WIOA Technical Community	Title II: Adult Education and Family	/ Literacy Act (AEFLA) programs	-rayetteville
recillical community	Colleges		
	DocuSigned by:		
Johnny Wilson	John Was	Director	11/2/2023
Printed Name	Signature	Title	Date
	Title II: Adult Education and Family	*****	
Urban Ministry	DocuSigned by:	,,,,,,,,	,
•	Docusigned by.		11 (6 (2022
Erin Cain	EMN (AIN	Director	11/6/2023
Printed Name	Signature	Title	Date
Representing: WIOA	Title II: Adult Education and Family	y Literacy Act (AEFLA) programs	-Sampson
Community College			
	Description of hou		
	DocuSigned by:	Director, Career and Technical Education, NC	11 /6 /2022
Dr. Bob Witchger	Vr. Bob Witchger	Community Colleges	11/6/2023
Printed Name	Signature	Title	Date
Representing: Carl D.	Perkins Career and Technical Educ	cation Programs	
	DocuSigned by:		
	kathie Trotter		11/3/2023
Kathie Trotter	387E7A42C1A8467	Director	, _, _,
Printed Name	Signature	Title	Date
Representing: WIOA	Title IV: Vocational Rehabilitation	(VR) Services Program	
	DocuSigned by:		
	Contlia Socialit		11/2/2023
Cynthia Speight	DB456201A5B647F	Director	
Printed Name	Signature	Title	Date
Representing: WIOA	Title IV: Services for the Blind		

N/A			
Printed Name	Signature	Title	Date
Representing Departm	nent of Housing and Urban Develor	oment Employment and Ti	raining Programs
	All		11/7/2023
Lonnie Ballard Jr	15C58F89FF4D432	CEO	
Printed Name	Signature	Title	Date
Representing: Commu	ınity Services Block Grant (SCBG) p	rograms – Action Pathway	s, Inc. (Cumberland,
Sampson)	DocuSigned by:		
	Marie Watson		11/6/2023
Marie Watson	733D4976CD40439	Director	
Printed Name	Signature	Title	Date
Representing: Commu	ınity Services Block Grant (SCBG) p	rograms – Johnston-Lee-H	arnett Community
Action, Inc (Harnett)	DocuSigned by:		
Susan Osborne	Susan Osborne	Director	11/3/2023
Printed Name	Signature	Title	Date
Representing: Tempor	rary Assistance for Needy Families	(TANF) program	
Matthew Fowler	Matthew Fowler	Director	11/7/2023
Printed Name	Signature	Title	Date
Mid-Carolina Workfor	ce Development Board Director		
Other partners (add a	signature line for each additional	partner included)	
Printed Name (Partner program nam	Signature	Title	Date
ti ai tilei biogiaili liali	iicj		



Adult and/or Dislocated Worker Review Tool				
INTAKE/ADMINISTRATION	Responses	Notes	Career Advisor's Response	
Is the Wagner-Peyser completed with participation date?				
Was the Initial Assessment completed within 14 days of the WIOA participation date? Have the following documents been completed, signed and scanned into NCWorks				
WIOA application				
Consent to Release Information				
Nondiscrimination Policy and Compliant Procedures (EEO/Grievance) Rules Governing WIOA Participants				
Follow-UP Agreement				
Hatch Act				
Multimedia and Communication Release Form Selective Services (if applicable)				
Orientation Checklist				
Has Self-Sufficiency been determined ?				
Did the participant receive individual counseling; is the code (200) entered in NCWorks system, case				
note				
GENERAL ELIGIBILITY				
Is there (Right to Work) Citizenship verification scanned in NCWorks? Has the participant been deemed Low Income (SNAP/TANF etc.,)			1	
Is there Education Verification and/or Highest Grade Completed (self-attestation)?				
Is there Income and family size verification / self attestation?				
Is there Age verification scanned in NCwork?				
Is there Address Verification (Cumberland County Resident)? Is there a Social Security Card with appropriate redaction (PII)				
Is there Selective Service Verification in file? (NA if born before 1960 or female)				
ADULT and/or DISLOCATED WORKER ELIGIBILITY - BP# 22 and TEGL# 19-16				
Check the criteria that applies (only verify criteria section that applies to participant)				
Category 1 - Terminated/laid-off (All of the following criteria must be verified and documented) case notes				
case notes			T T	
Criteria #1: Employer Separation Verification Notice/Letter is on the file, Must be verified and case				
notes to support, Unemployment Benefit Monetary Wage Determinations do not satisfy this criteria.				
<u>Criteria #2:</u> Unemployment Benefits verification: status or current benefit year records on file; self attestation BP#24 and efficient case notes. <i>Monetary Wage Determination does not prove the</i>				
participant is on Unemployment Benefits				
Criteria #3: Unlikely To Return To Previous Occupation in file, effective case notes and BP# 24;Does it				
match LWIOA policy criteria? Note: Must have documentation and case notes that prove recent separation reason and date is				
accurate.				
Category 2- Permanent closure of plant/mass layoff			1	
Employer notice/list/letter, or TAA certification in file? Must be verified to the participant.				
Category 3- Previous self-employed (Eligibility Documentation checklist) To include employment as a farmer, rancher, or a fisherman, but not employed as a result of general				
economoic conditions in the community or because of a natural disaster				
Category 4- Displaced homemaker (Eligibility Documentation checklist)				
Is a displaced homemaker who is no longer supported by another gamily member.				
Priority of Service Separating Service Members - BP# 6 Have they been identified as a VET; and/or Transitioning Military and do they meet eligibility criteria				
with the LWDB; case notes				
Verification documents (DD-214, Expiration of Termination of Service (ETS), and a Declination Letter)				
in file, case note			ļ	
Does Participant meet the 38 U.S.C. 4233 (Transitoning Military service members - Income does not determine eligibility) case note				
ASSESSMENTS				
Objective Assessment: was an objective assess completed and signed by participant and career				
advisor with services (code 203)				
Was the Agency Referrals section on the objective assessment completed?				
Interest and Aptitude Testing: was an assessment completed with service code (204) and verification documents saved in NCWorks, case note?				
Is the participant Limited English Learner (Proficient); if yes was services provided; case note				
INDIVIDUAL EMPLOYMENT PLAN - Code 205				
Is the activity code (205) for the IEP entered in NCWorks?				
Is the IEP completed and signed by the career adivsor and participant?				
Participant goals listed, were they obtain within projected timeframe, center services?				
Has the IEP been periodically updated to reflect progress?				
Does the services help the participant get employed? Look for rational in IEP and/or case notes.				
Note: Must have documentation and case notes SUPPORTIVE SERVICES code CSS and BP# 17 (if applicable)				
Is there a need and determination for Supportive Services, if yes has it been entered in NCWorks, and does it meet local area BP#17 policy (Form, IEP, Case Notes, etc.)? (Supportive Services (code CSS) refer to support provided to assist participants to complete training and/or enter employment).				
			0	
		Notes	Career Advisor's Respons	

is there supporting/terification documents on file (invoices, etc.,)? Insure reinflumoment solution in correct, (basepile, Micego, Majorium, principina administ, were the solution). Did explorative training provides actualled at the CSC control. The perticipation for severance specific explorations actually as the CSC control. The perticipation for severance specific explorations actually as the CSC control. The perticipation for severance specific explorations actually as the CSC control and the TA will be perticipated for segardness expects actually code (CSS) in NVVarish agree to when the supportive service on providing the control of the complete service actually code (CSS) in NVVarish agree to when the supportive service on providing the control of the complete service on providing the control of the CSC control of the contro	Adult and/or Dislocated Worker Review Tool				
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Are notes reflective of services being completed/offered with client. (i.e guidance and counseling reflect guidance in notes not just attempts to reach client.)	Are notes reflective of services being completed/offered with client. (i.e guidance and counseling reflect guidance in notes not just attempts to reach client.)				
			Notes	Career Advisor's Response	

Adult and/or Dislocated Worker Review Tool				
Closure/Exit DWS PS#01-2016				
If there was a Case Closure due to Employment, verification from employer in file; case note				
Does exit meet with LWDB policy, case notes				
Is follow-up done as required per local area policy?				
If follow-up activities have been provided, are appropriate NCWorks F(1-19)codes used? (if				
applicable)				
NCWorks				
Are all services reflected by a NCWorks code or do a NCWorks code need to be removed/added				
because that service did or did not occur?				
Are all service dates (beginning and ending) entered into NCWorks correctly? Verification documents				
must match NCWorks dates.				
Have redaction been completed / correct file name and verifications?				
If training is complete has the Credential been entered?				
Has any Follow-Ups been completed?				
If Case Closure to Employment, employer must be in NCWorks to get credit for "Entered				
Employment". Check that case is closed after verification.				
ADDITIONAL SERVICES, INCENTIVES AND/OR NOTES				

Mid-Carolina Local Workforce Development Area Chief Elected Official Board (CEOB) Agreement

This Chief Elected Officials Agreement hereinafter called AGREEMENT is entered into by and among the North Carolina Counties of Cumberland, Harnett, Montgomery, Moore, and Sampson, each of which is designated as a Local Government, to define the rights and duties of the Local Governments in their cooperative oversight of the workforce development programs authorized by the Federal Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128. This AGREEMENT is intended to comply with WIOA Section 107(c)(l)(B)(i) providing that, where there exist multiple units of local government within a designated Local Workforce Area, the Chief Elected Officials of those governments are to enter into an AGREEMENT which defines their general rights, roles, and responsibilities.

A. Designation of Local Workforce Area

There is hereby established a Chief Elected Officials Board, hereinafter referred to as the CEOB, to provide for the effective planning, coordination, and implementation of the employment and training system within the Mid-Carolina Local Workforce Area, pursuant to the provisions of WIOA and applicable federal and state regulations. The above-listed local governments have together been designed by the State of North Carolina as a Local Workforce Area for purposes of receiving WIOA funds from the State, establishing local service delivery systems and overseeing customer services authorized under WIOA. Should any other unit of general local government (defined as a political subdivision of the State that has the power to levy taxes and spend funds and has general corporate and police powers) petition for inclusion in this Local Area and receive approval therefore from the State of North Carolina, this AGREEMENT shall be amended. Upon notification to the CEOB that such local government shall be identified and included as a member of the Local Area shall be adjusted accordingly. Local government exclusion process in identified in WIOA Sec. 106 and 20 CFR 679.220 - 679.250.

B. Establishment of the Chief Elected Officials Board

There is hereby established a Chief Elected Officials Board, which shall perform the duties of the Chief Elected Officials described in WIOA, as further described herein. Records of CEOB notices, actions, meetings, and committee meetings or related documentation shall be retained at the Local Workforce Area administrative office.

The CEOB shall consist of five (5) members, with each of the five (5) counties being represented by one (1) member. The CEOB shall consist of either the Chair of the Board of County Commissioners from each of the five (5) counties making up the local area or another member of the Board of County Commissioners from each of the five (5) counties making up the local area.

Upon approval of this AGREEMENT, the initial CEOB shall consist of the Chair of the Board of County Commissioners from each of the five (5) counties making up the local

area or another member of the Board of County Commissioners from each of the five (S) counties appointed by their respective Board of County Commissioners.

C. Chief Elected Officials Rights and Responsibilities

1. CEOB Representation

If not the Chair of the Board of County Commissioners, each Board of County Commissioners shall appoint one of its members to represent local interests on the Chief Elected Officials Board.

2. Fiscal Responsibility

The Local Government shall be liable to the State or Federal governments from non-WIOA funds any amounts determined to have been a misappropriation of funds as provided in WIOA Section 184(d), upon a determination by the Secretary, United States Department of Labor, that the misappropriation is due to a) willful disregard of the Act and accompanying rules and regulations, b) gross negligence, or c) failure to observe accepted standards of administration (referred to as an audit exception or an administrative finding which determination is required by WIOA to be preceded by notice and opportunity for hearing. In the event WIOA expenditures are disallowed and Chief Elected Officials are unsuccessful at obtaining repayment from the Mid-Carolina Workforce Development Board, each county shall be responsible for a portion of any such liability. To manage any such required repayment of misappropriation(s), all of the counties represented hereby assume responsibility to make the required payment(s) required under WIOA. Reimbursement shall be made from each Local Government in proportion to the total population of each such Local Government in comparison to the total population of the Local Area at the time the misappropriation(s) occurred.

D. Chief Elected Officials Board Designation and General Responsibilities

- There is hereby established a Chief Elected Officials Board (CEOB) to provide for the effective planning, coordination and implementation of the employment and training system within the Mid-Carolina Workforce Development Area, pursuant to the provisions of WIOA and applicable federal and state regulations.
- CEOB shall establish by-laws to include how they will conduct business on behalf
 of the Chief Elected Officials of the Mid-Carolina Local Workforce Area. By-laws
 must include term limits, vacancies, conflict of interest, meeting schedule and
 quorum establishment. (By-laws attached)
- 3. To fulfill their oversight responsibilities under WIOA, the CEOB shall receive from its designated Subrecipient the following information:
 - a. Reports and other documents that summarize the current financial conditions

of all WIOA grants awarded to the Mid-Carolina Local Workforce Development Area.

- b. Reports and other documents that summarize current program performance in Mid-Carolina Local Workforce Development Area against the negotiated performance standards required under WIOA, including whether the Local Area is meeting, exceeding, or failing to meet each performance standard.
- c. Reports and other documents that summarize known compliance issues or concerns along with an explanation of any out-of-compliance notices received for any program for which the Chief Elected Officials retain ultimate financial liability.

E. Designation of Grant Subrecipient and Fiscal Agent

The Paymaster, Fiscal Agent, and Grant Subrecipient is the Mid-Carolina Regional Council. The Workforce Executive Director for Mid-Carolina Local Workforce Development Area is employed by the Mid-Carolina Regional Council with CEOB approval.

F. CEOB Responsibilities

- The responsibilities of the CEOB under WIOA include, but are not limited to, the following:
 - a. Appoint members to the Local Workforce Development Board in accordance with WIOA Membership requirements. In the event that a board member resigns prior to the completion of the appointed term, the CEOB Chair will send letters to economic development, labor organizations, industry associations and other business organizations seeking nominations to fill the vacancy with an individual with similar credentials. Upon receipt of a nomination the full CEOB will consider the nomination. The CEOB will forward all Mid-Carolina Local Workforce Development Board appointments to the State of North Carolina within 30 days of the appointment.
 - b. Serve as Grant Recipient and assume fiscal liability for grant funds for WIOA Title I Adult, Dislocated Worker, and Youth programs; as well as other such federal or state workforce funds as may be awarded.
 - Approve Board expense budget for carrying out the responsibilities of the Mid-Carolina Local Workforce Development Board.
 - d. Provide comprehensive oversight of the activities of the Mid-Carolina Local Workforce Development Board.
 - e. Ensure that local area partnerships are functioning effectively.

- 2. In partnership with the Mid-Carolina Local Workforce Development Board;
 - Participate in the development of the Mid-Carolina Local and Regional Workforce Plan.
 - b. Conduct oversight of One-Stop delivery system, youth activities, and employment and training activities.
 - c. Select One-Stop Operators and eligible service providers and oversee compliance and continuance improvement and may subsequently terminate these for cause.
 - d. Approve the Agreement between the Local Workforce Development Board and the One-Stop Operator(s).
 - e. Participate with the performance standards negotiations between the Local Workforce Area and the State of North Carolina.
- 3. In partnership with the Governor of North Carolina:
 - a. Agree on whether the Workforce Development Board may provide WIOA Title I Adult and Dislocated Worker Career Services, Youth Services, or serve as One-Stop Operator in accordance with WIOA guidelines and the State of North Carolina laws, policies, and procedures.
 - b. Negotiate waiver requests as needed.

G. Appointments to the Mid-Carolina Local Workforce Development Board

The Chief Elected Officials have the exclusive responsibility to appoint members to the Mid-Carolina Local Workforce Development Board from individuals recommended or nominated by each class of membership.

- The Chief Elected Officials shall insure that private sector Mid-Carolina Local Workforce
 Development Board Members are nominated timely to expedite approval of these
 nominees by the State of North Carolina.
- 2. The Chief Elected Officials shall nominate members to ensure that at all times a majority of Mid-Carolina Local Workforce Development Board membership (minimum 51%) are business representatives which represent business owners, chief executive officers, and other executives with optimum policy making or hiring authority. At least two of the business representatives must represent small businesses as defined by the Small Business Administration. Chief Elected Officials shall seek business nominations from local business organizations and trade associations.
- The Chief Elected Officials shall nominate members to ensure that at all times not less than 20% of the Mid-Carolina Local Workforce Development Board membership are workforce representatives which represent labor organizations, joint labor-management

or union affiliated registered apprenticeship programs, community-based organizations that have demonstrated experience and expertise addressing the employment, training or education needs of individuals with barriers to employment, and representatives of organizations that have demonstrated experience and expertise in addressing the employment, training and education needs of eligible youth, including out-of-school youth.

- 4. The Chief Elected Officials will determine if any additional members shall be appointed beyond those minimally required by WIOA or the State of North Carolina. If any such appointments are made, the 51% business representative membership and 20% labor representative membership requirement shall be maintained.
- Any Chief Elected Official serving on the Mid-Carolina Local Workforce Development Board as a private sector member will be counted as an appointment from the serving Chief Elected Official's county.
- The Chief Elected Officials shall agree on the public sector appointments to the Mid-Carolina Local Workforce Development Board. These appointments shall be made to assure geographical balance through the Mid-Carolina Local Workforce Development Area.
- 7. Appointments shall be in accordance with the Mid-Carolina Workforce Development Board By-Laws that are attached hereto.
- 8. Members may continue to serve on the Mid-Carolina Workforce Development Board until:
 - a. Their term of office expires; however, the member may continue to serve until the replacement nominees' required documents are approved and confirmed in writing by the State of North Carolina.
 - b. The classification under which they were appointed changes.
 - c. The appointment is revoked by the appointing Chief Elected Official.
 - d. The member becomes incapacitated or otherwise unable to complete their term of office.
 - e. The member is no longer eligible based on attendance requirements outlined in the Mid-Carolina Local Workforce Development Board By-Laws.
 - f. The member resigns.
- 9. Vacancies shall be filled in a timely manner and in accordance with WIOA requirements and the State of North Carolina policies and/or procedures.
- The Chief Elected Officials shall perform an annual assessment of the Mid-Carolina Local Workforce Development Board's membership and performance to ensure that the Board

is performing adequately and in accordance with the direction and guidance provided by the Chief Elected Officials.

H. Amendment

This AGREEMENT may be amended only upon compliance with the following procedure:

- The text of the proposed amendment shall be presented to the CEOB for review at a properly noticed meeting thereof, and shall thereafter be provided to each Local Government, at least thirty (30) days before the meeting of the CEOB at which the amendment is to be acted upon.
- The amendment shall be discussed and acted upon at a properly noticed meeting of the CEOB with approval requiring the vote in person, electronically, or by written ballot of no fewer than two-thirds (2/3) of the then-current CEOB membership.

I. Term of Chief Elected Official AGREEMENT

The term of this agreement shall commence on the date of signature and shall remain effective until termination of the Workforce Innovation and Opportunity Act, dissolution of the Mid-Carolina Local Workforce Development Board, or future action taken by the Chief Elected Officials or CEOB to establish a new AGREEMENT. This AGREEMENT may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all counterparts together shall constitute a single agreement.

J. Real Property, Equipment, and Supplies

The Mid-Carolina Workforce Development Consortium will follow all Workforce Innovation and Opportunity Act requirements governing the title, use and disposition of real property, equipment, and supplies purchased with Federal funds.

K. Signatures

By signing this AGREEMENT, all Chief Elected Officials understand that this AGREEMENT supersedes all prior written or oral agreements relating to the responsibilities of the Chief Elected Officials in Mid-Carolina Local Workforce Development Area.

The section ment area.			
Glenne. Adams, Chairman	Date / Day		
HARNETT COUNTY BOARD OF COMMISSIONERS Second Vision County BOARD OF COMMISSIONERS Matthew Nicol, Chair	1/10/2024 Date		
MONTGOMERY COUNTY BOARD OF COMMISSIONERS Dana Dawson, Chair	12/15/2023 Date		
MOORE COUNTY BOARD OF COMMISSIONERS Mde ficurus Nick Picerno, Chair	12/16/2023 Date		
SAMPSON COUNTY BOARD OF COMMISSIONERS Juril Lively Jerol Kivett, Chair	12/15/2023 Date		



Policy Letter #4

TO: All Mid-Carolina Workforce Development Board Service Providers

FROM: Matthew Fowler, Director

SUBJECT: Priority of Service Policy

PURPOSE

To establish a policy that provides guidance for NCWorks Career Center staff to follow when selecting clients for training under funding from the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND

The authority for this policy derives from Section 134(c)(3)(E) of WIOA which establishes a process by which priority will be applied by the NCWorks Career Center when enrolling adults and dislocated workers.

The federal Jobs for Veterans Act (PL 107-288) calls for Priority of Service for "Covered Persons" for USDOL-funded programs.

ACTION

WIOA requirements establish that all veterans and their spouses will receive priority for all career services and training. Veterans and eligible spouses, including widows and widowers as defined in the statute and regulations, are eligible for priority of service. "Veteran" means a person 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).

The Final Rule does not change or add to pre-existing program requirements regarding verification of the eligibility of a veteran or eligible spouse. It is neither necessary nor appropriate for program operators to require verification of the status of a veteran or eligible spouse at the point of entry unless the individual who self-identifies as a veteran or eligible spouse:

- a) is to immediately undergo eligibility determination and be registered or enrolled in a program; and
- b) the applicable federal program rules require verification of veteran or eligible spouse status at that time.

Even in those instances in which eligibility determination and enrollment occur at the point of entry, a veteran or eligible spouse should be enrolled and provided immediate priority and then

be permitted to follow up subsequently with any required verification of his or her status as a veteran or eligible spouse.

When programs are statutorily required to provide priority for a particular group of individuals, priority must be provided in the following order (per TEGL 10-09):

- Veterans and eligible military spouses who are also included in the groups given statutory
 priority for WIOA adult formula funds. 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 receive priority for services provided with WIOA adult formula
 funds.
- 2. Non-covered individuals (those who are not veterans or eligible spouses) who are included in the groups given priority for adult formula funds.
- 3. Veterans and eligible spouses who are not included in WIOA's priority groups.
- 4. Non-covered individuals outside the groups are 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 in WIOA section 134(b)(3)(E).

Creation Date

July 2022



Policy Letter #8

TO: All Mid-Carolina Workforce Development Board Service Providers

FROM: Matthew Fowler, Director

SUBJECT: Individual Training Accounts (ITA)

BACKGROUND

The purpose of this policy is to provide guidelines to Mid-Carolina Workforce Development Board Service Providers with respect to the provision of Individual Training Accounts (ITAs) for WIOA eligible participants.

The following provides information on the minimum requirements for the provision of services. Service Providers may include additional elements in their local procedures, as long as they are in conformance with this policy, WIOA, DOL Regulations, and State of North Carolina Directives.

ACTION

Under Title I of WIOA, training services must be provided in a manner that maximizes informed consumer choice in selecting an eligible provider. The Service Provider (WIOA Title I program services) will make the Eligible Training Provider List (ETPL) available to customers during one-on-one interviews, and by sharing ETPL site access information with customers who would like to research training providers on their own. Eligible individuals may select training services from the ETPL, in consultation with a career advisor, in order to maximize informed customer choice. The Service Provider will refer the individual to training and coordinate payment with the eligible training provider through an Individual Training Account (ITA).

An Individual Training Account (ITA) is a payment agreement established on behalf of a participant with an eligible training provider. The ITA is for tuition and training-related costs noted as mandatory on a course description and/or class syllabus. Training-related costs include, but are not limited to, such items as books, fees, tools, and other items *required* to complete the training program.

Additional items needed by the participant to complete the course of study may also be provided, but they must be classified as a supportive service and the participant's financial need for such items must be documented through a case note in the participant's file.

When an ITA voucher is issued, it must be used within 30 days or the semester specified on the voucher. If the participant does not enroll in training within the time frame on the voucher a new voucher for services will need to be issued. A case note explaining the reason for the additional voucher should be entered into the participant's file through the NCWorks Online system.

Training providers are selected by Adult and Dislocated Workers in consultation/agreement with their career advisor, after an assessment and the development of an Individual Employment Plan (IEP). Training providers are selected by Youth in consultation/agreement with their career advisor, after an assessment and the development of an Individual Service Strategy (ISS). Participants deemed eligible as In-School Youth at the time of WIOA Title I enrollment, seeking continued WIOA sponsorship must update Individual Service Strategy to reflect successful completion occupational/educational training and then select another institution in compliance with Local Area ITA policy.

PARTICIPANT ELIGIBILITY

To be eligible to receive an ITA, the participant must:

- 1. Be enrolled and in good standing with the WIOA Title I Adult, Dislocated Worker, or Youth program; and
- 2. Be assessed by a WIOA Service Provider staff member and be determined to need training to secure or retain employment; and
- 3. In consultation with a WIOA Service Provider staff member, select an approved eligible training provider that is listed on the State of North Carolina's Eligible Training Provider List (ETPL) and has been certified for the Mid-Carolina Local Area; and
- 4. Have an IEP/ISS in the participant file showing the need for an ITA and confirmation that completion of the training is likely to lead to employment; and
- 5. If the participant is an eligible Youth, assure that the training:
 - a. Is outcome orientated and focused on an occupation goal specified in the ISS;
 - b. Be of sufficient duration to impart the skills needed to meet the occupational goal; and
 - c. Results in the attainment of a recognized post-secondary credential.

<u>PARTICIPANT TRACKING</u>
All participants will be tracked in NCWorks Online system. Training activities shall be tracked as follows:

TRAINING SERVICE	APPROVED TRAINING	NCWorks	OUTCOME	INDIVIDIAL
	PROVIDER	Service Code		TRAINING ACCOUNT
Occupational Skills Training (OST)	ETPL	300	Credential, Measurable Skills	Yes
			Gain	
Entrepreneurial Training*	ETPL and Non-ETPL	302	Measurable Skills Gains	Yes
OST – Special Grants	ETPL and Non-ETPL	310	Credential, Measurable Skills	Yes
			Gain	
On-the-Job Training (OJT)*	Non-ETPL	301	Measurable Skills Gain	No
Customized Training	Non-ETPL	304	Measurable Skills Gain	No
AEL or ESL with training	Non-ETPL	222	Credential, Measurable Skills	No
			Gain	
Registered Apprenticeship	OST = ETPL	314	Credential	Yes
	OJT = non-ETPL		Measurable Skills Gain	No
Occupational Skills Training	Non-ETPL	328	Measurable Skills Gain	No
TAA Remedial Training	Non-ETPL	333	Credential, Measurable Skills	No
			Gain	
Youth/Young Adult OST	ETPL	416	Credential, Measurable Skills	Yes
			Gain	
Youth/Young Adult OST	Non-ETPL	430	Credential, Measurable Skills	No
			Gain	
Entrepreneurial Training*	Youth service = non-ETPL	441	Measurable Skills Gain	No
	OST = ETPL		Credential, Measurable Skills	Yes
	Non-Occupational Skills		Gain	No
	Training = Non-ETPL		Measurable Skills Gain	

^{*}OJT & pre-apprenticeship for youth and young adults are considered a work experience, not training. Entrepreneurial Training for youth and young adults is one of the fourteen youth service elements and is not considered training.

Any service that involves an Occupational Skills Training (OST), would mark "yes" for Individual Training Account in the NCWorks when entering the service

1. Adults/Dislocated Workers

a. Training Providers Listed on the ETPL

When an enrolled individual is participating in a training activity with a training provider listed on the ETPL, and <u>all or part of the tuition</u> is being paid for with funding from a non-WIOA funding source, and the Service Provider is paying for the remaining training related costs, he/she shall be enrolled in Occupational Skills Training – (Approved ETPL Provider) – Activity Code 300. All appropriate training related costs (including any part of the tuition not paid by non-WIOA funding source) may be charged as Training Expenditures.

Note: All training services must have the applicable training provider/course linked to the associated activity code in the participant's file through the NCWorks Online system.

b. Training Providers Not Listed on the ETPL

When an enrolled individual is participating in a training activity with a training provider that is not listed on the ETPL, he/she shall be enrolled in Occupational Skills Training (non ETPL provider) – Activity Code 328. WIOA does not allow the payment of tuition (in full or in part) through an ITA for a training provider that is not listed on the ETPL, but "training related" costs may be paid. These "training related" costs, however, may not be charged as Training Expenditures. Instead, they must be charged to the "Supportive Services" cost category, and the financial need of the individual for such services must be documented in the participant file, recorded on the Individual Employment Plan/Individual Service Strategy, and documented in case notes.

2. Youth (Out-of-School Youth, Aged 16-24 Only)

a. Training Providers Listed on the ETPL

When an Out-of-School Youth, aged 16-24, is participating in a training activity with a training provider listed on the ETPL, he/she shall be enrolled in Occupational Skills Training – (Approved ETPL Provider) – Activity Code 416. Priority shall be given to training programs that lead to recognized post-secondary credentials, and that align with in-demand industry sectors or occupations in the local area. Costs shall be charged as program expenditures on the monthly invoice.

b. Training Providers Not Listed on the ETPL

When an Out-of-School Youth, aged 16-24, is participating in a training activity with a training provider that is not listed on the ETPL, tuition payments cannot be made with WIOA funding. The participant shall be enrolled in *Enrolled Post-Secondary Education – Activity Code 430*.

The participant can be assisted with books, fees (not tuition), school supplies, and other necessary costs, and these costs shall be charged as "Supportive Services," on the monthly invoice and the individual's financial need must be documented in the participant file by including the financial need on the individual employment plan/individual service strategy; and, recorded in case notes. Youth receiving this type of supportive service shall be enrolled in Supportive Service: *Post-Secondary Academic Materials – Activity Code CSS and 429*.

3. Youth (In-School Youth, Aged 14-24)

WIOA funds may not be utilized to provide ITAs to In-School Youth. In-School Youth may, however, be assisted with books, fees (not tuition), school supplies, and other necessary costs, and these costs shall be charged as "Supportive Services," and the individual's financial need must be documented in the participant file. Youth receiving this type of supportive service shall be enrolled in *Supportive Service: Post-Secondary Academic Materials – Activity Code CSS*.

In-School Youth who are attending post-secondary education that the Service Provider is supporting through supportive services as outlined in the previous paragraph should also be enrolled in *Enrolled Post-Secondary Education – Activity Code 430*. Even though the Service Provider is not paying tuition on behalf of this participant, they are supporting the youth through this activity. As with any youth (In-School or Out-of-School) enrolled in *Enrolled Post-Secondary Education – Activity Code 430*, monthly progress reports are required for as long as the youth is participating in post-secondary education and is enrolled in the WIOA program.

TIME PERIOD FOR USING THE VOUCHER

When the voucher is issued it must be used within 30 days or the semester specified on the voucher. If the participant does not enroll in training within the time frame on the voucher; a new voucher must be created, uploaded into the participant's file through NCWorks Online System, and recorded in case notes.

A participant will be allowed two years to obtain their credential; however, this could be longer depending on the number of developmental courses needed by the participant. No more than 12 credit hours of remedial classes will be approved.

PAYMENTS

Payments will be made directly to the training provider. Payments may also be made incrementally, through payment of a portion of the costs at different points in the training course.

REQUIREMENTS/LIMITATIONS

A. The individual dollar amount of each ITA varies based upon participants' needs, but the aggregate total cost shall not exceed the lifetime CAP of \$8,000 per participant. In

order to track the total participant costs, career advisors will need to case note in the NCWorks Online system each ITA issued and the aggregate participation-to-date costs.

- B. ITAs are normally issued for providers that appear on the North Carolina's ETPL. If it can be justified to utilize a training provider in another state, the provider must be listed on the ETPL of its home state, and documentation of this listing must be included in the participant case file. This justification must be approved by the Mid-Carolina Workforce Development Board Director prior to ITA being initiated and documented by a supporting case note.
- C. The Service Provider shall develop and implement an Individual Training Account process that reflects local area policy/procedure, including any additional restrictions beyond those outlined in this policy statement.
- D. It is the responsibility of the WIOA Service Provider to appropriately monitor a participant's progress in occupational classroom training (at least once each calendar month) and assure timely collection of tuition refunds (as outlined in the training vendor's refund policy) when the participant is unable/unwilling to complete the training program.

MONITORING

In order for the Mid-Carolina Workforce Development Board to monitor each participant's lifetime CAP, the Board is requesting the bi-weekly attendance sheets and (ITA) vouchers to accompany the monthly invoice along with a detailed fiscal tracking mechanism/report for demonstrating fiscal obligations for the remainder of the project term.

The Mid-Carolina Workforce Development Board may review a sample of charges included in an ITA during on-site and desk reviews to ensure compliance with this policy. Any costs that the Mid-Carolina Workforce Development Board determines should not have been included as part of the ITA may be questioned, and Service Providers will have an option to transfer the charges to the Supportive Service cost category or pay for them with non-WIOA funding.

POLICY EXCEPTIONS

The Mid-Carolina Workforce Development Board Service Providers may make exceptions to this policy only with prior written authorization from the Mid-Carolina Workforce Development Board Director.

References
Federal Register §680.230
TEGL 19-16

Creation Date
July 2022



Policy Memorandum #9

TO: All Mid-Carolina Workforce Development Service Providers

FROM: Matthew Fowler, Executive Director

SUBJECT: WIOA Eligible Training Provider Guidelines

Purpose: This memorandum outlines eligibility criteria, biennial certification procedures, penalties, and appeals processes for the implementation of Eligible Training Provider (ETP) requirements as defined by the Workforce Innovation and Opportunity Act (WIOA) of 2014. These guidelines are applicable to providers offering occupational skills training (OST) services for Adults, Dislocated Workers, Youth, and other populations per WIOA Title 1-B.

Background: WIOA aims to facilitate customer choice in education and training through transparent performance accountability. These guidelines are designed to enhance the quality of choices in acquiring skills, credentials, certificates, and diplomas leading to employment in demand-driven occupations in the local economy.

Action: Reference CPS 11-2021 (Attachment A)

North Carolina supports a statewide system, NCWorks Online (www.ncworks.gov), maintaining a list of training providers. While programs are approved at the state level, the Mid-Carolina Workforce Development Board determines the relevance of training offerings in the local area. Inclusion on the ETPL does not guarantee WIOA funds; availability is contingent on various factors, including individual employment needs.

Local workforce development boards, collaborating with the state, must ensure an ample supply of career and training services, emphasizing consumer choice and competitive, integrated employment, particularly for individuals with disabilities or adults in need of adult education and literacy activities. Eligible participants in WIOA Title I programs enrolled in training services must receive Individual Training Accounts (ITAs) per Policy #8: ITA Policy and Procedure.

Procedure: Service Providers must:

1. Check NCWorks Online for provider and training program listings, confirming WIOA approval and Mid-Carolina certification for enrollment.



- 2. If not listed or approved, complete the WIOA ETPL Request form (Attachment B) and submit to Mid-Carolina WDB staff for approval.
- 3. Providers may self-register through NCWorks Online, with approved profiles allowing entry of program information.
- 4. Mid-Carolina WDB will consider WIOA-approved providers and programs seeking certification, with a review team potentially requesting additional information for a decision.

References

- Workforce Innovation and Opportunity Act (WIOA) Section 122
- Training and Employment Guidance Letter (TEGL) WIOA No. 41-14, Operating Guidance for WIOA Title I Training Provider Eligibility Transition, dated June 26, 2015

Attachments

- Attachment A: CPS 11-2021, Eligible Training Provider Guidelines, Penalties, Appeal Process, and Performance Reporting
- Attachment B: WIOA ETPL Request form

MID-CAROLINA
WORKFORCE DEVELOPMENT
BOARD

Creation Date: December 2023

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities



Policy Letter #10

TO: All Mid-Carolina Workforce Development Service Providers

FROM: Matthew Fowler, Director

SUBJECT: WIOA Title I Work Experience Opportunities

PURPOSE

The purpose of this policy is to provide information and clarification on guidance regarding the use, documentation, and tracking of Workforce Innovation and Opportunity Act (WIOA) Title I funds in the provision of Work Experience (WEX) opportunities for young adult, adult, and dislocated worker programs. Reference OG 24-2021, Guidance on the Provision of WIOA WEX Opportunities.

BACKGROUND

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.

WEX Training may include paid or unpaid wages and maybe in the private for-profit sector, the non-profit sector, or the public sector. Under WIOA, paid and unpaid youth work experience that has academic and occupational education as a component of the work experience can include a number of activities including summer employment, pre-apprenticeship, internships, job shadowing, and On-the-Job Training (OJT). Adult and Dislocated Worker WEX must be linked to a career goal and based upon the participant's interest and aptitude.

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 Labor Standards Act (FLSA).

ACTION

Work Experience (WEX) Assessment and Training Plan

The service provider 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 Employment Plan/Individual Service Strategy (IEP/ISS). The WEX IEP/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 IEP/ISS and WEX Training Plan. However, adults and dislocated worker participants are not required to participate in academic and occupational education activities while enrolled in work experience.

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 the 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 IEP/ISS. Program providers should use O*NET or other identified programs when developing the competencies to be learned and evaluated in the WEX. IEP/ISS should include job skills needed, training hours, and estimated start and end date. Youth academic and occupational components must be included.

A Work Experience agreement can be up to 480 hours in length per program year at an appropriate worksite. Approval is required by the Mid-Carolina WDB Director for hours in excess of 480. 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 IEP/ISS and WEX Training Plan. 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.

A WEX Training Plan, if developed in conjunction with the IEP/ISS, allows service providers 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.

Youth Work Experience Opportunities

Pursuant to WIOA section 129(c)(2)(C), local areas are required to offer youth programs that involve paid and 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 worksite. 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 OJT Operational Guidance.

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. The youth will learn skills specific to the occupational sector.
- 3) Program staff devotes 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 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 work experience is successful for everyone involved, programs maintain communication with both the youth and employers from the first to the last day. While some programs have daily or weekly contact with youth to monitor their progress, other programs conduct first-week, midpoint, and last-week worksite visits at a minimum.

Young Adult Work Experience 20% Spending Requirement

The local young adult program must expend not less than 20 percent of the funds allocated to them to provide in-school and out-of-school youth with paid and unpaid work experiences.

The local WIOA Title I Youth program service provider must track program 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 local WIOA youth financial reporting.

The percentage of funds spent on work experience is calculated based on the total local area youth funds expended for work experience, rather than calculated separately for in-school and out-of-school youth. The 20 percent spending requirement is calculated after administrative costs have been subtracted from the total amount of young adult funds. Reference CPS 09-2021 for additional information.

Adult and Dislocated Worker Work Experience

Unlike WIOA Title I Young Adult programs, WIOA Title I Adult and Dislocated Worker programs do not have a minimum expenditure rate. While WEX is used as a resume builder and learning experience for Young Adults, Adult/Dislocated Worker WEX focuses on learning new transferable skills and enhancing employability.

Wages and Stipends

Individuals participating in a work experience opportunity must be compensated at the same rates, including periodic increases, as trainees or employees who are 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) would not be allowed if there are trainees or employees who are similarly situated in occupations with the same employer who receives wages that differ from the flat-rate wage.

Wage requirements under the Fair Labor Standards Act (FLSA) apply to all individuals employed under WIOA. The FLSA applies to the extent that the activities performed in the work experience constitute employment. The local area service provider(s) must determine whether work experience constitutes training as opposed to employment.

Choosing a Worksite

Matching a WIOA participant with the appropriate worksite is critical to a successful WEX job assignment. Worksite supervisors need to have a clear understanding of the objectives of the WEX job assignment and realistic expectations of the work products and productivity that a WIOA participant may demonstrate. The participant must have adequate supervision, like any other entry-level employee. The worksite must be willing to allow Mid-Carolina WDB Board/service provider 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.

Service Providers should use discernment 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, and exposure to enhanced skill training and mentoring.

DWS strongly discourages the practice of placing participants in WEXs located at the Board office, Career Center, or administrative entity due to the potential 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 skill needs and there is no other placement opportunity available.

Skills Analysis/WEX Training Plan Development

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 or life experiences are potentially transferable and can be used in every occupation, regardless of the type of work. Transferable 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, transferable 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 used to develop the Training Plan. These include Prove It! TM, 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 assessments offered through NCWorks Online, O*NET Online website and www.myskillsmyfuture.org, which have both been developed by the US Department of Labor.

A WEX Trainee Evaluation Form (attachment b) should 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 form signals the successful completion of the WEX.

Work Experience Agreement

All Work Experience activities require an agreement that must be completed and signed by the applicable parties prior to the start of the WEX.

The agreement must articulate the learning that is to take place, the length of the WEX, and the academic and/or occupational competencies to be obtained. The service provider will use a standardized Worksite Agreement template (with the minimum required terms and conditions of Attachment A). Additionally, the service provider must provide documentation that the employer and participant received formal WEX training (e.g., orientation).

The purpose of the worksite agreement is to establish a formal training relationship with the 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 should be on file at the worksite and the provider should maintain all WEX documents and case notes in NCWorks Online.

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

Work Experience (WEX) Contract Requirements

- 1) Work Experience contracts require that the wages paid to participants be at least the prevailing entry wage for any specific occupation in the community.
- 2) The employer must comply with requirements of the Civil Rights Act with respect to equal opportunity in employment for the WEX position, as well as comply with all federal, state, and local laws.
- 3) The WIOA service provider must have Workers' Compensation Insurance coverage and make federal and state tax withholdings as required by law, as applicable. 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. (The North Carolina Workers' Compensation Act requires that all businesses that employ three or more employees, including those operating as corporations, sole proprietorships, limited liability companies, and partnerships, obtain Workers' Compensation Insurance or qualify as self-insured employers).
- 4) Conditions of employment and training will be in full accordance with all applicable federal, state, and local laws (including, not limited to, health and safety laws), and be appropriate and reasonable with regard to the type of work undertaken and the proficiency of the participant.
- 5) The employer must certify that the participant 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 WEX Worksite Agreement.
- 6) The WEX employer will agree to adhere to the local Mid-Carolina Workforce Development Board's grievance process if a complaint arises in connection with the WEX participant and/or the training.
- 7) WEX participants 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.
- 8) Participants may not enter a WEX position if a member of his/her family is engaged in an administrative capacity with the WEX employer, including a person with selection, hiring, placement, or supervision responsibilities for the WEX trainee.
- 9) The service provider 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.
- 10) A participant may not be trained under a WEX Worksite Agreement at a particular employer if:
 - a) Any other individual is on layoff from the same or substantially equivalent job.
 - b) 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 participant; or
 - c) The job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers.

All paperwork related to the work experience should be uploaded into the participant file in NCWorks, including the training plan and analysis, job description, worksite agreement, progress evaluation(s), timesheets, and proof of payment.

Work Week

Staff must consider appropriate work week hours if and/or when participants are attending school while working. For example, if a participant is attending secondary or post-secondary education it would be ideal to limit the number of work hours in order to not interfere with educational attainment. The specific number of hours the participant has been assigned will be indicated on the signed agreement. **No participant may work more than 40 hours in any week.**

The WIOA Staff will be responsible for tracking the participant's time to refrain from exceeding the approved contract hours as well as to keep the employer updated on the remaining hours of the participant's contractual agreement. This information should be documented in case notes in NCWorks.

MONITORING

In order for the Mid-Carolina Workforce Development Board to monitor the required hours and hourly rate as documented in the worksite agreement, the applicable NCWorks activity code (219/426) must be entered, and bi-weekly timesheets and subsequent payroll records must be uploaded in NCWorks. Applicable case notes are to be entered to include a record of hours worked to ensure the maximum contract hours (480) are not exceeded. All supporting documentation must be uploaded within 14 calendar days from the date of the action. Any exceptions must be documented in case notes.

Attachment A: WIOA Work Experience Agreement

Attachment B: WIOA Work Experience Trainee Evaluation

Creation Date

July 2022



MID-CAROLINA Workforce Innovation and Opportunity Act (WIOA) WORKFORCE & TALENT Work Experience (WEX) Agreement

This Agreement is made between	(WIOA Title I Mid-Carolina WDE
	(WIOA Work Experience Participant), and
	(WIOA Worksite) a
	business or organization to provide subsidized or
unsubsidized internship/work experience to eligib	le youth, adults, and/or dislocated workers participating
in the Mid-Carolina Workforce Development Bo	oard, Workforce Development Program, authorized and
funded under the Workforce Innovation and C	Opportunity Act (WIOA). Under this Agreement, the
participant will be provided a short-term work ex	perience which is valuable and meaningful for both the
participant and the organization/worksite.	
and in an occupational field or specific job in v	nt with each WIOA participant's capabilities and interests which he/she has minimal or no prior work experience as are expected to help individuals gain the skills and and obtain unsubsidized employment.
Term: This agreement will take effect on [date].	[date] and terminate no later than
Worksite Business Name and Address:	
	

The Worksite provides the following assurances:

- 1. There will be sufficient, meaningful work to keep WIOA participants fully occupied during work hours;
- 2. Work will be conducted in a safe work environment.
- 3. There will be adequate full-time supervision of each WIOA participant by qualified supervisors;
- 4. The Service Provider or Mid-Carolina WDB will obtain Worker's Compensation Insurance to cover all WIOA participants engaged in internship or work experience at a worksite;
- 5. The participating Worksite will notify WIOA Service Provider staff if difficulties arise which the Worksite supervisor and participant are unable to resolve. WIOA Service Provider staff will attempt to find a mutually satisfactory solution. The WIOA Service Provider staff and/or Worksite supervisor may recommend termination or transfer of the participant if the situation or problem is not resolved;
- 6. There will be adequate oversight and review of each participant's time and attendance;
- 7. There will be sufficient equipment and/or materials provided to carry out assignments;
- 8. This agreement will be maintained at the Worksite and available for review by federal, state, and WDB representatives;
- 9. All requirements and regulations governing the WIOA program will be upheld;
- 10. Worksite supervisors will adhere to existing state and federal labor standards;
- 11. 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;

- 12. 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;
- 13. <u>Equal Employment Opportunity and Nondiscrimination</u>: The Worksite assures 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;
- 14. The Service Provider will assume payroll responsibility.

Participant provides the following assurances:

- 1. Participant will report to work and be in place by the scheduled start time for each shift.
- 2. Participant is not eligible for unemployment insurance after completion of the Work Experience.
- 3. Participant must follow all company policies including:
 - a. Breaks and lunch periods
 - b. Dress code
 - c. Attendance expectations
 - d. Use of company equipment
 - 4. Participant will maintain contact with WEX staff as agreed upon.
 - 5. Participant will notify their case manager if difficulties arise which the worksite supervisor and participant are unable to resolve.

Work Activities

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

- (1) Accurate description of required duties and responsibilities.
- (2) Hourly wage for position;
- (3) The days and hours to be worked (not to exceed 40 hours per week).

If the WIOA participant's job duties at the Worksite change, the Worksite agrees to notify the WIOA Service Provider immediately so that this agreement may be modified.

Time and Attendance and Rate of Pay

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.

Monitoring

It is mutually understood and agreed that the WIOA Worksite may be monitored by the Mid-Carolina WDB, NCDWS, and/or the USDOL. The WIOA Service Provider will monitor the Worksite based on a planned schedule at least once during the term of this agreement. The Worksite supervisor will maintain current and accurate time and attendance records and will cooperate fully to provide staff with worksite information or records as required in a timely fashion.

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.

Authorized Signatures:		
Worksite Representative		
Print Name	Signature	Date
Print Title		
Worksite Supervisor		
Print Title		
Participant		
Print Name	Signature	Date
Parent/Legal Guardian (If Participant is un	der the age of 18)	
Print Name	Signature	Date
NCWorks Career Center Representative of	Service Provider	
Print Name	Signature	Date
Print Title		

Mid-Carolina Workforce Development Board
Work Experience Provider
Work Experience (WEX) Agreement

Section 1: General Information

Section 1. General information				
Please complete the following:				
Trainee Name:		Job Title:		
O*NET Code:	SVP Code:	Hourly Starting Wage:		Hourly Ending Wage:
		\$		\$
Maximum Training Hours:	Worksite Name:	Worksite Address:		
Trainee Supervisor:	Title:		Phone/Email:	
Employer Representative Name:	WIOA WEX Agency Representative:		WIOA WEX A Contact Info:	gency Representative
Pay Schedule: Weekly	Pay Day: Period Covered:		Ratio Of Traino	ees To Supervisor:



[Insert WEX Provider Name]

	Supervisor Name:		Company Name:	
ction 1: Evaluation				
Job Skills Objectives	Midpoint Evaluation of Skills	Midpoint Evaluation Date	Final Evaluation of Skills	Final Evaluation Date
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
ction 2: Authorized Signatures Midpoint Evaluation I hereby certify that the above information Employer Signature:	rmation is accurate. Date:		valuation y that the above information nature:	is accurate. Date:
Supervisor Signature:	Date:	Supervisor Sig	gnature:	Date:
		Trainee Signat		Date:



Policy Letter #11

TO: All Local Mid-Carolina Workforce Development Area Staff

Applicants Participants

Members of the General Public

FROM: Matthew Fowler, Director

SUBJECT: Nondiscrimination/Equal Opportunity Standards and Complaint

Procedures

The Mid-Carolina Workforce Development Local Area has adopted the policies and procedures that were issued by the North Carolina Department of Commerce, Division of Workforce Solutions (DWS) in Policy Statement Number CPS 10-2021, dated August 11, 2021.

All posters, bulletins and advertisements will include the following statements: "Equal Opportunity Employer/Program" and "Auxiliary aids and services are available upon request to individuals with disabilities"

Tamara Hodge has been designated as the Equal Opportunity Officer for the Mid-Carolina Workforce Development Local Area. She may be contacted at 6205 Raeford Road, Fayetteville, NC 28304 or (910) 323-4191, ext. 45.

The Workforce Innovation and Opportunity Act (WIOA) Nondiscrimination/ Equal Opportunity Standards and Complaint Procedures can be viewed at:

https://www.commerce.nc.gov/commission-policy-cps-10-2021-workforce-innovation-and-opportunity-act-wioa-nondiscriminationequal

Attachment A: Nondiscrimination Policy and Complaint Procedures

Creation Date

July 2022

Revised Date

April 2023



NONDISCRIMINATION POLICY AND COMPLAINT PROCEDURES

The Mid-Carolina Local Area's NCWorks Career Centers comply with the following: Section 3.7 of the Grant Administration Agreement; Section .0412 of Title 04, Chapter 20 North Carolina Administrative Code; the Workforce Innovation and Opportunity Act of 2014 (WIOA), including the Non-traditional Employment for Women Act of 1991; Section 403(a)(5)(J) and 408(d) of Title IV of the Social Security Act, as amended September 1997; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including, but not limited to 29 CFR Part 38.

It is the policy of the Mid-Carolina Local Area's NCWorks Career Centers to foster, maintain, and promote equal employment opportunities for its residents. The local area applies fair treatment of applicants, participants, and enrollees in all aspects of program administration. Discrimination against any person in recruitment, enrollment, retention, discipline, or any other aspect of program administration is prohibited. All training and services provided by the Mid-Carolina Local Area's NCWorks Career Centers are based on established guidelines and policies. All incidences of fraud, abuse, or other activity should be reported to Kiersten Powell, EO Officer, at 6205 Raeford Rd, Fayetteville, NC 28304.

Complaint Procedures

Any person who believes that he or she or any specific class of individuals has been or is being 1) excluded from participation in, 2) denied the benefits of, 3) subject to discrimination under, or 4) denied employment in the administration of or in connection with any WIOA Title I funded activity or program on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (included limited English proficiency), age, disability, political affiliation or belief, and for any beneficiaries only, citizenship or participation in the Workforce Innovation and Opportunity Act (WIOA), may file a written complaint. The person or a representative may file the complaint.

The complaint may be filed either with the Local Area or with the Director of the Civil Rights Center (CRC), US Department of Labor (USDOL). Any person who elects to file his or her complaint with the Mid-Carolina Local Area's NCWorks Career Centers must allow the Center 40 days to process the complaint and allow 50 days for the Division to receive and review the complaint, if applicable. A complaint filed based on the above grounds must be filed within 180 days of the alleged discrimination unless extended by the Director of CRC for good cause shown. Each complainant and respondent have the right to be represented by an attorney or other individual of his or her own choice.

Any person who believes that he/she has been or is being subjected to discrimination by a service

provider is advised to follow the procedures of the service provider (training facility, employer, or program operator). Issues may be resolved informally.

- 1. All complaints must be filed in writing, signed by the complainant or authorized representative, and include the following information:
 - a. The full name, address, and telephone/TTY number of the complainant (or specify another means of contacting him or her).
 - b. The full name and address of the person or agency against which the complaint is made.
 - c. A clear, concise statement of the act(s) is considered to be a violation.
 - d. Regarding a disability, a statement or supporting evidence that the complainant is disabled.
 - e. Other information that will help explain and/or resolve the complaint.

Complaints filed with the Local Area shall be mailed to:

Equal Opportunity Officer (EO) 6205 Raeford Rd Fayetteville, NC 28304

Complaints filed with the Director of the Civil Rights Center shall be mailed to:

Director of the Civil Rights Center (CRC) U.S. Department of Labor 200 Constitution Avenue, N.W., Room N-4123 Washington, DC 20210

- 2. Upon receipt of a written complaint, the EO Officer will attempt to resolve the issue informally by conducting an impartial investigation and meeting with the complainant and a representative of the facility or employer within 15 days.
- 3. If a resolution is not reached informally, the EO Officer will call a hearing before the Workforce Development Board Director within 30 days of filing the written complaint. Complaint hearing procedures will be provided to all parties at this time.
- 4. Complaint records and documentation will be kept in each contested case, including minutes of testimony, data submitted, findings, appeals, and final decisions.
- 5. Decisions must be made no later than 40 days of filing the complaint. If a complainant does not receive a decision at the local level within 40 days of filing the complaint or receives an unsatisfactory decision, the complainant has a right to request a review of the complaint by the Division of Workforce Solutions. Requests for such review should be submitted to:

Assistant Secretary NC Department of Commerce Division of Workforce Solutions 313 Chapanoke Road, Suite 120 4316 Mail Service Center Raleigh, NC 27699-4316 Attention: DWS WIOA EEO Officer

Such requests must be filed within 10 days of receipt of the adverse decision or 10 days from which the complainant should have received a decision, whichever is earlier. The Division will conduct a review of the complaint and issue a decision within 40 days from the date of receiving the review request. The Assistant Secretary for the Division may extend the 10 days if: 1) the NCWorks Career Center does not notify the complainant of his or her right to request a review by the Division, or 2) for other good cause shown. Under no circumstances shall the time limit be extended for more than 30 days. However, if an extension is not granted, the complainant may follow the procedures limited in number 6 below. The complainant has the burden of proving to the Division that the time limit should be extended.

6. Should the Division provide a decision unsatisfactory to the complainant or fail to provide one, the complainant may file a complaint with the Director of the Civil Rights Center of the U.S. Department of Labor (CRC); the address is listed above. Such requests must be submitted within 30 days of the Division's decision or 120 days from the date the complaint was initially filed at the local level, whichever is earlier.

I hereby acknowledge that I have read or been read the above information and have been provided a copy of this document. Additionally, a copy will be placed in my NCWorks profile.

Printed Name	Date
Signature	Witness Signature

7/2022



Policy Letter #12

TO: All Staff and OJT Contractors

FROM: Matthew Fowler, Director

SUBJECT: On-the-Job Training Policy

PURPOSE

On-the-Job Training (OJT) is one of the allowable program activities authorized by the Workforce Innovation and Opportunity Act (WIOA). WIOA provides that in addition to using Individual Training Accounts, training may be provided to Adults, Dislocated Workers, and Youth through contracted On-the-Job Training (OJT).

OJT is conducted by a private or public sector employer. It occurs while an individual is engaged in productive work, learning the skills and information necessary for full and adequate performance on the job. WIOA defines OJT as training at an employer that is provided to a paid participant while engaged in productive work in a job that:

- 1. Provides knowledge or skills essential to the full and adequate performance of the job:
- 2. Provides reimbursement to the employer of up to 75 percent of the wage rate of the participant, except as provided in section 134(C)(3)(H), for the extraordinary costs of providing the training and additional supervision related to the training; and
- 3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

The NCWorks Career Center operates On-the-Job Training (OJT) services through its contractor for the Young Adult, Adult, and Dislocated Worker Programs.

POLICY

The NCWorks Career Center incorporates the policies, procedures, and contract forms issued by the North Carolina Department of Commerce, Division of Workforce Solutions (DWS) in OG 22-2021, Change 1 (dated January 6, 2022). The Policy Statement can be viewed at OG 22 2021 Change 1 On the Job Training Using Workforce... | NC Commerce.

On-the-Job Training (OJT) is limited contracts to the time required for the employee to become proficient in his/her job, and *not to exceed six months*. Listed below, the Local Workforce Development Board Policies has addressed the nine elements of OJT as mentioned in OG 22-2021, Change 1:

Section I: WIOA OJT Contract Elements

1. Outreach and recruitment of OJT participants

The outreach and recruitment of OJT participants is the responsibility of all Career Center staff as they work with various partnering agencies. In addition, Career Center staff who work with businesses will work to identify potential participants with those respective businesses and industry sectors. Partner agencies can be but are not limited to Vocational Rehab, Department of Social Services, Community Colleges, Public Schools, Economic Development Organizations, Chambers of Commerce, and Faith-based Organizations.

2. Skills gap analysis and Training Plan development

A Skills Gap Analysis will be completed on each potential OJT participant. The gap in required skills is the basis of the Training Plan and is used to determine the length of the OJT training period. There are several assessment tools available that may be used to conduct a skill gap analysis and provide adequate documentation of the process used to develop the Training Plan. Please see Section VII: OJT Contract Length for additional information.

3. Employer marketing strategies

The OJT Program will be marketed to potential employers through visits made by the Business Services Representative and/or local Career Center staff. Additional advertising will be done through social media sites, flyers and brochures, telephone, and email contacts as well as through partnering agencies. Staff will discuss the "value add" and benefits of the OJT program to the employer.

4. Reverse referral policy

When an employer identifies a potential candidate for employment who lacks the skills the employer requires upfront and needs OJT, they must refer the individual to the Career Center for WIOA and OJT eligibility documentation. This must be done prior to the hiring selection or extending an offer of employment.

5. OJT supportive services policy

Supportive services will be provided to all participants who demonstrate a need for assistance. Supportive services will be made available based on funding and cover such items as transportation, emergency assistance, and occupational uniforms and/or equipment. Other requests will be considered on a case-by-case basis and will be based on need and funding assistance.

6. OJT contract development

Please refer to Section II: Employer Guidelines/OJT Contract Development for specific details on how an OJT is developed and the requirements placed on the employer.

7. Coordination of case management and business services functions

Case Management will be the responsibility of the WIOA Career Adviser. The Career Adviser will have monthly contact with the participant and document through a case note in NCWorks. This will ensure the participant stays on track during training and any subsequent OJT contract.

8. Reimbursement policy and invoicing process

Please refer to Section IV: Method of Payment to Employer.

9. Financial and programmatic monitoring

Financial and Program Monitoring will be conducted by Mid-Carolina (MCWDB)WDB Staff and will be conducted during the review of monthly invoices along with scheduled monitoring visits throughout the program year. Additionally, formal reviews will take place at least once during each OJT contract duration.

Section II: Employer Guidelines/OJT Contract Development

No participant who is to be hired into a training position under an OJT contract may be employed prior to the date the contract is scheduled to be signed. The effective date of the contract shall be negotiated between the contractor and the employer and shall be based upon the needs of the participant(s) to start to work and the time needed for processing the contract (checking corporate status, typing forms, mailing, &, etc.). The employer must also be made aware of the fact that no reimbursement will be paid for any training costs incurred prior to the effective date of an approved contract.

Orientation will be provided to each WIOA OJT participant by a designated staff person. Each participant, as a minimum, will be acquainted with job factors (wage rate, fringe benefits, numbers of hours expected to work or attend training, and place of employment), supportive services available, grievance procedures, and civil rights. Special orientation to the "world of work" may be provided by service provider staff or by the employer. The orientation is not covered as part of the OJT contract training activities.

The WIOA OJT contract must be conducted by the employer at the worksite indicated on the contract. The following list provides restrictions and conditions for determining an employer's eligibility for WIOA/OJT funding.

- a. The employer has a bona fide job vacancy and/or can give a specific date for an expansion of the workforce to meet needs to increase productivity.
- b. The employer agrees to retain the participant in employment upon successful completion of training.
- c. It is intended that OJT assistance be available only to those employers who generally provide year-round employment.
- d. The employer must not violate local, state, or federal labor laws, which includes taxes.
- e. The employer must be in compliance with Section 181(b)(2) and 20 CFR667.270 of the Act which prohibits the replacement or displacement of regular employees for the sole purpose of filling those vacancies with participants whose wages are subsidized under the ACT.
- f. The employer has not previously abused or misused federally funded OJT programs as a means of subsidizing his payroll and/or by his failure to operate such programs in compliance with applicable contract rules and regulations

unless corrective action has been initiated and approved by the LA/Substate Grantee.

- g. Per Section 663.700 of the WIOA Act, subsequent training contracts will not be entered into with employers who have received payments under previous contracts and have exhibited a pattern of failing to provide continued long-term employment as regular employees with wages and employment benefits (including health benefits) and working conditions the same level and extent as other employees working similar lengths of time and the same type of work.
- h. OJT contracts will not be entered into with employment agencies or employee leasing agencies for staff the leasing contractor provides to perform specific job functions for another employer.
- i. All OJT employers must be registered or licensed (as appropriate) to do business in the State of North Carolina and in good standing with applicable North Carolina Statutes.

Section III: Working Conditions and Labor Laws

WIOA OJT employees are subject to the same personnel rules, working conditions and benefits as regular employees hired by the employer. It is the responsibility of the person who negotiates the OJT contract to determine that the participants will be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work and that all employer and occupational eligibility requirements are met. If the participants will not be covered by the required benefits, a contract cannot be written or approved.

- a. Worker's Compensation: Participants must be covered by Worker's Compensation insurance. The person who negotiates the contract must verify that the employer provides Worker's Compensation for present employees. If the employer does not have this coverage or an equivalent coverage a contract cannot be negotiated.
- b. Fringe Benefits: Participants shall be afforded the same benefits, at the same level, as other regular employees working a similar length of time and doing the same type of work. This means that if other new employees are considered for salary increases after 30 days, the OJT employee/trainee shall also be considered for a raise using the same evaluation process and the same increase schedule. However, the OJT reimbursement rate will remain the OJT contracted hourly rate.

OJT employees shall also be afforded all paid leave and paid holidays as other employees in accordance with the personnel rules covering regular employees but all fringe benefits shall be a cost to the employer and shall not be included in the OJT cost reimbursement. The person who negotiates the contract must determine that the OJT employee(s) are provided all benefits afforded to other regular, newly hired employees of the same employer.

c. Grievance Procedures: If the employer has established grievance procedures for resolving employee complaints, the OJT employees must be made aware of, and subject to, these procedures. The employer must agree to abide by the Local Area's grievance procedures for resolving grievances and complaints from the OJT participant.

Section IV: Method of Payment to Employer

Employers may be reimbursed for the wage rate of an OJT participant. OJT payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and potentially lower productivity of the participants while in the OJT. Employers are not required to document such extraordinary costs. The wages of incumbent employees during their participation in the OJT is not allowed as an expense under WIOA Title I. Payment will be released upon completion of the training hours and submission of the OJT payment voucher with all required documentation should be submitted to the Contractor ("Fiscal"). Employers are required to submit monthly invoices along with timesheets and pay stubs/pay register to the WIOA Service Provider. The monthly invoices will cover the previous pay periods corresponding to the invoice submitted. Employers are required to submit monthly invoices within 10 days of the Invoice End Date. The WIOA Service Provider will provide the employer with assistance in completing the first invoice at the 30-day Evaluation and will assist thereafter as needed.

Reimbursement is limited to time worked for which wages are paid under each training objective listed on the participant's Training Plan. Employers will not be reimbursed for time paid to trainees for: sick leave, vacation time, holidays, personal leave, military leave, and other paid leave, as these days are not considered days in training. Employers who pay trainees for travel time cannot be reimbursed travel time, as a trainee is not performing work documented on a training plan. Employers may be reimbursed for overtime wages, provided the work is consistent with the participant's Training Plan. Overtime wages are paid at the established reimbursement rate, not the actual overtime rate paid the participant. Original contract end dates can be modified to allow for employer closings. However, the end date cannot exceed six calendar months.

The reimbursement incentive varies depending on the size of the company:

- Up to 50 percent for employers with 251 or more employees; or
- Up to 75 percent for employers with 250 employers or fewer employees.

Section V: Recordkeeping Requirements

Employers must retain records for a period of three (3) years to substantiate all claims for reimbursement. Records required to substantiate training enrollments and progress, as well as extraordinary costs, generally are left to the discretion of the employers; however, the Training Plan has been developed to assist employers in substantiating extraordinary costs. The Training Plan is actually the means by which the employer verifies that the training is being or has been provided and the training participant has or has not attained the skill(s) outlined in the plan.

All participant records and eligibility documentation, along with the following OJT paperwork, will be scanned into the participant's electronic file through NCWorks.

- a. Pre-Award Analysis
- b. Skills Gap Analysis Worksheet which also includes an employer job description and participant resume

- c. Employer Agreement
- d. Training Plan
- e. OJT Monthly Invoices which also includes timesheets and pay stubs/pay register
- f. Trainee Evaluation (30-day, mid-point, and final)
- g. Contract Modifications
- h. All correspondence relating to the contract
- 1. Any Local Area Forms (if/when applicable)

The original OJT package (Pre-Award, Skills Gap and supporting documentation, Employer Agreement and Training Plan) will be maintained in the participant's file through the NCWorks Online System. All supporting documentation must be uploaded within 14 calendar days from the date of the action. Any exceptions must be documented in case notes.

Section VI: Participant Eligibility and Requirements

An eligible participant is someone who has the aptitude and interest to succeed in a given occupation, is a North Carolina resident and meets WIOA eligibility criteria. The eligible participant, if referred by the employer, will be required to meet WIOA eligibility guidelines and follow all program requirements before placement in an OJT can occur. If the individual is referred to WIOA from the employer (reverse referral), the final hiring selection cannot be complete, and no offer of employment can be made until eligibility is determined. An offer can be extended after the Pre-Award Analysis Form and the OJT Employer Agreement has been signed by all parties. The trainee becomes an employee of the company once the OJT Training Plan is signed by all parties.

No individual (new hire or incumbent) can be in an OJT if a member of his/her family is engaged in an "administrative" capacity with the OJT employer; including the individual who would be supervising the OJT trainee or anyone responsible for the selection, hiring, or placement of trainees.

Section VII: OJT Contract Length

In determining the appropriate length of the OJT contract, Specific Vocational Preparation (SVP) codes are used to calculate the maximum length of time allowed. The Specific Vocational Preparation (SVP) data found in the database for the respective occupation will be used and adjusted to determine the length of training necessary to acquire the needed skills. Occupation-specific SVP codes can be found at onetonline.org.

SVP CODE	Maximum Training Hours
2	160
3	320
4	480
5	640
6	800
7	960
8	1040

9	Director's Approval
---	---------------------

The unit of measure for OJT is based on the number of hours in training over a fixed calendar period. The maximum number of hours for an OJT must not exceed 1,040 hours (six months).

Length of training time will be negotiated based on factors such as a specific individual's need for additional training time and/or reduction in training time to reflect the individual participant's pre-existing skills. The participant's Individual Employment Plan (IEP) and the training plan inclusive of a documented skills gap analysis will detail the basis for the training time (contract length) necessary for the participant to become proficient in the occupation for which OJT training is provided.

Section VIII: Trainee/Participant Skill Evaluations

WIOA Career Advisors are required to do Skill Evaluations at 30 days after the contract begins, at the mid-point of the contract, and the conclusion. These evaluations provide the employer, the participant, and the Career Advisor the opportunity to review the Training Plan and ensure the participant is progressing. If modifications need to be made, they are noted on the Evaluation Form and the OJT Training Plan will be modified.

In addition, Career Advisors will monitor, using the OJT Monitoring tool, at least once during the OJT contract period. The completed OJT Monitoring Tool will be uploaded into the participant's NCWorks file. Career Advisors will document the trainee's progress monthly in a case note.

Section IX: OJT Contract Modification and/or Termination

The OJT contract may be modified or terminated by the WIOA Service Provider, or the employer, by mutual consent, if it is determined that such modification or termination is in the best interest of the program participant and the employer. The Service Provider will use the Local Area Employer Agreement form to document the modification or termination. Modifications requested by an employer shall be evaluated by the WIOA Service Provider who may approve or disapprove the modification. Modifications are to be documented and signed in Section 4 of the Employer Agreement and the OJT Training Plan.

Section X: Forms

The following forms are used with OJT contracts:

Attachment A: MCWDB Pre-Award Analysis

Attachment B: MCWDB Employer Agreement

Attachment C: MCWDB Training Plan

Attachment D: MCWDB Training Evaluation

Creation Date

July 2022



NCWorks Career Center
[Insert Service Provider Name Here]
On-the-Job Training (OJT) Contract: Pre-Award Analysis

Section 1: Employer Information

Com	olete th	e foll	owing Employer Inform	ation		
СОМРА	NY NAME	:				FEIN#:
CONTAC	CT PERSON	N:			TITLE:	
COMPA	NY ADDRE	ESS:				
PHONE:				FAX:	EMAIL:	
	ORGANIZ		PRIVATE NON-PROFIT	PUBLIC		
	NY NAICS			# OF CURRENT EMPLOYEES IN THIS LOCATION:	YEARS IN EXISTENCE:	
Secti YES	on 2:		riteria for OJT E bloyer Requirements	mployers		
		1)	Does the employer agre	ee to ensure that the OJT w	vill not result in the re	placement of laid off workers?
	2) Does the employer ensure that the company has not exhibited a pattern of failing to provide OJ trainees with continued long-term employment?			ttern of failing to provide OJT		
$\overline{\Box}$		4)	Does the employer agree to ensure that the OIT will not result in the full or partial displacement of			

currently employed workers nor will it infringe on promotional opportunities of current workers?

		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?				
		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 v	wage (Fair Labor Standards Act), and			
		b) other employees in the same occupa	ation with similar experience?			
		 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: 				
		8) Does the employer agree to ensure that for services or collective bargaining agre	-	t of existing contracts		
		9) Does the employer agree to ensure that OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing?				
		10) Does the employer agree to ensure that WIOA funds will not be used to relocate operations in whole or in part?				
		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)?				
		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.						
EMPLO	YER SIGN	ATURE:	TITLE:	DATE:		
WIOA (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 					
	2. Will an OJT Contract (Employer Agreement) be developed? YES NO If not, please explain.					

Operational Guidance: OG 22-2021 Pre-Award Analysis Attachment B Page 2 of 2



NCWorks Career Center

[Insert Service Provider Name Here] On-the-Job Training (OJT) Contract: Employer Agreement

Section 1: Contact Information

Complete the following Employer Information					
WIOA OJT AGENCY:	WIOA OJT AG	GENCY REPRESENTATIVE:	PHONE NUMBE/ EMAIL ADDRESS:		
COMPANY NAME:			STATE ACTIVITIES FUNDS		
			FORMULA FUNDS		
			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, her	einafter called the Workforce Innovation and
Opportunity Act (WIOA) OJT Agency, and, herein	after 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

the information is, to the best of my know		n this contract. I hereby certify that
EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
Section 4: Contract Agreement Modif	ication, if applicable	
Contract Agreement terms modified:	_	
Reason for modification or cancellation: _		
I hereby certify that I agree to the contro	ict agreement modificatio	on(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.
- 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 or otherwise have a financial or personal interest. Contracts may not be permitted where WDB members have certain ownership or other interests in the firm. Please refer to NCGS 14-234(al)(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

- The OJT training occupation must not be seasonal, intermittent, or temporary.
- The occupation must not involve payment in the form of a commission as the primary source of payment to the OJT employee.
- 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.
- 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).



	_ NCWorks Career Center
[Insert Service Provider Nan	ne Here]
On-the-Job Training (OJT) Contract	t: Training Plan

Section 1: General Information

Please complete the following	ng:					
TRAINEE NAME:				JOB T	ITLE:	
O*NET CODE:		SVP CO	DDE:	HOURLY \$	STARTING WAGE:	HOURLY ENDING WAGE:
REIMBURSEMENT PERCENTAGE:	REIMBURSEMENT	DATE.	MAXIMUM TRAINING HOURS:		MAXIMUM REIMBURSA	DIE ANACHINIT.
REINIBURSEINIENT PERCENTAGE:	REIIVIBURSEIVIENT	KATE:	IVIAXIIVIUIVI TRAINING HOURS:		IVIAXIIVIUIVI REIIVIBURSA	BLE AMOUNT:
%	\$				\$	
COMPANY NAME:		COMP	ANY ADDRESS:			
TRAINEE SUPERVISOR:		TITLE: PHONE/8		PHONE/EMAIL:		
EMPLOYER REPRESENTATIVE NAM	E:	WIOA OJT AGENCY REPRESENTATIVE: WIOA OJT AGENCY REPRESENTATIVE: INFO:		Y REPRESENTATIVE CONTACT		
· — · -]	PAY DAY: PERIOD COVERED:		RATIO OF TRAINEE	S TO SUPERVISOR:	
BENEFITS AVAILABLE (list):						

Operational Guidance: OG 22-2021

Training Plan Attachment D Page 1 of 6

Section 2: Training Outline

List in the chart below the skills needed to become proficient in the position. *Note: the standard training hours are determined through the use of Specific Vocational Preparation (SVP) codes while the actual anticipated training hours are determined after careful analysis of the trainee's current skills and work history.* Please list the standard and anticipated hours required for each skill, as well as the estimated start and end dates. The midpoint and final evaluations will address all listed skills objectives. Attach an official job description to the completed contract.

JOB SKILLS NEEDED	STANDARD TRAINING HOURS	ANTICIPATED TRAINING HOURS	ESTIMATED START DATE	ESTIMATED END DATE

Operational Guidance: OG 22-2021

Section 2: Training Outline (continued, if applicable)

JOB SKILLS NEEDED	STANDARD TRAINING HOURS	ANTICIPATED TRAINING HOURS	ESTIMATED START DATE	ESTIMATED END DATE

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.



NCWorks Career Cente
[Insert Service Provider Name Here]

On-the-Job Training (OJT) Contract: Trainee Evaluation

Trainee Name:	Supervisor Name:	Company Name:
	<u> </u>	

Section 1: Evaluation

Section 1. Evaluation				
JOB SKILLS OBJECTIVES	MIDPOINT EVALUATION OF SKILLS	MIDPOINT EVALUATION DATE	FINAL EVALUATION OF SKILLS	FINAL EVALUATION DATE
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	
	Mastered objective Satisfactory progress Unsatisfactory progress		Mastered objective Satisfactory progress Unsatisfactory progress	

Section 2: Authorized Signatures

Midpoint Evaluation

I hereby certify that the above information is accurate. EMPLOYER SIGNATURE: DATE: SUPERVISOR SIGNATURE: DATE: TRAINEE SIGNATURE: DATE:

Final Evaluation

I hereby certify that the above information is accurate.					
EMPLOYER SIGNATURE:	DATE:				
SUPERVISOR SIGNATURE:	DATE:				
TRAINEE SIGNATURE:	DATE:				

Having satisfied the requirements of the training plan, employment continues on an unsubsidized basis. YES \square NO \square *If no, please explain in Section 3.

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



Policy Letter #13

TO: All Staff

FROM: Matthew Fowler, Director

SUBJECT: Supportive Services, Needs-Related Payments, and Finish Line

Grants (FLG)

PURPOSE

The purpose of this policy is to provide Workforce Innovation and Opportunity Act (WIOA) standards and guidelines related to Supportive Services, to include Needs-Related Payments, emergency funding, and Finish Line Grant funds. Please read this policy thoroughly in order to determine the most appropriate source of supportive service that will meet the participant's needs and the procedures for providing assistance. Reference Operational Guidance OG 18-2021.

BACKGROUND AND DEFINITION

WIOA defines supportive services in Sec. 3(59) as 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. Supportive Services for Adults and Dislocated Workers are further referenced in WIOA Secs. 134(d)(2), (3) and 20 CFR 689.900 through 689.970 and for WIOA eligible Youth in Sec. 129(c)(2)(G) and are governed by 20 CFR 681.570 through 681.580.

To receive supportive services, WIOA participant must be receiving staff assisted career services and participating in employment and/or training activities. There must be a direct connection between the supportive services offered and the activity in which the participant is participating. Youth may also receive supportive services while in follow-up services (20 CFR 681.580). The supportive services provided must be allowable, reasonable, and not otherwise available to the participant.

Select supportive services such as transportation (other than mileage reimbursement and bus passes), childcare, dependent care, and housing are considered as needs-related payments, are only available to out-of-school young adults, adults, and dislocated workers who are enrolled in training and intended for participants who demonstrate a dire need and have exhausted all other means of support. Approval of such services require written authorization of the Mid-Carolina WDB Director and verification of received/denied services from partner agencies. All documentation must be uploaded into the participant's file in the NCWorks system.

Services such as books and training supplies, educational testing, fees for applications, test and certifications, medical and counseling services, work attire/related cost, workplace

accommodations, and transportation assistance (i.e., mileage reimbursement, bus pass), do not require pre-approval from the local board.

To be eligible for Needs-Related Payments:

Out-of-School Young Adults (ages 18-24) and Adults must:

- a) Be unemployed;
- b) Not qualify for, or have ceased qualifying for, unemployment compensation; and
- c) Be enrolled in a program of training services under WIOA sec. 134(c)(3).

Dislocated Workers must:

- a) Be unemployed, and:
 - (1) Have ceased to qualify for unemployment compensation or trade readjustment allowance under TAA; and
 - (2) Be enrolled in a program of training services under WIOA sec. 134(c)(3); or
- b) Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA and be enrolled in a program of training services under WIOA sec. 134(c) (3).

Supportive Services are not entitlements and must be supported by the demonstration of financial need, which means that although a participant may be eligible for supportive services, they do not have an unrestricted right to such services. Funds used for supportive services should be utilized in a manner that avoids duplication of services and must be leveraged with all other resources, including funding from private, community, and faith-based organizations. All supportive services should be considered individually as a unique request, based on individual participant need. All supportive services must be documented in the Individual Employment Plan (IEP)/Individual Service Strategy (ISS), Objective Assessment, and NCWorks case notes.

PROCEDURE

Coordination of resources must be documented in the Individual Employment Plan (IEP) or Individual Service Strategy (ISS). The documentation should address:

- o Supportive Services needs and justification
- o Coordination process used and the outcomes
- o Referrals provided
- o Length of time Supportive Services is anticipated to be needed

All supportive services may be administered in-person or virtually. When administering supportive services virtually, special emphasis on employing additional strategies to eliminate the possibility of fraud must be implemented and documented.

SUPPORTIVE SERVICES

Supportive Services may only be provided to participants when it is necessary to enable individuals to participate in services tied to a specific training. Such needs are to be identified through the assessment process and outlined in the Individual Employment Plan/Individual Service Strategy.

Supportive service are payments made on behalf of eligible participants as required to support the individual's employment plan.

The participant's eligibility related to the service must be documented in the case notes. This justifies the recommendation from the career advisor/program manager. The program manager is responsible for reviewing and approving the voucher, and to ensure all required documents are completed and legible before being uploaded to the NCWorks system.

A. Books and Supplies for Training

Funding utilized to assist a participant attending WIOA approved postsecondary education classes with books, fees (e.g., matriculation, background check, finger printing, etc.), school supplies and other necessary items related to their education.

B. Educational Testing

Funds may be utilized to assist a participant with the cost of an exam or educational test to enable them to advance along a career or educational pathway (e.g., ACT exams, high school equivalency exams, NCLEX exam, and LPN exams, etc.).

C. Fees for Applications, Tests, and Certifications

Funds may be utilized to assist a participant with the cost of an application, exam or educational test to enable them to advance along a career or educational pathway (e.g., fees for postsecondary applications, re-licensing, drivers' license, background checks finger printing, etc.).

D. Medical and Counseling Services

Participants in need of medical or counseling services should be referred to other community medical resources if applicable. The career advisor must ensure WIOA Title I funds are not duplicated medical assistance from another source. Supportive service funds may be utilized to assist a participant with the cost of DOT physicals, drug screens, required immunizations, dental, ophthalmologist, drug and alcohol, mental health and behavioral counseling.

E. Work Attire and Related Costs

Funding utilized to assist a WIOA participant in proper attire for obtaining or maintaining employment, inclusive of tools.

F. Workplace accommodations

Funds may be utilized to assist a participant who needs workplace accommodations to enable them to participate in employment, training, education, work experience, job service office services or job screening. *WIOA Title I funds must not duplicate funds provided* by another source. A referral to Vocational Rehabilitation may be appropriate and should be documented in case notes.

G. Transportation Assistance

Transportation assistance may be provided to participants who are engaged in career services or training activities and their income meets the Lower Living Standard Income Level which is determined during the completion of the WIOA application.

Bus Pass Assistance may be provided to assist the participant to get to employment, training, education, work experience, job service, job search or other places that support WIOA activities in the Employment Plan.

Mileage determination (distance) of the amount allowable for WIOA assistance is determined based from the participant's home to their destination and back (roundtrip), which is confirmed by http://www.mapquest.com; this documentation must be included with the voucher for review and approval by the service provider.

- Mileage reimbursement rate for participants is \$.30 per mile up to 35 miles per day for round trip travel from home to the assigned training facility. Mileage reimbursement for driving to and from a training facility is limited to one trip per day to the same training facility.
- The Bi-Weekly Attendance Form (attachment A) must be submitted to the Career Advisor in accordance with the Bi-weekly Payroll schedule. The training institution(s) are responsible for certifying the daily time and attendance records of each participant. Periods of absences must be noted on the Bi-Weekly Attendance Form. Participants will not be paid for any absences as the payments are designed to assist them only for the days, they attend training.
- Participants enrolled in on-the-job training and work experience are allowed to receive transportation assistance until the participant receives his/her first paycheck.
- In the event the participant does not have his or her own transportation, a monthly bus pass may be issued while the participant is enrolled in a training activity. A bus pass can also be issued to a work experience participant until he/she receives their first paycheck.

CHILD CARE/DEPENDENT CARE ASSISTANCE

- Child/Dependent care assistance may be provided to participants who are attending school full time and are enrolled in WIOA activities.
- Child/Dependent care assistance will be at a rate that is considered usual, reasonable and customary with this geographical area and will be paid directly to the provider.
- Child/Dependent care assistance will be provided only for the days the participant is
 participating in a WIOA activity. Payments for childcare may be required by the Day Care
 Provider to maintain space for the child even when the child is not in attendance; if this is the
 policy of the childcare provider, verification for such policy must be included in the supportive
 services request.
- Career Center staff will maintain adequate documentation to support child/dependent care costs. The participant will be responsible for any late fees.
- Career Center staff is required to contact the Department of Social Services to prevent duplication of services. A detailed response should be case noted in NCWorks.
- A written request must be submitted to the Mid-Carolina WDB Director. The request should include the following documentation: participant's name, dependent's name and relationship to WIOA participant, and training program. Approval will be contingent on the availability of funds and as has been deemed necessary by the Mid-Carolina WDB Director. Written approval must be uploaded into NCWorks.
- Reference Day Care Procedures (attachment B).

NEEDS-RELATED PAYMENTS/EMERGENCY ASSISTANCE

The level of supportive services considered as needs-related payments will be determined based on the participant's need and determined by the dollar amount established by the Mid-Carolina WDB Director of the Career Center based on each individual case. Before providing needs-related payment supportive services to participants, they should be referred to related agencies and attempt to obtain services prior to being assessed by the Career Advisor for supportive services with the use of WIOA funds.

If a participant is denied assistance from a partner agency, documentation must be provided in one of three forms:

- 1. Faxed copy on agency letterhead
- 2. E-mail from agency
- 3. Self-attestation *

*In addition to the self-attestation form additional documentation in the form of items 1 or 2 listed above must be provided within 14 business days. If the documentation is not provided within the required time frame, the reason should be case noted by the career advisor.

- Participants may be provided with short-term supportive services payment during emergencies related to housing, temporary shelter, car repairs, and one-time utility payments, etc.
- Career Center Staff will assist the participant in contacting the appropriate community agencies
 for assistance. Assistance will only be granted when all other resources have been exhausted
 or no longer available. There must be a documented need that the individual cannot continue
 in training without a Needs-Related Payment and that all other services have been exhausted.
- Career Center staff will maintain adequate documentation to support the emergency. This may
 include copies of eviction notice, utility bills, proof of ownership of the vehicle, etc. These
 documents must be uploaded into the participant's NCWorks file with a detailed case note.
- Payment or reimbursement of costs for penalties, court costs, and other related criminal fees are not allowable WIOA costs and are the sole responsibility of the participant.

The participant must provide applicable documentation related to the cost of the request (e.g., bills, three written estimates for repairs, etc.). Individual exceptions may be approved by the Director. All approvals are contingent on funding availability.

Determination of Needs-Related Payment:

- 1. Career Advisor is to discuss all options with the participant regarding obtaining financial assistance from family members, friends, other community organizations, etc. before seeking assistance from the NCWorks Career Center.
- 2. Career Advisor is to contact Mid-Carolina WDB staff by email to see if Emergency/Needs-Related Payments funds are available.
- 3. Career Advisor is to compute family income from all sources for the previous full calendar month using the Resource Worksheet (attachment C). If the Career Advisor determines that the last month's income does not accurately reflect the participant's needs, due to exceptional family circumstances, thorough justification must be

- documented on the Resource Worksheet showing the income calculation. This form must be signed and dated by both the participant and the Career Advisor.
- 4. Career Advisor must verify and document eligibility for Needs-Related Payment via the Needs-Related Payment Support Analysis Form (attachment D).
- 5. A written request must be submitted to the Performance Analyst. The request should include the following documentation: participant's name, proof of the emergency assistance being requested (must be in participant's name), and all applicable information related to the request, including the Resource Worksheet and Needs-Related Payment Support Analysis Form. Approval will be contingent on the availability of funds.

FINISH LINE GRANT

Contingent on funding availability, NC community college students that encounter unforeseen challenges that hinder their ability to complete their coursework and training may be eligible for a Finish Line Grant up to \$1,000 per semester.

Students must:

- Be enrolled and in good standing;
- Have completed 50% of their degree or credential; and,
- A temporary financial emergency.

Students may request Finish Line Grant funds through the Financial Aid office of their respective NC Community College (e.g., Central Carolina Community College, Fayetteville Technical Community College, Sampson Community College) via the Finish Line Grant application form (attachment E). A representative of the Financial Aid office will verify and attach supporting documentation that the student is currently enrolled, in good academic standing (2.0 minimum GPA), and has completed 50% of their degree or credential program and submit the information to the NCWorks Career Center representative.

FLG applicants determined to be eligible for services are to be enrolled in NCWorks accordingly. Additionally, for FLG participants, Career Advisors must:

- Create a new FLG Activity Code for each instance (including recurring students);
- Create a new 202 Activity Code for each instance (including recurring students), in addition to a case note:
- Continue to provide case management until the student has completed his/her program; and
- Follow-up with the student once he/she has exited NCWorks to assist on the path to unsubsidized employment.

In all situations, the Career Advisor should ensure that Finish Line Grant funds are not duplicated by another resource. The Career Advisor must complete all WIOA requirements and clearly document the emergent need in case notes. Examples of allowable expenditures for Finish Line Grants include:

• Transportation – transportation assistance may be provided to assist the student to get to the community college or other places that support WIOA activities. Examples are bus passes and gasoline assistance.

- Auto repairs auto repairs 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. It should be taken into consideration if public transportation would be a more feasible option for the participants, and if so, Finish Line Grant funds may not be required.
- Child Care childcare assistance for dependent 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 in order to verify the ages of the children and their relationship to the student. Payments for childcare may be required by the provider to maintain space for the child even when the child is not in attendance; if this the policy of the childcare provider, verification for such policy must be included in the Finish Line Grant request.
- 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.
- Housing Assistance housing assistance provided to students allows the student 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.
- 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. 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 (to include internet service), including water, gas, and electric bills.
- Referrals to Health Care referrals include DOT physicals, drug screens, required immunizations, dental, ophthalmologist, drug and alcohol counseling, mental health counseling, behavioral counseling, etc. and must be directly for the student (not dependents). Students in need of medical or counseling services should be referred to other community medical resources if applicable.
- Assistance with Books and School Supplies Finish Line Grant funds may be utilized to assist a student attending an approved education class 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. 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.

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 start-up costs.

PAYMENTS

The WIOA service provider may be reimbursed for supportive service payments and invoices upon compliance with the following requirements:

- The WIOA service provider must ensure that WIOA participants are enrolled and actively
 participating in an allowable WIOA activity for which support payments have been
 appropriated.
- The WIOA service provider must document coordination with other agencies to eliminate duplication of services and all documentation must be completed prior to utilizing WIOA funds (e.g., Supportive Services, Needs-Related Payments, Finish Line Grant funds).
- The WIOA service provider must provide proper documentation of any supportive service payments to be submitted to the local area.
- The participant must meet the requirements of the applicable supportive service. The WIOA service provider will secure the participant's attendance sheets, grades, and all other applicable documentation.
- The WIOA service provider will ensure student emergency requests (e.g., Finish Line Grant) are evaluated and fulfilled within 72 hours of receipt of the completed application and acceptable required documentation.
- All emergency assistance payments using Finish Line Grant funds are to be paid directly to the vendor and not to the participant.
- Reimbursement for supportive service payments and invoices are to be submitted monthly to the local area.

PREVENTION OF FRAUD

- The Career Advisor is to verify and document that the participant is not receiving unemployment insurance compensation, TRA, and Needs-Related Payments. Participants cannot receive UI, TAA, TRA, and Needs-Related Payments at the same time.
- The Career Advisor will verify training participation before submission of request.
- The Career Advisor will upload all applicable documentation related to the request into the participant's NCWorks profile and enter applicable case notes.
- In the event of fraud, all WIOA funds obtained from the date of fraud will be subject to collection from appropriate sources and may result in disallowed costs.

TERMINATION OF SUPPORTIVE SERVICES

- Participant indicates he/she is no longer in need of assistance.
- Participant has exited from training.
- Participant forges signatures or intentionally misrepresents activities he/she participated in.
- Participant becomes eligible for assistance from another agency.
- Participant fails to submit timesheets or other required documents required by their Career Services Manager.

RIGHT TO REDUCE OR ELIMINATE SUPPORTIVE SERVICES

The Mid-Carolina Workforce Development Board reserves the right to reduce or eliminate WIOA-funded supportive services in the event funding is reduced or other budgetary constraints exist.

Attachments:

- A. Bi-Weekly Attendance Form
- B. Day Care Procedures
- C. Resource Worksheet
- D. Needs-Related Payment Support Analysis FormE. Finish Line Grant Application Form

Creation Date July 2022

NCWORKS CAREER CENTER

Bi-weekly Class Attendance Form

Participant's Name:				Last 4 SS	N:	Ca	reer Advis	or:				
Training Period from Sunday:			Thru S	aturday: _								
*** PLEASE HAVE YOUR INSTRUCTOR INITIAL EACH DAY THAT YOU ARE PRESENT IN CLASS ***												
	Mon	Tues	Wed	Thurs	Fri	Sat	Mon	Tues	Wed	Thurs	Fri	Sat
DATE												
COURSES												
Total hours spent in class each day												
	•		•			•			•	Total for	2 weeks	
<u>Certification</u> certify the above attendance record is c	orrect											
Participant's Signature				Instruc	ctor's Sign	nature					Date	
nstructor's Name, Contact Number & En	nail Addres	ss										_

Daycare Procedures

- 1. Participants must submit a written request that demonstrates a dire need and have exhausted/been denied all other means of support from a partner agency.
- 2. The participants should submit the denial letter from a partner agency, along with the completed form with daycare information and fee chart for services needed.
- 3. Verify that the daycare is a state-licensed facility. The NC Division of Child Development website at www.ccpfc.org will provide a list of licensed facilities.
 - a. Click on "search for a childcare facility"
 - b. Click or type the name of city or county and click submit
- 4. Prepare requests for childcare assistance for the Director to approve.
- 5. Once approved, send the following to the daycare provider:
 - a. The original ITA
 - b. W-9 form
 - c. Example of invoice and daycare attendance sheets

Place in the client's file:

- a. Copy of ITA
- b. The original approval memorandum
- c. The completed child care request form
- d. Fee chart
- 6. Contact the daycare to verify vendor status. Contact the applicable Finance Department to verify they are on the vendor list. If not, submit the completed W-9 form to the applicable Finance Department.
- 7. The daycare provider should submit monthly invoices and attendance sheets for each child in the first week of each month.
- 8. Check the invoice and attendance sheet for completion. Check the client's bi-weekly entitlement form to verify the client is attending classes.
- 9. Forward invoice and daycare attendance sheets to the applicable Finance Department to process payment.
- 10. Written Authorization is granted by the Director of the Local Workforce Development Board.

NCWorks Career Center Resource Worksheet

Monthly Income	Monthly Expenses			
Personal	Rent/Mortgage			
Spouse/Partner	Electricity			
Other Family Members	Heating			
Child Support	Water/Garbage/Sewage			
Social Security	Telephone			
Maintenance/Alimony	Monthly Auto Payment			
Retirement	Day Care			
Workers Compensation	Medical Insurance/medical			
	expenses			
Unemployment Insurance	Monthly credit card payment			
Public Assistance (TANF,	Monthly loan payment			
Food Stamps, etc.)				
Trade Adjustment Allowance	Food			
Other:	Clothing			
	Fuel			
	Public Transportation			
	Other:			
Total Monthly Income (A)	Total Monthly Expenses (B)			
BALANCE/DEFICIT (A-B):	1 1			
Monthly	Weekly			
Weekly Training Expense	· · ·			
Weekly Needs-Related Payment				

I certify that the above is true a assistance is contingent upon th	•	ledge. I further understand that any receipt of
Participant Name	Participant Signature	Date
 Career Advisor Name	Career Advisor Signature	 Date

NCWorks Career Center Needs-Related Payment Support Analysis Form

Ca	reer Advisor Name	Career Advisor Signature	Date	
Par	rticipant Name	Participant Signature	Date	
un	answers and statements are true and truthful or misleading answers are cause for my false or misleading answers could res	or denial of Needs-Related Payn	nents. Åny overpaymen	
yo	reds-Related Payments are not intended a fur training. If you are awarded a Needs-R ovide. These payments are made to help	elated Payment, it will be based	on this support analysi	is and budget you
6.	Do you need income support beyon time?	d these other resources in oth	ner to participate in t $\Box{ m Yes}\Box$	3
5.	Have you exhausted all available fun	ding resources?	□ Yes □	No
	maintaining a 2.0 or better GPA)?	c c c.c.apauc	☐ Yes ☐	_
4.	Are you in good academic standing i	in the enrolled occupational s	kills training program	n (e.g.,
3.	Are you enrolled in full-time occupa	tional skills training?	\square Yes \square	No
2.	Do you currently receive Trade Adju	ustment Allowances (TAA)?	\square Yes \square	No
1.	Do you currently receive Unemploy	?	No	

FINISH LINE GRANT

(A Workforce Innovation & Opportunity Act initiative)

Emergency Assistance Application

Student Name:	Studer	nt ID:	_ or Last 4 of SSN:
Address: Ci	ty:	State:	Zip:
Email Address: Pho	one Number:		
Date of Birth: Gender: □ F	emale Male		
Have you ever received assistance through the Finish Lin	e Grant? ☐ Yes	□ No	
f yes, when? □ Fall □ Spring □ Summer □ Oth	ner	Year:	
ramily/Household Size: Number of individuals related to you by blood/marriage/court de		home)	<u>—</u>
number of individuals related to you by blood/mamage/court de-	cree residing in the same	nome)	
Briefly explain your emergency and how this will imp	pact your ability to co	ontinue with your	training:
certify that the information on this request for assistance is accu	rate to the best of my kno	owledge. I understand	that my willful misstatement of the
acts may cause my forfeiture of any assistance. I give permission			
ny eligibility for assistance through the WIOA Finish Line Grant.	The tree releases and allow		
ry englantly for decistance amough the TVTO/TT mich Enter Crant.			
Student Signature:		Date:	
nadoni dignatare.		Dato	
Talla consiste Land 1 20 de A. (I		O . II /NIO\A/ I .	0
To be completed and verified by Auth	norized Community	College/NCVVorks	S Career Center Staff
Total amount requested:			
Category of Student Need: ☐ Transportation ☐ Housing	☐ Child/Dependent (Care 🗆 Other:	
Has acceptable documentation of this emergency need,	and unavailability of o	ther resources been	n secured? □ Yes □ No
Date received:	,		
Curriculum/Course student is enrolled in:			
Anticipated Graduation Date: Has the	ne student completed	75% of their degree	e/credential? □ Yes □ No
Current GPA: Is the student current	ly in good academic s	tanding? □ Yes □ l	No
I certify that the information on this request for assistance		-	
r octary and the information on this request for assistant	c provided by the con-	innamity contage is at	ocarate and has been verilled.
Signature of Authorized Community College Staff	Printed Name	Т	itle
-			
Outcome of some of Domes (A		5	A
Outcome of request: Request Approved: ☐ Yes ☐ No		Da	ite:
Signature of Authorized NCWorks Career Center Staff	Printed Name		itle



Policy Letter #14

TO: All Mid-Carolina Service Providers

FROM: Matthew Fowler, Director

SUBJECT: Youth Services

PURPOSE

This policy provides guidance regarding the operation of the Mid-Carolina Board's (MCWDB) Workforce Innovation and Opportunity Act (WIOA) Youth program. The supportive services are a critical dimension of youth development. Incorporating youth service elements by providing eligible youth seeking assistance in achieving academic and employment with supportive services will help them in achieving their goals. Program services will be administered by career advisors, mentors, and job coaches who will guide the youth participants through the challenges of entering and succeeding in the workforce.

BACKGROUND

WIOA was signed into law on July 22, 2014, and effective as of July 1, 2015. WIOA Law section 129 introduced and reauthorized the required elements of the WIOA Youth Program.

WIOA introduced key changes to the WIOA Youth Program, including new eligibility criteria for In-School (ISY) and Out-of-School (OSY) youth, a 75% Out-of-School Youth expenditure requirement, a minimum of 20% Work Experience expenditure requirement, and new program elements. Mid-Carolina places a priority on serving out of school youth, providing work based learning experience, promoting local area career pathways, and increased attainment of recognized credentials and post-secondary certificates or degrees. Youth Program Service Providers are responsible for developing a youth program plan that meets the requirements as described in the Request for Proposal (RFP) and subsequent contracts. The youth program must include the required youth program elements as described under WIOA Law, Department of Labor (DOL) and the North Carolina Division of Workforce Solutions (DWS) guidance. A program design framework consists of an objective assessment, an individual service strategy, case management, and follow-up services that lead toward successful outcomes for youth participants.

WIOA Youth Eligibility

Eligibility determination includes the following steps:

- Determining income eligibility as required
- Determining barriers
- Ensuring Selective Service Registration, if applicable

• Determining School Status

In School Youth:

In School youth are aged 14-21 and attending school, and low-income, and have a defined barrier. (Low income includes free and reduced lunch or living in a high poverty area)

An In School Youth is an individual who is:

- One or more of the following:
 - o Basic skills deficient;
 - o An English language learner;
 - o An offender:
 - A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under 477 of the Social Security Act (42 USC 677), or in an out-of-home placement;
 - o Pregnant or parenting;
 - o Individual with a disability; or
 - o Requires additional assistance to enter or complete an education program or to secure or hold employment (refer to the guidelines below).

Students living in a high poverty area automatically meets the low-income criteria. Career Advisors must upload a copy of the Census map in color into the participant's documents. Not more than 5% of the In-School Youth enrolled each program year may be enrolled based on "youth who requires additional assistance to enter or complete an education program or to secure or hold employment" criterion.

Out-of-School Youth:

To be an Out of School youth, individual must be attending any school, not be younger than 16 or not order than 24, and have at least one barrier:

- A school dropout
- o Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year's calendar quarter;
- o A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either:
 - Basic skills deficient; or
 - An English language learner;
- o Subject to the juvenile or adult justice system;
- Homeless, multiple categories of runaway, foster care, has aged out of foster care, eligible for assistance under Section 477 of Social Security Act (John Chaffee foster care independence program), Violence Against Women's Act, McKinney-Vento Homeless Assistance Act, or placed in out-of-home placement
- o Pregnant or parenting;
- o Individual with a disability;
- o A recipient of secondary school diploma or its recognized equivalent who is low-income individual and is-basic skills deficient or an English language learner.

Youth that falls between the ages of 18-24 may be served as youth or adults. Career advisors must determine the participant's suitability of serving the participant as a youth, adult, or both. Should the participant be served under both the adult and youth funding stream, it is the responsibility of the Program Manager to notify both the Adult & Dislocated Worker and the Young Adult Programs Analyst.

Youth Requiring Additional Assistance

Per WIOA Sections 129 (1)(B)(iii)(VIII) and (1)(C)(iv)(VII), Local Workforce Development Boards are to use the following definitions when determining youth eligibility.

In North Carolina, "requires additional assistance to complete an educational program or to secure and hold employment" is defined for In-School Youth, including youth with a disability, who meet the criteria listed below:

- 1. In-School Youth, ages 14-21, low income, and
 - a. Has poor attendance patterns in an educational program during the last 12 calendar months; **or**
 - b. Has been expelled from school within the last 12 calendar months; or
 - c. Has been suspended from school within the last 12 calendar months; or
 - d. Has below average grades of less than a "C" grade point average; or
 - e. Has previously been in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 14-21; **or**
 - f. Has a currently incarcerated parent/guardian.

Not more than 5% of the newly enrolled In-School Youth assisted in the local area in a given program year may be eligible based upon WIOA Section 129(a)(3)(B) as an individual who requires additional assistance to complete an educational program or to secure or hold employment {Section 129(a)(1)(C)(iv)(VII)].

In North Carolina, "a low-income individual who requires additional assistance to enter or complete an educational program or to secure and hold employment" is defined for Out-of-School Youth, including youth with a disability, who meet the criteria listed below:

- 2. Out of School Youth, ages 16-24, low-income, and
 - a. Has dropped out of a post-secondary educational program during the past 12 calendar months; **or**
 - b. Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; **or**
 - c. Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16-21; **or**
 - d. Has a currently incarcerated parent/guardian.

Reference DWS Operational Guidance OG 14-2021.

5% Exception to Low-Income Requirement

WIOA allows for an exception to the low-income eligibility requirement. **No more than a total of 5%** of those enrolled in the following categories each program year may be enrolled without meeting the low-income criteria:

- All In-School Youth:
- Out-of-School individual that is a recipient of a secondary school diploma or its recognized equivalent and is either:
 - o Basic skills deficient; or
 - o An English language learner; **OR**
- Out-of-School individual who requires additional assistance to enter to complete an educational program or to obtain or retain employment.

The Service Provider must notify the Mid-Carolina Program Analyst prior to enrolling an individual who would fall within this 5% exception to low-income requirements.

Attending School Definition

For the purpose of determining ISY or OSY eligibility, a youth is considered to be attending school if the youth is:

Enrolled in a school that leads to the attainment of a state-recognized credential, including a:

- Public or private school; or
- Charter school; or
- Home school: or
- Alternative school; or
- Public or private colleges and universities; or
- Other credential or degree skills training program.

The following programs are not considered to be schools under WIOA:

- Adult education provided under Title II;
- Youth Build programs;
- Job Corps programs.

The Mid-Carolina Workforce Development Board has defined Basic Skills Deficient as:

- Scores 8.9 or below on TABE in reading, writing, or computing skills or
- The Youth 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 family or in society. This is defined as:
 - o Lacks a high school diploma or equivalency and is not enrolled in secondary education; or
 - o Enrolled in Title II (Adult Ed), or
 - o Poor English language skills or
 - o Career Advisor makes observations

- Behind in credits to graduate on time with peers
- GPA 2.5 or below
- Has taken and did not pass the End of Grade Assessment

Youth Program Elements

The following Youth Program Elements must be available to all youth participants:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies

Strategies under this element must lead to the 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.

2. Alternative secondary school services, or dropout recovery services, as appropriate.

Alternative secondary school services, such as basic education skills training, individualized academic instruction, and English as a Second Language training, are those that assist youth who have struggled in traditional secondary education. Dropout recovery services, such as credit recovery, counseling, and educational plan development are those that assist youth who have dropped out of school. These services are to provide the goal of helping participants to re-engage and persist in education that leads to the completion of a recognized high school equivalent.

3. Paid and unpaid work experiences

Paid and unpaid work experience may include:

- a. Summer employment opportunities and other employment opportunities available throughout the year;
- b. Pre-apprenticeship programs;
- c. Internships and job shadowing;
- d. On-the-Job (OJT) opportunities
- 4. Occupational skills training

Youth Service Providers must give 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.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster

This program element reflects an integrated education and training model and allows workforce preparation activities and/or basic academic skills to be taught within the same time frame and connected to hands-on occupational skills training in a specific occupation, occupational cluster, or career pathway.

6. Leadership development opportunities, as appropriate

Leadership development opportunities may include community service and peercentered activities encouraging responsibility and other positive social and civic behaviors. Activities may include:

- a. Exposure to postsecondary educational possibilities
- b. Community and service-learning projects
- c. Peer-centered activities, including peer mentoring and tutoring;
- d. Organizational and team work training; including team leadership training
- e. Training in decision-making, including determining priorities and problem solving;
- f. Citizenship training, including life skills training such as parenting and work behavior training
- g. Civic engagement activities which promote the quality of life in the community; and,
- h. Other leadership activities that place youth in a leadership role such as serving on youth leadership committees, such as a Standing Youth Committee.

7. Support services

For further detail on supportive services, see Policy #13 regarding Supportive Services.

8. Adult mentoring

Adult mentoring must last at least 12 months and may take place during the period of participation or following program exit. Mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of the company. Service providers should ensure appropriate processes, to include employer orientation and training, are in place to adequately screen and select mentors. If mentors are sparse, Career Advisors may serve as mentors.

9. Follow-up services

Follow-up services are critical services provided for a minimum of 12 months after a youth exits from the program to help ensure the youth is successful in employment and/or postsecondary education. All youth participants must be offered an opportunity to receive follow-up services that align with their ISS and must be provided follow-up services for a minimum of 12 months unless the participant declines to receive follow-up services, or the participant cannot be located or contacted

Follow-up services must include more than only a contacted attempted or contact made for securing documentation in order to report a performance outcome.

Follow-up services may begin immediately following the last expected date of service in the youth program when no future services are scheduled. Follow-up services do not cause the exit date to change and do not trigger re-enrollment in the program.

Follow-up services may include (must be provided after exit to count as follow-up services):

- a. Regular contact with the youth participant's employer, including assistance in addressing work-related problems that arise;
- b. Supportive Services
- c. Adult mentoring
- d. Financial literacy education
- e. Services that provide labor market and employment information about indemand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services and
- f. Activities that help youth prepare for and transition to postsecondary education and training

10. Comprehensive guidance and counseling

Comprehensive guidance and counseling provide individualized counseling to participant. This may include drug and alcohol abuse counseling and referral to partner programs, as appropriate. When referring participants to necessary counseling that cannot be provided by the local youth program or its services providers, the local youth program must coordinate with the organization it refers to in order to ensure continuity of service.

11. Financial literacy education

Financially literacy education my include activities which include:

- a. Support the ability of participants to create budges, initiate checking and savings account at banks, and make informed financial decisions;
- b. Support participant in learning how to effectively manage spending, credit and debit, including student loans, consumer credit, and credit cards;
- c. Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of credit report and how to correct inaccuracies; and, how to improve or maintain good credit.
- 12. Entrepreneurial skills training Training that provides the basics of starting and operating a small business.
- 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services;
- 14. Activities that help youth prepare for and transition to postsecondary education and training- activities that may include information about time management, practice interviews, independent living, and how to prepare for postsecondary education (e.g., applications, financial aid, scholarships), and legal responsibilities after the age of 18.

Work Experience

Reference Policy #10 WIOA Work Experience Opportunities.

Individual Training Accounts and Procedures

Reference Policy #8 Individual Training Accounts and Procedures.

Supportive Services

Reference Policy #13 regarding Supportive Services.

Needs-Related Payment / Stipends for Out of School Youth

To offset the growing cost of living expenses for students who are enrolled in vocational skills-related training or GED classes, active participants will be provided needs-based payment / supportive service assistance for the following criteria and expenses:

	\$10.00 per day	travel	\$50.00 per week
+	\$7.00 per day	meals/snacks	\$35.00 per week
	\$17.00 per day x	5 days x 4 weeks	= \$340 monthly (340 / 2 = \$170.00 Biweekly)

Needs-Related Payment or Stipends payments must have prior approval of the Mid-Carolina Director. The needs related payments/stipend will be processed biweekly. Supplements will be provided only to the participants who meet the following requirements:

Attendance

Each student enrolled in the program under the GED component or designated pilot project will be required to attend class as applicable to the course requirements. A bi-weekly timesheet will be required for verification.

Progression

- a. Each student must show progress during the term of the course. Graded homework, assignments, tests, and contact hours for hands-on learning must be documented. Documentation must be completed and signed by the instructor or training official. Documentation must be submitted to the Career Center for validity of progression.
- b. Participants who fail to adhere to the rules and regulations of the training facility will be removed from the class immediately.

Mid-Carolina Youth Program Incentives

WIOA allows for youth participating in a WIOA youth-funded program to be awarded incentives for recognition and achievement in WIOA-related activities as a means to encourage attainment of individual goals that lead to the completion of a secondary school diploma or its equivalent, an occupational skills credential, a Career Readiness Certificate, or other

programmatic outcomes. Incentives must be distributed in compliance with the requirements of 2 CFR part 200 of the Uniform Administrative Requirements and cannot be spent on entertainment costs (e.g., movie or sporting events, gift cards to movie theaters or other venues whose sole purpose is entertainment). Incentives are based on funding availability and must be earned and paid during the period of Youth participation (after program enrollment and prior to program exit).

All incentives must apply to a measurable activity and an achievement related to a goal such as the completion of training, obtaining employment, work readiness skills, occupational skills, basic skills attainment, or other forms of progress toward a credential or employment. WIOA Youth Career Advisors must verify that the participant is eligible for an incentive, document the achievement in case notes, and update the participant's ISS.

CHART OF INCENTIVE AWARDS:

Activity Milestone	Incentive Amount		
Basic Skills Education / Secondary Education / Postsecondary Education	\$50 for 'A' semester average \$40 for 'B' semester average \$30 for 'C' semester average		
Completion of high school diploma or high school equivalency.	\$100 for Completion of high school diploma or high school equivalency.		
 Completion of industry-recognized occupational credential, which may include, but is not limited to, a degree, licensure, and/or certificate 	\$150 for Completion of occupational credential, which may include, but is not limited to, a degree, licensure, and/or certificate.		
Obtained employment (indirect job placement) <u>and</u> maintained employment for at least 30 days.	\$50 (the quote of \$ amount, what is the retention rate)		
Employment Retention	\$25 for 3-month retention \$50 for 6-month retention \$75 for 9-month retention \$100 for 12-month retention		
POST TABE TEST SCORES:			
1st Scenario: score reflects an increase of 1 functioning level (NOT reaching the 9th grade level) or;	1st Scenario: \$25 incentive payment or;		
2nd Scenario: score reflects an increased functioning level (at or above 9th grade level)	2nd Scenario: \$50 incentive payment		
Activity (which may include, but is not limited to leadership, career/employment workshops, the passage of occupational/employer exam, satisfactory or better progress reports for training/educational activities, etc.) The recognition and achievement of the activity must be directly tied to goals outlined.	\$25 value (refer to Guidance)		
Completion of Work Training Experience (which may include, but is not limited to, On-	1st Scenario: \$100		

the-Job Training, Pre-Apprenticeship, Summer Work Training Experience, etc.).

• Direct job placement at work-based learning site from a Work Training Experience (which may include, but is not limited to, Onthe-Job Training, Pre-Apprenticeship, Summer Work Training Experience, etc.).

2nd Scenario: \$200

Unless otherwise approved, incentive disbarments will be in the form of a hard check or direct deposit. WIOA Youth Incentives are not intended for emergency assistance, but rather as a compliment to services provided and/or recognition. Unless otherwise approved by the Mid-Carolina Director, Mid-Carolina incentive disbursements are not to exceed the corresponding amount. Incentives may not include cash, entertainment costs, event tickets, or gift cards. Incentives payments may only be awarded in recognition of an achievement directly tied to training, work experience, or goals of the program. It is the responsibility of the service provider to maintain required documentation detailing the distribution and management of incentives.

Creation Date

July 2022



Policy Letter #17

TO: All Mid-Carolina Staff and Board Members

FROM: Matthew Fowler, Director

SUBJECT: Conflict of Interest Requirements for Workforce Development

Boards (WDBs) and Staff

PURPOSE

In compliance with the NCWorks Commission Policy Statement CPS 05-2022 (dated May 11, 2022), this policy provides guidance regarding conflict of interest requirements for Workforce Development Boards (WDBs) and Staff, to include North Carolina's General Statute that prohibits public officers or employees from benefitting from public contracts. Potential scenarios that relate to Workforce Development Board Members and NCGS 14-234 are included as a guide. Additional guidance for procurements and conflicts of interest can be found in 2 C.F.R. § 200.318, Public Law 113-128 Workforce Innovation and Opportunity Act Section 107(h), and North Carolina General Statute §§ 14-234 – 14-234.3.

BACKGROUND

Consistent with Workforce Innovation and Opportunity Act (WIOA) Section 121(d)(4)(A) and (C), any organization or entity that has been selected to perform multiple functions in a Local Area must develop a written agreement with the Local Workforce Development Board (WDB) and the Chief Local Elected Official (CLEO) to clarify how the organization will carry out its responsibilities while demonstrating compliance with WIOA and corresponding regulations, the Uniform Guidance, and Conflict of Interest policies of both the state and the organization or entity performing multiple functions.

ACTION

All CLEOs, WDBs, and staff (including Service Providers) must follow and be aware of all applicable federal, state, and local conflict of interest requirements when providing services (directly or indirectly) funded by Workforce Innovation and Opportunity Act (WIOA) resources. CLEOs, Workforce Development Board members and staff must be committed to maintaining the highest standards of ethical conduct and to guard against problems arising from real, perceived, or potential conflicts of interest.

POLICY

The purpose of the Conflict of Interest Policy is to protect the interest of the Mid-Carolina Workforce Development Board (WDB) as a public body charged with 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, staff, WDB Member, WDB Director or might result in a possible excess benefit transaction. This includes persons and entities involved in the competitive selection processes to identify service providers and award funding using federal funds which must be free of conflicts of interest: real, apparent, or organizational. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to organizations responsible for maintaining the public trust for the use of federal, state, and other grant funds for the purpose of carrying out goals and program requirements, including the responsibility to maintain the reputation and integrity of the entity, organizations, and agencies and programs.

I. Boards

It is the policy and expectation of the Workforce Development Board (WDB) that its Members will fulfill the fiduciary duties applicable to their service as Members of the WDB. Due to the legal and statutory structures of the WDB, it is expected that conflicts of interest may arise, and this policy is intended to provide a framework that will allow the work of the WDB to be achieved without the fact of or appearance of impropriety. Where this document references "Member" it shall mean any agent, WDB employee, officer, service provider contractor, and Board Member. The WDB, Chief Local Elected Official (CLEO), and all other agencies receiving direct financial assistance through the Workforce Innovation and Opportunity Act (WIOA) shall avoid conflict of interest, real or apparent.

It is the responsibility of each Member to govern the actions of all other Members in compliance with the Conflict of Interest Policy. If a Member thinks there is a possibility of a conflict of interest, real or apparent, on the part of another Member, it is his or her affirmative responsibility to immediately bring the matter to the attention of the WDB Director. Therefore, no WDB Member will discuss, present proposals, or vote on any issue as to which the Member has an economic interest unless specifically questioned by the other Members as part of a scheduled opportunity for all interested parties to present information. A Member may vote on and may discuss any matter what would not have any impact on the Member.

No official or employee of the WDB or contracting agency authorized in their official capacity to negotiate, make, accept, or 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 WDB or contracting agency for any employee or volunteer to directly or indirectly ask, demand, exact, solicit, accept, receive, or agree to receive anything of value for themselves or any other person or entity in return 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 the WDB or contracting agency; or
- Being induced to do or admit to any act in violation of their official duties.

Each Member shall annually confirm a statement that affirms such person:

- 1. Has received a copy of the Mid-Carolina Workforce Development Board 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

Upon the assertion of a possible violation of this policy, the WDB Chair or Vice Chair will appoint an ad hoc committee to review the circumstances, report their findings to the Board for discussion and vote, and recommend a course of action in the event a Member is found to be in violation. Action may include, but is not limited to, a declaration that the Member be revoved from the Board position and a request to the Consortium Board to make a new appointment.

III. Procurement

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 An agreement made by two parties freely and independently of each other, and without special relationship, such as being a relative, having another deal on the side or one party having complete control of the other. It becomes important to determine if an agreement was freely entered into to show that the price, requirements, and other conditions were fair and real.

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 in 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 that employs, or is about to employ any of the above, has a financial interest in the form 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 subagreements.

A WDB Member shall not cast a vote, 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 judgment in making a decision. Any Member with a potential or actual conflict of interest shall comply with requirements for public disclosure and recusal.

IV. Work Experience Placements

The Division of Workforce Solutions (DWS) strongly discourages the practice of placing participants in workforce training located at the Board office, NCWorks Career Center, or administrative entity due to the potential of conflicts of interest. Placement at these locations should only be allowed where there is specific documentation in the participant file that the particular experience meets the participant's career goals and skills needs *and* there is no other placement opportunity available.

V. Service Providers/Contractors

Although the WIOA program is not an entitlement program, it should be accessible to any individual, in any local area, who is eligible and suitable for available services subject to Local Workforce Development Board policies and procedures. However, when applicants have a close relationship with WIOA staff Members, management, and other specific stakeholders of the Workforce Development System, access to program services should not be based on such relationships or based on political influence. It is possible 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.

General authorization for providing funds to participants will comply with the standards of conduct for maintaining the integrity of the program and avoiding any conflict of interest in its administration. Local Chief Elected Officials, Local Workforce Development Board, designated fiscal agent, and administrative officials must help meet the objectives of WIOA through effective policies, procedures, and safeguards that ensure the integrity of these public funds. Throughout the Local Workforce Development Area, safeguards must be in place ensuring that all those served in the program are not only eligible and suitable but also detached from being part of the perception of impropriety or conflict of interest.

In the event a service provider/contractor is related to a WDB staff Member or officer, appropriate firewalls must be in place to ensure the staff member/officer does not directly monitor, supervise, or provide oversight. An alternate staff Member/officer must be identified to assume the oversight responsibilities.

See also Policy #18, Serving Immediate Family Members, Close Acquaintances, and Other Stakeholders in WIOA Training Programs.

VI. Code of Conduct

A written set of standards (Code of Conduct) governing the performance of the WDB and its employees, officers, or agents related to real or apparent conflicts of interest is a requirement of 29 CFR 95.42.

Reference Attachment A: Mid-Carolina Code of Conduct

VII. Firewalls

Proper firewalls must be in place to ensure the transparency and integrity of the procurement process and demonstrate to the public and to the Department of Labor (USDOL) that the selection process was impartial and that no preferential treatment was given to the awardee. A "firewall" is an established policy or procedure that acts as a barrier or protection against an undesirable influence, outcome, or authority. Examples of firewalls include but are not limited to organizational arrangements that provide clear separation of duties and responsibilities, including confidentiality and disclosure agreements.

No entity or individual that has any role 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.

Reference CPS 05-2022, Conflict of Interest Requirements for Workforce Development Boards (WDBs) and Staff, and attachments

Attachment A- Mid-Carolina Workforce Development Board Code of Conduct

Creation Date

July 2022



MID-CAROLINA WORKFORCE DEVELOPMENT BOARD CODE OF CONDUCT

NO WORKFORCE DEVELOPMENT BOARD MEMBER, PROGRAM OPERATOR, CHIEF LOCAL ELECTED OFFICIAL, OR STAFF MEMBER SHALL:

- a. Accept any financial benefit, <u>direct or indirect</u>, 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 the 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 Workforce Development Board (WDB) conflict of interest (as defined in (1) below), or federal, state or local statute, or law governing conflicts of interest, including 2 CFR § 200.318, WIOA § 107(h), and NCGS §§ 14-234 14-234.3.
- 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.

- 1. Conflict of Interest It shall be a breach of ethical standards for any of the aforementioned parties to participate directly or indirectly in a procurement when the party knows that:
 - (1) The aforementioned parties or any member of their immediate family has a financial interest pertaining to the procurement;
 - (2) A business or organization in which the aforementioned parties 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 aforementioned parties 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, the aforementioned parties shall immediately notify his or her supervisor and withdraw from further participation in the transaction involved. Further, should any of the aforementioned parties reasonably believe an undisclosed conflict or potential conflict exists for another staff member, it is the duty and obligation of that person to make the matter known immediately to their supervisor, the Workforce Development Board Director, or other appropriate official.

Violations of any provision of this Code of Conduct by any of the aforementioned parties 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.

By my signature below, I acknowledge that I have received a copy of Policy #17: Conflict of Interest
Requirement for Workforce Development Boards and Staff, and this Code of Conduct, have reviewed
the same, and understand the provisions contained therein.

Printed Name	Signature	Date



Policy Letter #19

TO: All Mid-Carolina Workforce Development Service Providers

FROM: Matthew Fowler, Director

SUBJECT: Procurement and Contracting Policy

PURPOSE

This policy provides guidance on the minimum standards and procedures designed to ensure the proper procurement of and contracting for services. The policy and procedures detailed herein this document were established to ensure the fair and equitable treatment of all persons involved in public purchasing, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.

Local WDBs and subrecipients are required to establish and maintain procurement and contracting policies and procedures to ensure full and open competition. These minimum standards apply to all funding received through the Division of Workforce Solutions and also apply to the procurement of property, consultants, or personal services contracts.

POLICY

Procurement and contracting is the primary management system for ensuring accountability in the proper use of grant funds and integrity regarding the legitimacy of the result being accomplished in terms of both program objectives and cost-effectiveness.

The nature of employment and training programs requires that flexibility be allowed to effectively respond to circumstances that will vary widely among local workforce board service areas and among the target populations to be served. Procurement and contracting is a major management tool for ensuring that appropriate flexibility does not result in unnecessary or inappropriate relaxation in the administration of funds for program activities.

This document is based on the assumption that there is a standard set of actions and steps that need to be completed in any procurement and contracting process in order to create an opportunity for accountability and integrity to be accomplished. As Mid-Carolina Workforce Development Board members and staff are aware, real accountability and integrity result from the willingness to establish strong and clear performance expectations and objectives that relate to local needs and to carry these expectations and objectives throughout the series of steps that comprise the procurement and contracting process.

This document defines the requirements and <u>minimum</u> standards for the policies and procedures which must be in place regarding the solicitation and acquisition of goods and services from outside and internal sources. The requirements are based on the procurement and sub-grant management principles defined in the US Office of Management and Budget (OMB) Uniform Guidance 2 CFR 200, the Workforce Innovation and Opportunity Act (WIOA), and other applicable State and Federal regulations.

Procurement

Accountability and integrity issues revolve around the procurement of goods and services. The public is interested in assuring that procurements are achieved in an environment that is free of undue influence and gives the taxpayer the best buy for their tax dollars. To ensure that these objectives are met, a heavy emphasis is placed on the integrity of the procurement process. This section addresses the major components of the process which are:

- Determining what goods and services are necessary to carry out program objectives;
- Determining which procurement method will be utilized to obtain those good and/or services;
- Clearly defining the goods and/or services desired; and
- Defining criteria and minimum qualifications for evaluating and selecting providers to provide the goods and services.

Procurement systems must be consistent with the principles described in this section.

- A. <u>General Requirements:</u> The grant sub-recipient must have written procurement policies and procedures consistent with the requirements described in this section which are also consistent with applicable state and local laws and regulations.
 - a. <u>Responsible Service Providers –</u> The grant sub-recipient shall make awards only to responsible entities possessing the ability to perform successfully under the term and conditions of a proposed procurement at a reasonable cost.
 - b. Code of Conduct The grant sub-recipient must maintain a written code of conduct governing the performance of their employees, officers, and agents involved in the award and the administration of contracts. (Reference Policy #17 Conflict of Interest Requirements for Workforce Development Boards and Staff)
 - c. <u>Arm's Length Negotiations</u> All negotiations of a contract for or with potential contractors/service providers must be arm's length negotiations. The definition of an arm's length negotiation is an agreement made by two parties freely and independently of each other, and without special relationship, such as being a relative, having another deal on the side or one party having complete control of the other. It becomes important to determine if an agreement was freely entered into to show that the price, requirements, and other conditions were fair and real.
 - d. <u>Restricting Competition</u> The grant sub-recipient must prohibit non-competitive pricing practices between firms, organizations, or affiliated companies or organizations.

- e. <u>Consideration of Small, Minority, and Women's (SMW) Businesses and Labor Surplus Suppliers</u> The WDB must provide an opportunity to SMW business organizations and labor surplus suppliers to participate in its procurement process.
- f. <u>Occupational Skills Training</u> The grant sub-recipient must identify occupations for which there is a demand for training.
- g. <u>Bidders' List</u> The grant sub-recipient must ensure that a list of persons, firms, or other organizations which are used in acquiring goods and services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition.
- h. <u>Avoidance of Unnecessary or Duplicative Purchases Procedures must provide</u> for a review of proposed procurements to avoid the purchase of unnecessary or duplicative items and to facilitate the acquisition of goods/services in the most economical manner.
- i. <u>Adequate Administrative and Support Funds</u> The grant sub-recipient must ensure that sub-recipient contracts include adequate funds necessary for administrative and supportive services. The level of administrative funding to be covered by the agreement should be determined through negotiations. If administrative funds are to be donated, the agreement must so stipulate.
- j. <u>Maintenance of Records –</u> The grant sub-recipient shall maintain records sufficient to detail the significant history of procurement. These shall, at a minimum, include the following:
 - Rationale for the method of procurement;
 - Selection of contract type;
 - Subrecipient selection or rejection;
 - The basis for the contract price; and
 - The contract development process.
- B. <u>Competitive Procurement Options:</u> Competitive procurement is the strongly preferred method for procuring goods and services. This section describes the various competitive methods to be considered and the requirements for each method.

Note: WDBs are required to use a competitive procurement process to select providers of the Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, and Dislocated Worker program services, as well as for the operator of the local certified NCWorks Career Center using the WIOA Final Regulations. 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.

Youth, Adult, and Dislocated Worker Training Services – Section 107(g)(1)(A) of WIOA mandate that local WDBs shall not provide training 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 training services in compliance with all state and federal regulations, and

have a very clear and distinct firewall between WDBs and the services delivered to customers; the effective date of this requirement was July 1, 2016. WIOA section 107(g)(1)(B) allows that a waiver of these procurement requirements may be granted under certain conditions, provided that the request is submitted to the WDB's Division Planner within 30 days of the failed procurement (Reference Attachment A, Waiver of Training Prohibition).

<u>One-Stop Operator</u> – Requirements for the competitive procurement of one-stop operators are addressed in WIOA Final Rules section 678.605 (a)-(d). That section requires the one-stop operator to be selected through a competitive process; the effective date of this requirement was July 1, 2017. While the Final Rule allows for the possibility of a local WDB to be the one-stop operator, DWS's 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, the section clarifies that there must be firewalls in place to ensure that the operator is not conducting oversight of itself as a service provider.

- a. <u>Micro-Purchase Option (\$0-\$2,500)</u> An acquisition of products or services where the aggregate amount does not exceed \$2,500. An exception to the formal procurement method is the case of purchases less than or equal to \$2,500 (i.e. micro-purchases). Purchases below the \$2,500 threshold may be made without soliciting competitive prices or rate quotations if the price is considered to be reasonable. A reasonable price may be by comparing to a previous purchase, personal knowledge of the item being purchased, or by comparing to similar items being purchased. Records still need to be kept for all purchases regardless of the procurement method used, including micro-purchases. Also, to the extent practicable, micro-purchases must be distributed equitably among qualified suppliers.
- b. <u>Small Purchase Option (\$2,501-\$5,000)</u> A simple and informal competitive process for securing services, supplies, and other property that do not cost more than \$5,000 in the aggregate on an annual basis is allowable. For purposes of economy, responsiveness to needs and administrative efficiency, the WDB may consolidate procurements for similar needs (e.g. yearly requirements for office consumables or instruction materials), or break out project requirements into more than one procurement (e.g. separating computer hardware and software) in order to procure the best and most effective items in each category. This option may not be used to purchase training services.

The WDB must not break out purchase requirements for the sole purpose of staying under the aggregate limit of \$5,000 or the administrative entity's limit, if lower. The following requirements must be met and documented:

<u>Price Quotes –</u> A minimum of three price quotes is required, which are supported by documentation consisting of product or service catalogs, current price lists, or telephone quotes substantiated by a written record of the price and source providing the quote, which is signed and dated by the staff person who obtained the quotes. When the minimum of three quotes cannot be obtained, the justification for sole-source procurement must be met (see Section C).

- <u>Basis for Selection</u> For most commodity goods/services, the basis for selection would be the lowest price. If the basis is something other than price, the criteria for selection must be documented (e.g. the need and benefit of the purchase and the relative advantage of the offering from the provider selected).
- <u>Formal Document</u> A purchased order, letter of agreement, or contract must be issued. Unless required by local procedures, a bilateral contract is not required. Purchase orders, vouchers, bills, sales slips, or similar record can provide documentation. **Note:** For the purchase of consumable materials under \$5,000 per transaction, non-competitive procurement is an option (see Section C).
- c. Aggregate Purchase (\$5,000 and above) A purchase of multiple items of the same product. The aggregate purchase costing \$5,000 and over must have a review and written approval by DWS before the purchase is completed. The filing is to be submitted to the assigned DWS Financial Monitor via email to DWS FinanceMonitors@nccommerce.com a minimum of ten (10) business days prior to purchase. During the onsite monitoring, the DWS Financial Monitor will review the purchase documentation against the filing submitted to DWS.
- d. Request for Proposal (RFP) Method An RFP is commonly used in procuring training or services for participants when potentially more than one entity would be submitting offers and program specifications are too broad to compare responses solely on the basis of cost. The solicitation must clearly specify deliverables and the basis for payment and incorporate a clear and accurate description of the technical requirements for the material, product, or services being procured (including quantities).
 - <u>Contents of Request for Proposal</u> To ensure resulting proposals include the information needed to make sound award decision, it is required that the RFP include the following elements, as appropriate to the service being solicited:
 - 1. Name and address of the WDB's administrative entity.
 - 2. Name, address, and phone number of the person(s) to contact regarding the solicitation.
 - 3. General description of the sub-grant program, including identification of the applicable federal, state, and local laws and regulations with which the selected subrecipient must comply. [Note: At a minimum, the RFP should reference the Workforce Innovation and Opportunity Act; the 2 CFR Part 200 Uniform Guidance, USDOL Regulations; and any appropriate NC Commission policy statement(s) or NC Division on Workforce Solutions operational guidance(s).]
 - 4. The population to be served and minimum levels of services to specific target groups.
 - 5. An estimate of the number/range of individuals to be served and expected results in each activity.

- 6. Applicable coordination requirements.
- 7. Funding parameters by activity must include a reasonable amount. An RFP with no funding or nominal funding will restrict competition and would violate the prohibition on non-competitive pricing practices under 2 CFR 200.319(a) and 29 CFR 97.36(c)(l)(iii).
- 8. A description of the training and/or services to be provided.
- 9. The period of performance.
- 10. Applicable monitoring and reporting requirements, including, but not limited to, data entry, performance, and financial reporting.
- 11. Other services or requirements (e.g. responsibility for eligibility determination, WDB policy on support payments, audit requirements, and work statement requirements) that will affect proper budgeting by the proposer.
- 12. Prohibition against sub-contracting without WDB approval.
- 13. Line item budget of proposed costs, including any profit to be realized and/or funds to be contributed.
- 14. Documentation to be supplied by the proposer to establish its programmatic and financial capability to perform the work.
- 15. Requirements for preparation and submission of the proposal, due date and time, content and format, number of copies and location/person where the bid should be submitted.
- 16. Process and procedures by which proposals will be evaluated for competitiveness, including identification of specific criteria that will be used.
- 17. Description of the procedures for responding to bidder inquiries and a schedule for the receipt of proposals including approximate dates for review and award.
- 18. Grievance procedures for contesting the procurement process.
- 19. Affirmative action assurance that the proposer will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, the Non-traditional Employment for Women Act of 1991, Title VI of the Civil Rights Act of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1975, as amended, Title IX of the Education Amendments of 1972, as amended, and with all applicable requirement imposed by or pursuant to regulations implementing those laws, including but not limited to, 29 CFR Part 34. The United States has the right to seek judicial enforcement of this assurance.

The WDB may choose to include other background and reference information in the solicitation. In organizing the solicitation package, the WDB should clearly distinguish information which is a general background from that which is directly applicable to preparing and submitting a competitive proposal.

• <u>Publication Requirements and Clarifying Information</u> — The WDB must provide adequate public notice of the solicitation prior to the date established for submission, Such notice must include written notification

to all organizations on the current, applicable bidders' list and written publication in newspapers(s) of general (i.e. the WDB's service area) circulation or posting to an accessible website.

To provide the opportunity for a maximum number of qualified organizations to prepare bids, it is strongly recommended that the sub-recipient issue the public notice a minimum of 30 days prior to the submission date for proposals.

If the sub-recipient accepts inquiries, the solicitation should describe the process for receiving/responding to the inquiries. Any comments provided in response to inquiries must be provided to all recipients of the RFP.

- <u>Amendments to Solicitations</u> If a determination is made to amend (expand or restrict) the solicitation, distribution of this information to each person or organization who received an RFP is required.
- Evaluating for Competitiveness/Demonstrated Performance Criteria must be established for evaluating competitiveness and demonstrated performance. At a minimum, the procedures must include:
 - 1. Provisions for ensuring the independence of ratings by those involved in the evaluation process; and
 - 2. Provisions for the use of weighted criteria and a standard evaluation worksheet.

In establishing the scoring methodology to evaluate competitiveness, awarding additional points for specific organizations including minority enterprises, women-owned businesses, Community Based Organizations (CBOs), or publicly-funded educational institutions, may only be given to the extent the WDB's agency-wide policy allows such additional points in procurement for funding sources other than the Workforce Innovation and Opportunity Act (WIOA).

<u>Selection and Award Procedures</u> – The WDB must establish and follow procedures by which proposal evaluation results are prepared, reviewed by the WDB, and the extent to which the staff is authorized to award and negotiate resulting contracts.

This process and specific WDB authority must be reflected in the WDB bylaws, the oversight section of the local Workforce Development Area plan, and/or in the WDB's procurement procedures.

- <u>Use of Contingency List</u> If the WDB chooses to use a contingency list for proposals which were not selected for immediate award, but to whom contracts may be awarded if additional funds become available, the list must:
 - o Include only proposals that have an evaluation score which meet or exceeds the minimum level defined for competitiveness.

- Be developed, maintained, and used in accordance with established procedures regarding the priority order for using bidders on the list.
- e. <u>Intention to Bid This competitive method maintains the integrity of a competitive procurement process by identifying, through a public notice, potential bidders to determine the feasibility of procurement.</u>
 - <u>Criteria for Use –</u> This procedure is appropriate when there is a high level
 of uncertainty regarding the number of bids that will be received and
 whether there will be a sufficient number of bids to justify the development
 of a solicitation.
 - <u>Procedural Requirements</u> To use this method, the WDB must complete the steps described below:
 - 1. Develop a set of preliminary training/service specifications for which the WDB intends to request bids. The specifications must include the following parameters:
 - a. Date the proposed solicitation will be issued;
 - b. Specific type of training/services to be performed;
 - c. Estimated number of participants and/or available fund or ranges, if preferred;
 - d. Expected period of performance;
 - e. Geographic area to be served;
 - f. Specific target groups to be served, if applicable;
 - g. Type of contract to be awarded; and
 - h. Expected performance.
 - 2. Issue a public notification in the same manner as that used for the issuance of RFPs. In addition, issue letters or email notifications to all applicable organizations on the bidders' list, requesting an indication of whether the organization intends to bid on specific training/services which are described in the letter, consistent with the specifications developed in the preceding step. The letter must indicate the date by which a response is to be received.
 - 3. If the intention to bid process is used and no interest is received, non-competitive sole source procurement may be used. When one intention to bid response is received, every effort must be made to negotiate desired training/services with that provider. However, if acceptable training/services cannot be negotiated, the WDB may use a sole source justification to obtain the training/service. A complete history of this process must be documented in the procurement file.

Note: In the intention to bid process, a second public notice does not have to be completed if the RFP is being distributed in conjunction with an intention to bid process. In this case, the RFP must be distributed to the providers responding to the intention to bid, as well as to any party requesting it.

- <u>Limitations</u> Sole source procurement may not be used if more than one organization indicated its intent to bid. In this case, a solicitation for the training/services advertised must be developed and transmitted to all who responded to the intention to bid.
- f. Request for Quotation/Invitation for Bid (Formal Advertising for Sealed Bids)—Under this method, bids are publicly solicited and a contract is awarded to the responsible proposer whose bid, conforming to all material terms and conditions of the solicitation, is the lowest in price. A fixed-price contract is a preferred method to be used.

Note: Procurement by sealed bids may not be used when securing program or activity-type services.

According to 29 CFR 95.48 and 29 CFR 97.36, all procurement contracts and other transactions between local Boards and units of state or local government must be conducted **only** on a **cost reimbursement basis**. There is no provision for profit allowed. (WIOA Section 184(a)(3)(B)

- <u>Criteria for Use This method is appropriate and effective when the WDB is capable of specifying and describing goods or services to be provided at a high level of precision and completeness. The best examples are commodity-type goods/services which are widely available in the marketplace; e.g. computer equipment and software, instructional and testing materials, furniture, or training available to the general public.
 </u>
- <u>Procedural Requirements</u> The minimum procedural requirements for this method are:
 - Prepare a Request for Quotation (RFQ)/Invitation for Bid (IFB). The RFQ/IFB must include full and clear definitions and descriptions of the items to be procured, key performance dimensions or specifications, format for submission of bids, submission deadline, and timeframes.
 - O Distribute the RFQ/IFB to organizations on established bidders' list and publicly advertise the procurement in a local newspaper with WDB area-wide circulation or post to an accessible website, allowing sufficient time prior to the date of the bid opening to permit adequate responses to the solicitation.
 - o Open all bids publicly at the time and place stated in the RFQ/IFB.
 - Complete a cost or price analysis to determine the reasonableness of cost
 - Award a contract to the responsible proposer whose bid represents the lowest price and conforms to all of the specifications in the RFQ/IFB and meets the demonstrated performance criteria.
 - o Provide written notification to unsuccessful proposers promptly and file documentation accordingly.

Note: The WDB can reserve the right to reject any or all bids when there are sound reasons in the best interest of the program. However, the WDB must communicate this right in the solicitation.

C. <u>Non-competitive Procurement Options – Non-competitive procurement may be necessary</u> for selected situations when the competition is not available. This method should be minimized to the extent practicable, but in every case, it must be justified and documented. This section describes the options and criteria to be used in considering non-competitive procurement, depending on the specific situation. Although not required, WDBs are encouraged to consult with state staff when non-competitive procurement is being considered and the appropriateness of the circumstances is uncertain.

The Uniform Guidance states, at 2 CFR 200.320(f), that procurement by noncompetitive (sole source) proposals is procurement through solicitation of a proposal from only one source which may be used only when one or more of the following circumstance apply:

- 1. The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold;
- 2. The item or service is available only from a single source;
- 3. The public exigency or emergency of the item or service will not permit a delay resulting from competitive solicitation;
- 4. The federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-federal entity; or
- 5. After solicitation of a number of sources, competition is determined inadequate, whether for reasons of number or quality of proposals/bids.

D. Additional Procurement Guidelines

- a. <u>WDB Agreements A WDB</u> may enter into an agreement or contract with another WDB to pay or share the cost of education, training, placing, or providing supportive services to individuals participating in programs funded by WIOA. Any agreement must be approved by the WDB and described in the WDB's workforce development plans.
- b. <u>Review Process</u> Non-competitive procurement must be reviewed for competitiveness and demonstrated performance, not just as competitive procurements. Because of the emergency nature of some non-competitive procurements, the review process may be different since time may be a critical factor with such procurements.
- c. <u>Reasonableness of Cost</u> A determination of cost or price reasonableness must be completed for each procurement action for which an award is made, *both competitive and non-competitive*, including contract modifications and renewals (unless there is no monetary impact). In making the determinations, the allowability, allocability, appropriateness, and necessity of the proposed levels of projected costs must be considered in relation to the level and scope of services to be provided.
- d. <u>Independent Cost/Price Estimates –</u> Development of independent cost/price estimates is required prior to receiving bids or proposals for all procurements. The

estimates should be used for internal guidance in determining cost or price reasonableness and should not be included in the solicitation or provided to outside parties.

- e. <u>Cost Analysis</u> Cost analysis is required in determining the reasonableness of a line item budget in a cost-reimbursable contract or through a fixed price contract for specified deliverables in which the price is based on the line item budget and not on market prices. The Program Cost Analysis Guide (Attachment B) should be used in the determination of the reasonableness of cost decisions.
- f. Proposer Certification of Cost Data When cost analysis is required and there is inadequate competition (e.g. when using a line item budget to establish a fixed price contract and the deliverables are not available on the open market for price comparison), the proposer must certify that to the best of its knowledge and belief, the cost data are accurate, complete, and current at the time of agreement on the fixed price.

Contracts or modifications negotiated in reliance on such data will provide the WDB a right to a price adjustment if it is later discovered that the subrecipient knowingly submitted data that were not accurate, complete or current as certified (as in discovering through monitoring that the subrecipient has not hired the staff or purchased materials as proposed in the line item budget on which the fixed price was based).

- g. <u>Price Analysis</u> A simplified price analysis may be used in lieu of a cost analysis when reasonableness can be established on the basis of comparison of catalog or market prices of commercially available products, services, or training packages sold in substantial quantities to the general public or based on prices set by law or regulation (e.g. tuition prices).
- h. <u>Contract Negotiations –</u> The WDB must negotiate with subrecipients/service providers prior to contract execution to agree on work statement elements and verify the necessity of proposed costs in relation to the elements of service. Written documentation of the negotiations and the final outcome must be maintained in the procurement file.

High-risk subrecipients/service providers should be determined prior to negotiations so that concerns can be discussed and potential sanctions established during the negotiation process.

- i. <u>Range of Negotiations</u> Negotiations must be structured around WDB-established priorities, policies, definitions, and parameters included in the solicitation. Negotiation ranges are further defined by the criteria and weights used to evaluate the competitiveness of bids submitted. Negotiations cannot alter the structure of the competitive environment established in the procurement process.
- j. <u>Negotiating Profit/Fees</u> Profit is defined as the subrecipient's/service provider's return after meeting all WIOA-related operating expenses. It is allowable for forprofit subrecipients/service providers only. Profit may be paid as a lump sum after

services are delivered, in the form of a fee as incremental performance benchmarks are achieved or as part of a fixed unit price. In all cases, the earning of profit must be tied to the reasonable and measurable delivery of the contract objectives.

WDBs must not permit excess profit. Profit must be negotiated as a separate cot item and cannot be paid as a percentage of the contract cost. To establish a fair and reasonable profit, consideration must be given to the following criteria, which are included in the Determination of Reasonableness of Profit Worksheet (Attachment C):

- The complexity of the work to be performed;
- The risk borne by the subrecipient;
- The subrecipient's investment;
- The amount of sub-contracting;
- The quality of the subrecipient's record of past performance;
- Industry profit rates in the surrounding geographical areas for similar work;
 and
- Market conditions in the surrounding geographical area.

To document that excess profit was not permitted, subrecipient's/service provider's audits must include a profit schedule and the WDB must determine that the profit earned was reasonable in consideration of the work performed.

- k. <u>Determining Business Operation Capability</u> The WDB must verify the business operation capability of each potential service provider. Information required to make this determination may be required with submission of the proposal (if an evaluation factor) or obtained during a pre-award review, but the determination must be made prior to contract execution. Items for consideration include:
 - Staffing capabilities;
 - Business licenses and/or registrations with appropriate oversight agencies;
 - Adequate accounting systems;
 - Sufficient bonding and insurance coverage;
 - Determining the Absence of Debarment and Suspension. The WDB must ensure that the organization is not on any current federal, state, or local "debarment and suspension" list. The sub-recipient must require each prospective bidder to certify that it is not on any federal, state, or local debarment or suspension list. A "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion Lower Tier Covered Transactions" form must be executed and included in all contracts of \$25,000 or more.
- 1. <u>Procurement Records The WDB</u> must develop and maintain a record/file of each relevant procurement sufficient to detail the significant history of the procurement and support the procurement decisions made. The record should include the following information as appropriate for the type of procurement:
 - Evidence of WDB involvement in the decision-making and planning process;

- A copy of the solicitation package (e.g. RFP/RFQ/IFB/ITB);
- A copy of the public notification;
- Bidders' list to which notices were mailed;
- List of all organizations/entities sent a solicitation package (i.e. RFP/RFQ/IFB/ITB);
- Agenda and minutes of the bidders' conference, if a conference is conducted;
- A copy of each question asked and the answer issued, if applicable;
- Log sheet of bid proposals received, including the date and time;
- A copy of each bid which was received;
- Rating and scoring sheets completed during the evaluation process;
- Business operation capability evaluations;
- Documentation of the rationale for selection and funding of any proposal which did not receive the highest score/ranking in the evaluation process;
- Evidence of WDB approval of the procurement;
- Completed Memo of Negotiations for each sub-recipient contract;
- Completed cost analysis for each selected bidder;
- A copy of any submitted grievance(s) and the resolution of each;
- High-risk determinations and special award/contract conditions, if appropriate; and
- Completed profit analysis, if appropriate.

Contracting

A. <u>Introduction – This section identifies the allowable contract instruments which can be used.</u> Each instrument is described in terms of appropriate use and a description of general provisions and specific contract provisions that must be included in contracts.

One of the first considerations in developing a contract is the relationship the WDB expects to have with the organization delivering the services. Based on the complexity of the work to be performed, these relationships fall into two categories:

- A contractor is an entity that receives a contract. A contract is for the purpose
 of obtaining goods and services for the non-federal entity's own use and creates
 a procurement relationship with the contractor.
- Characteristics indicative of a procurement relationship between the non-federal entity and a contractor are when the contractor:
 - (1) Provides the goods and services within normal business operations;
 - (2) Provides similar goods or services to many different purchasers;
 - (3) Normally operates in a competitive environment;
 - (4) Provides goods or services that are ancillary to the operation of the federal program; and
 - (5) Is not subject to compliance requirements of the federal program as a result of the agreement, though similar requirements may apply for other reasons.

Sub-recipient means an entity, usually but not limited to non-Federal entities, that receives a sub-award from a pass-through entity to carry out part of a Federal award, but does not include an individual that is a beneficiary of such award. A subrecipient may also be a recipient of other other Federal awards directly from a Federal awarding agency.

Both contractors and sub-recipients are defined as service providers.

- B. <u>Contractor Contracts</u> Fixed price contracts must be used with contractors.
 - <u>Fixed Price Contracts</u> A fixed price contract is used to purchase generally required goods and services which are sold to the general public during normal business hours at an agreed upon price regardless of the contractor's cost incurred. The appropriate uses of fixed priced contracts are provided below:
 - o For the purchases of equipment, supplies, or materials when a purchase order is not appropriate.
 - o For the purchases of personal services of consultants when the deliverables are specifically defined and priced. Consultants and personal services contracts, costing \$5,000 and over, 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 the execution of the contract.
 - O During the onsite monitoring, the DWS Financial Monitor will review the contract documentation against the filing submitted to DWS. The filing must be sent to the DWS Financial Monitor via email to <u>DWS FinanceMonitors@nccommerce.com</u>. The filing submitted to DWS must include:
 - 1. The cost of the proposed contract;
 - 2. The starting and ending dates;
 - 3. The purpose of the contract;
 - 4. The list whether the procurement is Competitive or Non-competitive;
 - 5. The funding source to be used.

Once the review is complete, the subrecipient will receive a compliance certification letter from DWS.

The contract must identify the specific deliverables and the related price for each deliverable for which payment will be made.

C. <u>Sub-recipient Contracts</u> –

Cost Reimbursable Contracts – WDBS may use a cost reimbursable contract
for any form of procurement. In this type of contract, reimbursements are
made to the subrecipient for actual expenses incurred in the provision of
goods/services. Under cost reimbursable contracts, the primary risk in
achieving a reasonable relationship between expenditures and results fall to
the WDB in negotiating line costs.

This type of contract is required for procurement transactions between a unit of state or local governments and any other entity organized principally as the administrative entity for the local workforce development board.

Each contract must contain a detailed line item budget specifying the expense item and estimated amounts for all costs. All costs in the approved budget must be allowable and properly allocated among the cost categories that will benefit. The contract must fully describe the services to be delivered and the invoicing, payment, and procedures including signatory authority for the submission of invoices. Any provisions of flexibility in expenditures among the specific line items must also be described in the contract.

- Cost Reimbursable Contracts with Profit A cost reimbursable contract may include a profit element when an incentive is appropriate to induce a private for-profit subrecipient/services provider to provide WIOA training or services.
- <u>Fixed Price Contracts</u> The use of a fixed price contract is limited to specific circumstances in which a subrecipient/service provider agrees to deliver specified WIOA services at a negotiated price. These situations might include such services as eligibility determination, assessment, or case management with a detailed work statement, with a unit price established for each deliverable, e.g. number of enrollments, number of assessments, etc.

This type of contract differs from a fixed unit price, performance based contract only to the extent that it provides for the delivery of a specific service, regardless of participant outcomes. Requirements for establishing and paying the fixed price are the same, except that payment conditions must be based on the delivery of measurable units of service, rather than on participant outcomes.

<u>Hybrid Contracts (Cost Reimbursable with Fixed Price Element)</u> – Hybrid contracts incorporate a combination of cost-reimbursement and fixed price characteristics. In these contracts, some cost items will be separately identified to be reimbursed on actual costs incurred and other cost items will be units identified as a fixed price.

These contracts must be negotiated and executed on the bases of a detailed line item budget in which the cost items to be reimbursed are separately identified from the fixed price element(s). The requirements applicable to the cost reimbursable and fixed price contracts will apply to each separately identified set of expenses.

• <u>Fixed Unit Price/Performance Based Contracts</u> — Fixed unit price/performance based contracts are allowable for employment and training services as an incentive for subrecipients to perform efficiently and achieve high levels of participant outcomes. The following requirements apply in establishing a fixed unit price and the condition for payments:

- A cost analysis of all cost elements, i.e. line item costs, must be conducted and documented, and reasonableness of the unit price determined;
- o The fixed unit price must be allocated to benefitting cost categories based on the ratios established in the cost price analysis;
- O The proposer must certify in writing that cost data are accurate, complete, and current at the time of agreement on price. The awarding agency must retain the right price adjustment if it is discovered that the sub-recipient knowingly submitted data that were not accurate, complete, and current; and
- o Payment conditions must include measurable participant outcomes (e.g. quantifiable levels of skill attainment, placement in training-related position, a placement wage requirement, job retention, etc.).
- D. <u>General Contract Provisions for All Contracts</u> Except for small purchase for which a purchase order is appropriate, the WDB must award a bilaterally executed contract which includes, at a minimum:
 - The fixed price and/or estimated costs;
 - A description of the scope and extent of work performed or specification of the goods/services to be provided; and
 - The period of performance.

Note: There is no requirement that fixed unit price agreements establish minimum or maximum quantity or funding levels to require performance or limit obligations. However, it is strongly recommended that a maximum be included in the agreement to identify obligations and to manage risk.

The WDB must include in each contractor and sub-recipient contract the following provisions and must require that the subrecipient include the provisions, or references to them, in any subcontracts:

- Remedies A provision will allow for administrative, contractual, or legal remedies if the subrecipient violates or breaches terms of the contract and which provides for appropriate sanctions and penalties.
- <u>Termination</u> A provision for termination of the contract for cause and for convenience by the awarding agency and for termination because of circumstances beyond the control of the subrecipient. The provision must include an identification of the conditions under which termination actions will be taken, the manner in which actions will be taken, and the basis for settlement.
- Modification A provision defining the conditions under which the contract can be modified, including specification of the conditions by which the contract can be unilaterally modified by the WDB,
- Assignment A provision prohibiting the assignment of the contract to another party.

- <u>Funds Availability</u> A provision for withdrawal of funds from the contract as a result of discontinued or more limited funding to the WDB from its funding source.
- Coordination of Grant Funds A provision for coordination, documenting, and reporting funds from High Education Act grants (e.g. Pell, Supplemental Educational Opportunity Grant (SEOG)), and other sources that are used in conjunction with WIOA fund on behalf of participants.
- <u>Payment Conditions and Delivery Terms</u> A provision that describes conditions under which payments will be made, the documentation required for invoicing, and the timeframes for submission and payment of invoices. (Payment conditions depend on the type of contract used.)
- Contract Period Sub-recipients may, with sufficient justification, renew an annual contract for two (2) additional years without benefit of competitive procurement, not to exceed a total of three (3) years. Each renewal shall be limited to a one (1) year period. Renewal of an annual contract shall not preclude the contract negotiation requirement or the cost or price analysis process. This requirement applies except in the case of non-competitive procurement under the emergency criterion and unsolicited proposals. If establishing a contract period which crosses program years, contract provisions must address the longer period of performance.
- <u>Audit Responsibilities</u> A provision describing the subrecipient's/service provider's audit responsibilities. In the case of vendors, in lieu of an audit, the right to access to vendor records of program charges and to staff for interviews must be included.
- <u>Data/Copyrighting</u> A notice of WIOA requirements pertaining to rights of data of products developed with the use of WIOA funding. Specifically, the awarding agency, DWS, and the US Department of Labor must have unlimited rights to any data first produced or delivered under the agreement, including agreements which involve the use/development of computer programs/applications, or the maintenance of databases or other computer data processing programs, including the input of data. There must also be a notice of WIOA requirements pertaining to copyrighting only in contracts that involve the use or development of copyrighted materials.
- Reporting Requirements a description of the WDB requirements for reporting data and other information.
- <u>Complaints</u> <u>Information for filing a complaint or grievance.</u>
- Records and Retention A description of the records that must be maintained and the applicable record retention period defined.

- E. <u>Additional Provisions for Sub-recipient Contracts</u> In addition to the general provisions required for all contracts described above, the following provisions are required for subrecipient/service provider contracts only:
 - <u>Adherence to Applicable Laws and Regulations</u> A provision that the subrecipient/service provider will adhere to all applicable federal, state, and local regulations, laws, and policies, including:
 - o Certification Regarding Lobbying (29 CFR Part 93)
 - o Drug-Free Workplace Requirements Certification (29 CFR Part 98)
 - <u>Use of Program Income</u> A provision defining the procedures and criteria for the disposition and use of program income earned by the subrecipient, if applicable.
 - <u>Non-duplication of Services</u> An assurance that facilities and services are not duplicated through the contract unless it has been established that alternative services or facilities would be more effective or more likely to achieve performance goals.
 - Equal Opportunity The WDB must include the following equal opportunity provision verbatim and must require that its subrecipients/service providers include the clause in any of their contracts which has, or is expected to have, an aggregate value exceeding \$25,000 within a 12-month period:

During the performance of this contract, the service provider agrees as follows:

- a. The service provider will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA), including the Nontraditional Employment for Women Act of 1991, Title VI of the Civil Right Act of 1964, as amended, Section 504 of the Americans with Disabilities Act of 1990, as amended, the Age of Discrimination Act of 1975, as amended, Title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including, but not limited to, 29 CFR Part 34. The United States has the right to seek judicial enforcement of this assurance.
- b. The service provider will not discriminate against any employee or applicant for employment, or program applicant/participant because of race, color, age, religion, sex, disability, national origin, or political affiliation or belief. The subrecipient will take affirmative action to ensure that applicants are employed/selected and that participants and employees are treated during their period of employment/participation without regard to their race, color, age, religion, sex, disability, national origin, political affiliation or belief. Such action must include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or

termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The subrecipient agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of the non-discrimination clause.

- c. The service provider will, in all solicitations or advertisements for employees or participants placed by or on behalf of the subrecipient, state that all qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex, disability, national origin, political affiliation or belief.
- d. The service provider will permit access to any contract-related books, records, and accounts by the contracting agency, the State of North Carolina, and the US Secretary of Labor for purposes of investigation to ascertain compliance with applicable rules, regulations, and orders.
- e. In the event of the service provider's non-compliance with the non-discrimination clauses of this contract with any such rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the service provider may be declared ineligible for further government contracts and such other sanctions may be imposed and remedies invoked as provided by rules, regulations, and orders of the Secretary of Labor, or as otherwise provided by law.
- Compliance with Contract Work Hours and Safety Standards Act (40 U.S.C. 327-332) Contracts for the construction and repair of any government building funded by WIOA and whose values exceed \$2,500 must include a statement referencing compliance with (c)(3)(iii) of the Contract Work Hours Safety Standards Act. This requirement does not apply to contracts for the purchase of supplies or materials or articles ordinarily available on the open market, or to work where the USDOL assistance is in the form of a loan guarantee or insurance.
- <u>Safety</u> The WDB must include in all construction contracts in excess of \$2,000 which involves the employment of laborers or mechanics a provision requiring the subrecipient to comply with 29-70.21613 (c)(3). Except in instances where the contract is subject to the Davis-Bacon Act, the following provision must be included:

The subrecipient shall not require a laborer or mechanic employed in the performance of the contract to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous to health and safety.

• Compliance with Copeland Anti-kickback Act (40 U.S.C. 276c and 18 U.S.C. 874) – Contracts in excess of \$2,000 for construction, completion, or repair of public buildings, public works, or building work financed in whole or in part by federal funds, must include the provision prescribed in 29 CFR 5.5 (a)(5), requiring compliance with the Copeland Act. The Copeland Act prohibits illegal deductions or kickbacks of wages to which employees are otherwise

entitled. The WDB must report all suspected or reported violations to the State.

- <u>Certification Regarding Lobbying</u> Executed contracts with a value in excess of \$100,000 must include a provision that prohibits the use of federally appropriated funds for lobbying the Executive or Legislative branches of the Federal Government in connecting with a specific contract, grant, or loan. The WDB must ensure that the subrecipient completes and signs a "Certification Regarding Lobbying" form so indicating. The provision must also specify that the subrecipient must complete a "Disclosure of Lobbying Activities" form for any and all lobbying activities which are supported by other than federally appropriated funds.
- <u>Buy American Notice Requirement –</u> In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds available under WIOA, it is the sense of the Congress that entities receiving assistance should, in expending assistance, purchase only American-made equipment and products, as required by the Buy American Act (41 USC 10a et seq.). (Reference WIOA Section 502- Buy American Requirements)
- Salary and Bonus Limitations None of the funds appropriated under the heading 'Employment and Training' in the appropriation statute(s) may be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. This limitation shall not apply to vendors providing goods and services as defined in OMB Uniform Guidance. Where states are recipients of such funds, states may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from sub-recipients of such funds, taking into account factors including the relative cost-of-living in the state, the compensation levels for comparable state or local government employees, and the size of the organizations that administer federal programs involved including Employment & Training Administration programs. (Reference Public Law 113-76, Division H, Title I, Section 105 and USDOL Training and Employment Guidance Letter (TEGL) Number 05-06 (available via http://wdr.doleta.gov/directives/corr doc.cfm?DOCN=2262) for further clarification)
- <u>Intellectual Property Rights</u> The Federal Government reserves a paid-up, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for federal purposes: i) the copyright in all products developed under the grant, including a sub-grant or contract under the grant or sub-grant; and ii) any rights of copyright to which the grantee, sub-grantee, or a subrecipient purchases ownership under an award (including, but not limited to, curricula, training models, technical assistance products, and any related materials).

Such uses include, but are not limited to, the right to modify and distribute products worldwide by any means, electronically or otherwise. Federal funds

may not be used to pay any royalty or license fee for use of a copyrighted work, or the cost of acquiring by purchase copyright in a work, where the US Department of Labor has a license or rights of free use in such work. If revenues are generated through selling products developed with grant funds, including intellectual property, these revenues are program income. Program income is added to the grant and must be expended for allowable grant activities.

If applicable, the following needs to be on all products developed in whole or in part with grant funds:

This workforce product was funded by a grant by the U.S. Department of Labor's Employment and Training Administration. The product was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, the accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes inadmissible. All other uses require the prior authorization of the copyright owner.

- <u>Veterans' Priority Provisions</u> This program, funded by the U.S. Department of Labor, is subject to the priority of service requirements of 38 USC 4215 and 20 CFR Part 1010. Section 4215 of Title 38 requires that priority of service be provided to veterans and spouses of certain service members and veterans for the receipt of employment, training, and placement services. (Reference TEGL No. 10-09)
- F. <u>Sub-recipient Work Statement Requirements The following elements are required in contract work statements with subrecipients/service providers who will provide participant training, and in other contract work statements as appropriate, to the services to be provided or the work to be performed. Other contract requirements may be added at the discretion of the WDB.</u>
 - <u>Training Activities</u> A description of the type and duration of the training activity including, if applicable, length of training cycles and the approximate number of participants per cycle.
 - Other Training and Support Activities A description of other specific services and activities to be provided such as assessment, the administration of specific test instruments, individual service strategy completion, counseling, job development, placement, work experience, support payments, follow-up, and their relationship to the training activities.
 - <u>Placement Targets/Wages</u> Occupational target considered as training-related placements, as well as the related placement wage for each target. Wages

- should reflect the prevailing local wage for the occupation, based on local or regional surveys.
- <u>Participant Completion Definitions</u> A description of the skill levels to be acquired and the method(s) for measuring attainment.
- Program Entry Requirements A description of the minimum skill levels
 required for entry into the program. Any educational requirement should
 reflect the minimum skills needed to successfully complete training.
 Occupational skill requirements should reflect an absence of skills necessary
 for entry in the occupation of training. The method to be used to assess the
 skills must be included.
- <u>Target Population</u> A description of the participants to be served in the program by number, key demographic, or target group characteristics.
- <u>Staffing/Management Plan</u> A description of each job title and primary responsibilities, number of staff per job title and percent of time committed for each position to the contract. This breakout may be included in the statement of work or as the backup to the line item budget. It is recommended that an organizational chart and related job descriptions/qualifications of the individuals in the WIOA funded positions be attached to the contract to verify the adequacy and abilities of the staff to deliver quality services and provide effective monitoring/oversight of performance.
- <u>Program Performance</u> The planned number of eligible individuals must be identified (by group, if applicable) who are to be enrolled, complete training, and meet performance outcome/retention criteria.
- <u>Facilities</u>— A description of the facilities and location to be used during the training/contract period.
- <u>Equipment</u> An itemized listing of the equipment (e.g. computers, etc.) to be used in the program in accordance with the requirements of training.
- <u>Training Supplies and Materials</u> An itemized listing of training supplies and materials (e.g. work tools, work books, supplied, etc.) to be used in class-sized programs, in accordance with the requirements of the curriculum and the number of participant slots.
- <u>Implementation Schedule</u> The period of performance and any requirement related to minimum start-up and completion dates for individual training cycles.
- <u>Sub-contracts</u> Any third parties to whom any part of the contract will be sub-contracted must be identified and their responsibilities defined. All applicable work statement items will flow to the sub-contract contract, with the sole exemption being the On-the-Job Training employers.

<u>Coordination</u> – A description of coordination arrangements with other organizations which will contribute funds or provide services on behalf of program participants. This description should correlate to a statement of shared/contributed costs in the budget section.

Note: When payments are tied to performance, the work statement elements must be consistent with payment conditions stated in the contract.

- G. <u>Timely Contract Execution/Use of Pre-agreement Letters</u> As a standard operating procedure, sub-grant funds are to be obligated and disbursed to subrecipients in accordance with a fully-executed contract and/or sub-contract. When the risks associated with having a fully-executed contract are outweighed by the need to provide services, the use of a pre-agreement letter should be used to clarify expectations until a fully-executed contract is finalized. Such costs are allowable only to the extent that they will be incurred after beginning of the contract period. The letter should be executed by the WDB prior to program start-up. At a minimum, the letter should contain the following information:
 - A general description of the service to be provided;
 - The negotiated line item budget for the project;
 - The period of the proposed contract;
 - A statement indicating that a fully-executed contract will be in place within a specified period (e.g. 60 days)
 - A statement indicating that no money will be exchanged between the parties until the contract is executed; and
 - Names, titles, and signatures of the individuals for both entities planning to enter the proposed contract and agreeing to terms outlined regarding negotiated contract costs.
- H. <u>Contract Administration and Records WDBs</u> must maintain a system for contract administration to ensure that subrecipients/service providers and other suppliers comply with the terms, conditions, and applicable performance requirements of contracts or purchase orders and to ensure adequate and timely completion of all transactions.
- I. <u>Monitoring</u> All WDBs must maintain a system for contract monitoring (both programmatic and fiscal) to ensure that subrecipients/service providers comply with the performance requirements and provisions of the contracts.
- J. <u>Contract Files</u> All WDBs must maintain a file on each executed contract sufficient to document the record of the contract, performance against the contract and payments made. The file should include the following elements:
 - Executed contract and modifications;
 - Cost/price analysis for each modification or documentation as to why it was not required;
 - Official correspondence;
 - Memos to file.

K. <u>Property Control</u> – All WDBs must develop procedures and maintain controls for property acquisition, utilization, maintenance, and disposition. A physical inventory of all property costing \$500 or more per unit and having a useful life of one year or more must be performed at least once a year.

References

- Commission Policy Statement CPS 02-2022, Procurement and Contracting Policy, and attachments
- Commission Policy Statement CPS 04-2022, Requirement to Use Competitive Selection Processes to Procure Training Providers and One-Stop Operators
- Workforce Policy 20-2017, Change 1, Financial Management Policy for Workforce Innovation and Opportunity Act Title I
- Workforce Innovation and Opportunity Act (WIOA) and Final Rules
- NC Division of Workforce Solutions Sub-grant Agreement Section 3.4
- North Carolina Administrative Code Title 4, Chapter 20 Section .0304(a) and (b)
- 20 CFR Part 652, et al.
- 29 CFR Part 97.36 Uniform Administrative Requirement
- 29 CFR Part 95 Sections 95.40 through 95.48
- Office of Management and Budget (OMB) Uniform Guidance 2 CFR 200
- North Carolina General Statutes (N.C.G.S.)

Attachments

A: Waiver of Training Prohibition

B: Cost Analysis Guide

C: Cost Analysis and Determination of Reasonableness of Profit Worksheet

Creation Date

July 2022



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. Demonstrates a failed competitive procurement based upon satisfactory evidence that there is an insufficient number of eligible providers of such a program of 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 indemand industry sector or occupation in the local area; and
- IV. A description of the clear and distinct firewall between the WDB and the services delivered to customers.

The 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 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 DWS, but only if the WDB continues to meet the requirements of the provisions stated above.

Revocation: 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 WDB involved has engaged in a pattern of inappropriate referrals to training services operated by the WDB, or there were irregularities in the competitive procurement process.



Mid-Carolina Workforce Development Board Program Cost Analysis Guide

INTRODUCTION

This cost analysis guide provides a framework for determining prices and evaluating the reasonableness of costs associated with the operation of the Workforce Innovation and Opportunity Act (WIOA) Title I-funded activities in the Workforce Development Board (WDB) service area.

An objective cost/price analysis will enable the WDB to provide the services available to the greatest number of people. The object of WIOA is to help people obtain employment. A contract that is obtained for the best price is one that most efficiently uses the available funds to provide quality services to the most participants. This is the goal of the WDB, and an objective cost analysis will help the WDB to determine the best service providers.

In performing cost analysis, the assigned staff must perform discrete functions. First, the Board must verify the cost and pricing data submitted and evaluate the cost elements in that data. This verification includes judging the necessity for and reasonableness of proposed costs, including allowances for specific contingencies. It also includes evaluating the service provider's cost trends on the basis of current and historical cost or pricing data. This function also includes conducting a technical appraisal of the estimated labor, material, and other requirements proposed. This first analysis step may also require evaluators to apply negotiated, audited, or proposed indirect cost rates to determine the contract price, where such rates are proposed.

A second element of cost analysis is a comparison of the costs proposed by service providers with other data. This data includes actual costs incurred by the same service provider in the past. Cost analysis can also compare the current proposed costs with previous cost estimates from the same service provider or from other service providers for the same or similar items. It is appropriate and helpful to compare costs with those proposed by other service providers in the same procurement process.

In addition, a cost analysis will be performed to verify that the service provider's submitted costs are in accordance with applicable contract cost principles. Cost principles define and describe the meanings and limits of a variety of costs. Costs that do not conform to these meanings and limits are not allowable. State or local laws and regulations may make certain costs unallowable or place limits on costs in addition to those cited in WIOA provisions or regulations.

ANALYSIS PROCEDURE

The cost analysis procedure may vary by program; the reviewer may require more justification of some types of programs than other types in order to strengthen the capability to analyze costs.

However, common elements for the reviews of all programs include the following steps:

- 1. Check computations;
- 2. Review for completeness of information;
- 3. Review for proper cost categorization;
- 4. Determine the estimating base; and
- 5. Determine the allowability of the proposed estimate

Allowability includes:

- Necessity
- Reasonableness
- Terms of the contract
- Cost principles
- WIOA regulations or policies
- State policies, and
- WDB policies

In addition to these guidelines, the WDB may employ any or all of the following procedures to determine cost reasonableness:

- 1. Development of an independent estimate for planning and comparison purposes;
- 2. Comparison of competitive bids, where available;
- 3. Comparison of prior quotations/contracts with current proposals for the same or similar programs;
- 4. Comparison of prices on published price lists;
- 5. Comparing the proposer's estimated cost to actual costs incurred for former programs of the same or similar nature (historical cost data should be adjusted for inflation and any upward or downward price trends); and
- 6. Any other cost analysis available

It is equally important that the contract reviewer has a technical understanding of the contract requirements. In addition to the ability to determine excess costs, the reviewer should be reasonably certain the proposer has requested enough funding to fulfill contract requirements.

CONTRACT

All contract applications will require detailed line item budgets.

MODIFICATION

Where contract modifications that affect the contract budget are justified and allowed in the WIOA Administrative Entity's procurement policy, another cost analysis must be performed.

OPTION YEAR(S)

Where solicitations seek second-year or third-year operations or option year cost proposals from service providers, these proposals will be subject to the same detailed cost/price analysis as the first year. The reviewer must examine how the subsequent year costs will change from the ones in the first year. Unless the RFP calls for a reduced scope of work in the subsequent year, usually the work will be the same.

However, in nearly all instances, costs may change. For example, inflation occurs, subrecipient personnel usually receive pay raises, etc. Thus, the cost of labor and materials usually rise, but they do not rise equally. Also, improvements in efficiency and the work experience level of personnel can result in lower costs. The reviewer will have to analyze the second year costs in the same manner as other costs.

DOCUMENTATION

Documentation is vital to the cost analysis process. It provides a record of the entire analysis and will be used to justify actions taken. Documentation will be used to justify the rating given to a particular offeror, to use as a basis for discussion and negotiation with the offeror, to use in the event of a challenge of the award, and finally to use during contract monitoring and administration.



COST ANALYSIS AND DETERMINATION OF REASONABLENESS OF PROFIT WORKSHEET

Part I - General

Bidder:		
1.	Offeror computations checked and verified Problems/Comments:	Yes No
2.	All necessary cost elements included Problems/Comments:	Yes No
3.	Offeror supporting documentation and justification complete Problems/Comments:	Yes No
4.	WIOA cost categorization (Administration, Program) Correctly categorized	Yes No
	Need more information (detail below)	Yes No
	Problems/Comments:	

Part II – Specific Costs

Cost Element	Necessary/Reasonable	Basis for Judgement		
		(Check one or more)		
1. Staff Costs	□ Yes □ No	 □ Independent Agency Estimate □ Compared/Other Current Offers 		
	110	☐ Compared/Past Offers		
		☐ Verified Market Price or Quote		
		☐ Other (specify)		
Comments/Concerns/Problems:				
2. Fringe Benefits	□ Yes	☐ Independent Agency Estimate		
(For tax-based elements, be sure	□ No	☐ Compared/Other Current Offers		
that rates and bases are current.)		☐ Compared/Past Offers		
that races and bases are carrently		☐ Verified Market Price or Quote		
		☐ Other (specify)		
Comments/Concerns/Problems:				
3. Materials:	□ Yes	☐ Independent Agency Estimate		
Training/Program	□ No	☐ Compared/Other Current Offers		
2 2		☐ Compared/Past Offers		
		☐ Verified Market Price or Quote		
		☐ Other (specify)		
Comments/Concerns/Problems:				
4. Materials:	□ Yes	☐ Independent Agency Estimate		
Supplies/General	□ No	☐ Compared/Other Current Offers		
		☐ Compared/Past Offers		
		☐ Verified Market Price or Quote		
		☐ Other (specify)		
Comments/Concerns/Problems:				
5. Equipment	□ Yes	☐ Independent Agency Estimate		
. .		☐ Compared/Other Current Offers		
		☐ Compared/Past Offers		
		☐ Verified Market Price or Quote		
		☐ Other (specify)		

Comments/Concerns/Problems:		
6. Facilities	□ Yes	☐ Independent Agency Estimate
		☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
	1	
7. Communications (e.g.,	□ Yes	☐ Independent Agency Estimate
telephone, website, etc.)	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
8. Insurance/Bonding	□ Yes	☐ Independent Agency Estimate
o. msurance/Donaing		□ Compared/Other Current Offers
	L NO	☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		Unit (specify)
Comments/ Concerns/1 Toolems.		
9. Staff Travel	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
10. Composition (c		
10. Consultants	□ Yes	☐ Independent Agency Estimate
	\square No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Ouote

		☐ Other (specify)
Comments/Concerns/Problems:		
11. Accounting/Audits	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
12. Legal Services	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
13. Photocopying/Printing	□ Yes	☐ Independent Agency Estimate
	\square No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
14. Supportive Services	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
15. Indirect Costs	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers

(When proposed, ensure that		☐ Verified Market Price or Quote
costs are not duplicated indirect		☐ Other (specify)
costs.)		
Comments/Concerns/Problems:		I
Comments/ Concerns/1 Toolems.		
	1	
16. Subcontracts	□ Yes	☐ Independent Agency Estimate
(Review subsubrecipient	□ No	☐ Compared/Other Current Offers
cost/price proposal)		☐ Compared/Past Offers
		□ Verified Market Price or Quote
Comments/Concerns/Problems:		□ Other (specify)
Comments/Concerns/Problems:		
17. Other (Specify)	□ Yes	☐ Independent Agency Estimate
	□ No	☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:		
18. Other (Specify)	□ Yes	☐ Independent Agency Estimate
10. Other (Specify)		☐ Compared/Other Current Offers
		☐ Compared/Past Offers
		☐ Verified Market Price or Quote
		☐ Other (specify)
Comments/Concerns/Problems:	ı	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \

Part III - Determination of Reasonableness of Profit

Assign an overall rating of low, medium, or high to each criterion, after analyzing each of the elements.

- A Low rating indicates a low level of effort; low profit justified
- A **Medium** rating indicates an ordinary effort, e.g., a standard curriculum, some assistance in program delivery, etc.; medium level of profit justified
- A **High** rating indicates an extraordinary level of effort will be needed for program delivery, e.g., innovative program, strong service to groups with barriers, etc.; high profit justified

1.	Complexity of Work	Low
		Medium
	Comments/Concerns/Problems:	High
Wil	l the offeror be responsible for the full range of services for program	Yes
part	ticipants, i.e., recruitment, certification, assessment, case management, training,	No
plac	cement, follow-up through retention?	Somewhat
Wil	l the offeror provide multiple training opportunities through several components,	Yes
i.e.,	basic skills, pre-employment skills, vocational skills, work-based training, job	No
sear	rch, etc.?	Somewhat
Wil	I the training be in higher skills, and will the offeror be required to serve a high	Yes
nun	aber of individuals with multiple barriers?	No
		Somewhat
Wil	l the offeror be expected to achieve a high level of coordination in providing	Yes
trai	ning or services?	No
		Somewhat
	l the offeror be required to have an accounting system capability to make direct	Yes
part	ticipant payments or reimburse employers directly?	No
2.	Contract Risks	Somewhat
4.	Contract Risks	Low Medium
		High
	Comments/Concerns/Problems:	Iligii
Wil	I the offeror be reimbursed for all expenses incurred in program delivery?	Yes
		No
T .1		Somewhat
Is th	ne program design new and/or innovative?	Yes
		No Somewhat
		Somewhat
Wil	I the offeror be required to achieve multiple program outcomes?	Yes
		No
		Somewhat

is a	high level of service required for hard-to-serve groups?		Yes
			No
			Somewhat
Are	placement and retention goals high?		Yes
			No
			Somewhat
3.	Subrecipient Investment	П	Low
	•		Medium
	C //C /D 11		High
	Comments/Concerns/Problems:		
Was	s the offeror required to develop an innovative, complex program design?	П	Yes
	one on the program we say		No
			Somewhat
Wil	I the offeror be responsible for managing services at multiple sites?	П	Yes
** 11	the offeror be responsible for managing services at multiple sites:		No
			Somewhat
			Somewhat
Wil	I the complexity of the program require complex accounting and participant		Yes
reco	ordkeeping?		No
			Somewhat
Wil	l costs be reimbursed on a regular basis, or payments for performance made		Yes
	rmittently?		No
11110	interiory.		Somewhat
			Somewhat
4.	Subcontracting		
4.	Subcontracting		Low
4.			Low Medium
4.	Subcontracting Comments/Concerns/Problems:		Low
4.			Low Medium
4.			Low Medium
	Comments/Concerns/Problems:		Low Medium High
			Low Medium High
	Comments/Concerns/Problems:		Low Medium High
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery?		Low Medium High Yes No Somewhat
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance,		Low Medium High Yes No Somewhat Yes
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance,		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to		Low Medium High Yes No Somewhat Yes
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant.		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: I the offeror rely on subcontracts for program delivery? Ild the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? Id the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant.		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant. If only support services are contracted, they would bear no impact on		Yes No Somewhat Yes No
Wil	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant.		Yes No Somewhat Yes No
Will Cou i.e.:	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? Id the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant. If only support services are contracted, they would bear no impact on performance.		Yes No Somewhat Yes No Somewhat
Wil	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant. If only support services are contracted, they would bear no impact on		Low Medium High Yes No Somewhat Yes No Somewhat
Will Cou i.e.:	Comments/Concerns/Problems: If the offeror rely on subcontracts for program delivery? Id the level of subcontracting impact negatively for the offeror's performance, If OJT or customized training, the employer commits to hiring prior to subcontracting; therefore, any negative impact would more likely be related to the offeror's inability to counsel and motivate the participant. If other types of training are subcontracted, with the offeror responsible for placement, poor training could negatively impact the offeror's ability to place the participant. If only support services are contracted, they would bear no impact on performance.		Yes No Somewhat Yes No Somewhat

Past performance should be rated in terms of rewarding high performance with		Unsatisfactory
higher profit.		Not Applicable
Give a High rating if in the previous year the offeror achieved all performance goals at a level of 90% - 100%.		
Give a Medium rating if in the previous year the offeror achieved all performance goals at a level of 80% - 89%.		
Give a Low rating if in the previous year the offeror achieved 70% - 79% of its performance goals.		
If in the previous year the offeror achieved less than 70% of its performance goals, its past performance should be considered Unsatisfactory and negative consideration given to this criterion in determining the reasonableness of profit/program income.		
If the offeror did not have a contract in the previous program year, the lack of rating for this criterion should not negatively impact the determination of reasonable profit.		
Comments/Concerns/Problems:		
Industry Profit Rates	I	
Review industry rates and note percentages.		
Comments/Concerns/Problems:		
Market Conditions		
Note market conditions.		
Comments/Concerns/Problems:		
	higher profit. Give a High rating if in the previous year the offeror achieved all performance goals at a level of 90% - 100%. Give a Medium rating if in the previous year the offeror achieved all performance goals at a level of 80% - 89%. Give a Low rating if in the previous year the offeror achieved 70% - 79% of its performance goals. If in the previous year the offeror achieved less than 70% of its performance goals, its past performance should be considered Unsatisfactory and negative consideration given to this criterion in determining the reasonableness of profit/program income. If the offeror did not have a contract in the previous program year, the lack of rating for this criterion should not negatively impact the determination of reasonable profit. Comments/Concerns/Problems: Industry Profit Rates Review industry rates and note percentages. Comments/Concerns/Problems:	higher profit. Give a High rating if in the previous year the offeror achieved all performance goals at a level of 90% - 100%. Give a Medium rating if in the previous year the offeror achieved all performance goals at a level of 80% - 89%. Give a Low rating if in the previous year the offeror achieved 70% - 79% of its performance goals. If in the previous year the offeror achieved less than 70% of its performance goals, its past performance should be considered Unsatisfactory and negative consideration given to this criterion in determining the reasonableness of profit/program income. If the offeror did not have a contract in the previous program year, the lack of rating for this criterion should not negatively impact the determination of reasonable profit. Comments/Concerns/Problems: Industry Profit Rates Review industry rates and note percentages. Comments/Concerns/Problems:

After consideration of the aforementioned criteria, the rating schedule below will be used to determine a reasonable level of profit.

- Low rating: A profit equal to 3% 5% of proposed operating costs are considered reasonable.
- **Medium** rating: A profit equal to 6% 8% of proposed operating costs are considered reasonable.
- **High** rating: A profit equal to 9% 12% of proposed operating costs are considered reasonable.

Offeror:	Overall Rating:
Rating completed by:	
Part IV – Conclusion	
Prepare a brief narrative citing:	
 Specific additional cost justifications needed; Recommended adjustments to specific cost element Any other comments about the cost/price proposal 	s; and
(Attach additional pages if necessary)	
Part IV – Signature(s)	
Completed by:	
Signature:	
Data	



Policy Letter #22

TO: All Mid-Carolina Workforce Development Service Providers

FROM: Matthew Fowler, Director

SUBJECT: Financial Management

PURPOSE

To establish financial policies and procedures that provide guidance to the Mid-Carolina Workforce Development Board as Grant Administrator regarding the Division of Workforce Solutions (DWS) Financial Management policies that have been updated to reflect the Workforce Innovations and Opportunity Act (WIOA) and the Office of Management and Budget (OMB) Uniform Guidance, as well as the North Carolina Budget and Fiscal Control Act and the policies of the North Carolina Local Government Commission (the LGC).

BACKGROUND

This Fiscal Management Policy was established to adhere to the Workforce Innovations and Opportunity Act Public Law 113-128 published July 22, 2014, and the OMB Uniform Guidance 2 CFR Part 200 published December 19, 2014, 79 Federal Register 75871 - 76106. As the Administrative Entity of the Mid-Carolina Workforce Development Board and Local Area, the Mid-Carolina Regional Council must also comply with the North Carolina Budget and Fiscal Control Act and the policies of the LGC.

The OMB Uniform Guidance, the DWS Financial Policies, and the GC Financial Policies provide instruction in several administrative areas, including:

- (1) Financial management and cost principles
- (2) Audit
- (3) Grants management
- (4) Record management
- (5) Property management

In cases where there is a policy conflict between the federal, state and/or local policies, the most restrictive policy requirement must be followed.

Federal and State funds available to the Mid-Carolina Workforce Development Board

shall be allocated in accordance with the formula for distribution of funds established by the US Department of Labor and the State of North Carolina. The Mid-Carolina Regional Council has been designated as the Administrative Entity on behalf of the Mid-Carolina Workforce Development Board in order to administer Workforce Innovation and Opportunity Act funds and programs in Cumberland, Sampson, and Harnett counties.

ACTION

The Mid-Carolina Regional Council, Mid-Carolina Workforce Development Board, and service providers are required to adhere to WIOA, OMB Uniform Guidance 2 CFR Part 200, and DWS Policy Statement Number PS 20-2017, Change 1 (dated January 25, 2019), for the administration of the WIOA Title I.

Attachment A: PS 20-2017, Change 1

Creation Date

July 2022



NORTH CAROLINA DEPARTMENT OF COMMERCE DIVISION OF WORKFORCE SOLUTIONS

DWS POLICY STATEMENT NUMBER: PS 20-2017, Change 1

Date: January 25, 2019

Subject: Financial Management Policy for Workforce Innovation and Opportunity Act Title I

From:

Daniel L. Giddens
Assistant Secretary for Workforce

Paring L. Hiddens

Purpose: To transmit the current Division of Workforce Solutions (DWS) Financial

Management Policy updated to reflect Workforce Innovation and Opportunity Act (WIOA) and Federal Office of Management and Budget

(OMB) Uniform Guidance.

To rescind PS 20-2017.

Action: Local Workforce Development Areas and Subgrantees are required to adhere

to the following financial policies and procedures for the administration of

the WIOA Title I.

Effective Date: Immediately

Expiration: Indefinite

Contact: DWS Finance Director

Attachment: Financial Management Policy for Workforce Innovation and

Opportunity Act Funds

North Carolina Division of Workforce Solutions

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 fund 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 deobligate 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. https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

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 and 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 Policy.

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 and 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:

- a) Be reasonable for the performance of the award and be allocable thereto under these principles.
- b) Conform to any limitations or exclusions set forth in these principles or in the award as to types or amount of cost items.
- c) Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the organization.
- d) Be accorded consistent treatment.
- e) Be determined in accordance with generally accepted accounting principles (GAAP).
- f) 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.
- g) 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.



Policy Letter #25

TO: All Mid-Carolina Service Providers

FROM: Matthew Fowler, Director

SUBJECT: TAA/WIOA Co-enrollment

PURPOSE

To introduce strategies to strengthen participant outcomes for Trade Adjustment Assistance (TAA) and Workforce Innovation and Opportunity Act (WIOA) participants by increasing access to multiple services to benefit the long-term success of program participants through simultaneous admission known as co-enrollment. (20 CFR 618.600).

BACKGROUND

The WIOA Title I Dislocated Worker 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).

POLICY

As indicated in 20 CFR 618.605, TAA is a mandatory partner in the NCWorks Career Centers. All individuals participating in TAA programs are to be enrolled as WIOA Title I Dislocated Workers. Each Local Area may determine WIOA services 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 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)).

Reference DWS Operational Guidance: OG 03-2021

Creation Date

April 2023



MID-CAROLINA WORKFORCE DEVELOPMENT BOARD BYLAWS

Article I - Name & Service Area

- Section 1 Name The name of this organization shall be the Mid-Carolina Workforce Development Board, hereinafter referred to as the MCWDB.
- Section 2 Service Delivery Area The area to be served by the MCWDB shall be the North Carolina Counties of Cumberland, Harnett, and Sampson.
- **Section 3** General The MCWDB has been established as a means of enhancing partnerships to address regional employment, training, and economic development needs.

Article II - Functions of the Workforce Development Board

Functions of the MCWDB — It shall be the responsibility of the MCWDB, in partnership with local, state, and federal stakeholders, to provide policy guidance and exercise delegated oversight for the region with respect to all activities provided for under the Workforce Innovation and Opportunity Act of 2014 (WIOA).

Functions of the MCWDB are:

- A. Develop a local workforce plan that meets the requirements of the Chief Elected Official and WIOA, including the analysis of economic conditions and workforce development activities in the region; the collection, analysis, and use of workforce and labor market information for the region; and conducting research and data collection related to the workforce needs of the region.
- B. Lead efforts to engage with a diverse range of employers to promote business representation, develop effective linkages with regional employers, and ensure workforce development activities meet the needs of employers and, in turn, support the economic growth of the region.

- C. Lead efforts to develop and implement career pathways within the region.
- D. Identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and job seekers in the region.
- E. Conduct oversight for the region's youth, adult, and dislocated worker programs and ensure the appropriate use of funds to maximize performance outcomes.
- F. Negotiate regional performance accountability measures.
- G. Identify and select eligible one-stop operators and service providers for the region's youth, adult, and dislocated work programs.
- H. In partnership with the Chief Local Elected Official and Mid-Carolina Regional Council, assist with the development of a budget for activities of the regional workforce program.
- I. Take on other such duties as set forth in WIOA Section 107(d) and applicable state and federal mandates.

Article III - Workforce Development Board Membership

- **Section 1** General MCWDB members shall be selected in a manner consistent with WIOA, Section 107.
- Section 2 Membership The MCWDB shall have a minimum of 22 voting members. Membership shall adequately represent the three-county region. The Chief Local Elected Official and the Mid-Carolina Workforce Development Consortium will be notified of impending and immediate vacancies to ensure appointments are made efficiently and without detriment to the MCWDB.

At least fifty-one percent of the members must be representatives of the private sector and at least 20-percent shall be representatives of organized labor organizations/employee associations/apprenticeship programs. It shall be goal of the Chief Local Elected Official and the Mid-Carolina Workforce Development Consortium to appoint individuals to the MCWDB who represent the economic and demographic composition of the region.

Section 3. Membership Categories – Members of the MCWDB shall consist of the following:

At Least 51% of Total Membership

1. Representatives of the private sector (including at least two representatives of small business)

At Least 20% of Total Membership

- 2. Representatives of labor organizations (two or more)
- 3. Representative(s) of joint labor management or union affiliated/registered apprenticeship (one or more)
- 4. Representative(s) of community-based organizations with expertise in addressing the employment, training, and/or education needs of individuals and/or populations with barriers to employment

Other Members

- 5. Representative(s) of adult education and literacy
- 6. Representative(s) of vocational rehabilitation agency
- 7. Representative(s) of higher education
- 8. Representative(s) of public employment service
- 9. Representative(s) of economic development
- **Section 4** Terms of Membership MCWDB members will serve two-year terms and may be reappointed for additional terms with no limit of total terms served.
 - 1. Business (private sector) representative terms expire on even years
 - 2. Non-business (public sector) representative terms expire on odd years.

All terms expire on June 30 and MCWDB members will be appointed or reappointed on or before the July meeting

Successors of MCWBD members who resign, die or otherwise cease to serve shall be appointed within 90 days by the Chief Local Elected Official or his/her designee of the county to which the respective member represents in accordance with these bylaws. An appointment filling a vacancy mid-term shall serve the remainder of the unexpired term.

The nomination, selection, and composition of the MCWDB shall at all times conform with the requirements of WIOA, Section 107. Notwithstanding anything to the contrary contained in these bylaws, these bylaws shall at all times be interpreted and carried out in accordance with all applicable local, state, and federal laws and regulations.

Members may resign their appointment to the MCWDB through written notice to the Chief Local Elected Official.

Section 5 Ex-Officio Members – The Chair, in consultation with the Mid-Carolina Workforce Development Consortium, may appoint non-voting, ex-officio members to the MCWDB. Ex-officio members may not vote, but may participate in discussions and serve on standing and ad hoc committees.

Article IV – Officers

- Chair The MCWDB shall have a Chair who shall be elected by the MCWDB membership from among private sector representatives. The Chair shall preside at all meetings of the MCWDB, shall appoint committees, committee chairs, and committee vice chairs as needed, and shall in general perform all the duties associated with the position of Chair.
- Vice Chair The MCWDB shall have a Vice Chair who shall be elected by the MCWDB membership from among private sector representatives. In the absence of or disability of the Chair, the Vice Chair shall perform the duties of that officer. Upon the complete disability or resignation of the Chair, the Vice Chair will assume the duties of the Chair.
- Section 3 <u>Terms of Office</u> The term of the office of the Chair and the office of the Vice Chair shall be for a period of one year. Officers may succeed themselves. However, the Chair may serve for only three consecutive terms.
- Elections The terms of office for the Chair and the Vice Chair shall begin on July 1. Elections shall be held at the last regularly scheduled MCWDB meeting prior to July 1, if a quorum is present at said meeting. A special meeting may be called to hold elections for Chair and Vice Chair.
- Section 5 Resignations The Chair may resign his/her office through written notice to the Chief Local Elected Official.

Article V - Staff

- Section 1 Staff Support The MCWDB shall be supported in the performance of its duties by employees of Mid-Carolina Regional Council. Mid-Carolina Regional Council shall hire such staff as it deems appropriate to carry out its duties to the region's workforce development programs. Such staff will be responsive to the needs of the MCWDB and shall support MCWDB in its mandated functions.
- **Section 2** Grant Recipient and Administrative Entity Mid-Carolina Regional Council shall be the grant recipient and the entity to administer the region's workforce development

plan, pursuant to WIOA. In accordance with WIOA, Mid-Carolina Regional Council's hall be responsible for:

- 1. The receipt and disbursal of funds
- 2. The eligibility of those enrolled in workforce programs
- 3. Taking action against subcontractors, sub-grantees, and other fund recipients, as Mid-Carolina Regional Council deems necessary
- 4. Preventing any misuse of funds by sub-recipients
- 5. Any and all other duties assigned to the grant recipient and administrative entity by the MCWDB, WIOA, and associated regulations.

Article VI - Organization

Section 1 Committees – The MCWDB shall, as necessary, be organized into standing committees to carry out its functions and responsibilities. Committee members, committee chairs, and committee vice chairs shall be appointed by the Chair. With the exception of the Executive Committee, the Chair may appointment non-MCWDB members that are community leaders and stakeholders as ex-officio members of committees.

The Chair shall use standing committees, ad-hoc committees, planning retreats, and other events to ensure all MCWDB members actively participate in convening regional stakeholders, broker relationships with the region's employers, and leverage support for regional workforce and economic development activities.

- Section 2 <u>Standing Committees</u> The MCWDB shall operate with the following standing committees:
 - A. Executive Committee The Executive Committee shall be comprised of the Chair, the Vice Chair and the chairs from each standing committee. The Executive Committee shall work to facilitate coordinate among committees, consider and prepare recommendations to the MCWDB, act as needed between regularly scheduled MCWDB meetings, and undertake other duties as assigned by the MCWDB.
 - B. Strategic Planning, Operations, and One-Stop Committee The Strategic Planning, Operations, and One-Stop Committee shall be comprised of at least five members of the MCWDB with at least two committee members being private sector representatives. The Strategic Planning and Operations Committee shall work to facilitate the development of the local workforce development plan, ensure effective operations of the region's one-stop

- career centers, and prepare recommendations to the MCWDB as needed or as directed by the Chair.
- C. Business Services Committee The Business Services Committee shall be comprised of at least five members of the MCWDB with at least two committee members being private sector representatives. The Business Services Committee shall work to facilitate the development of a business services plan and prepare recommendations to the MCWDB as needed or as directed by the Chair.
- D. Youth Committee The Youth Committee shall be responsible for the oversight of strategies to support career opportunities for the region's young people and activities to support the development of a regional talent pipeline.
- **Section 3**Ad Hoc Committees Ad hoc committees may be established by the Chair as required to deal with specific issues or to address activities and priorities as required.
- **Section 4 Committee Meetings** Committees shall meet at times and places to be designated by their respective chair. Each committee member shall have one vote and no proxy votes shall be allowed.

Article VII - Meetings

- **Section 1**Regular Meetings The MCWDB shall meet quarterly at a consistent time and at various locations throughout the region selected by the MCWDB, and no less than four times per program year. Notifications of meetings shall be provided at least two weeks prior to the meeting date.
- **Section 2** Special Meetings The Chair may call special meetings of the MCWDB as required.
- **Section 3** Facilities MCWDB meetings will be held in accessible facilities with accessible materials available upon prior request.
- **Section 4** Quorum A simple majority (51%) of total active MCWDB members shall constitute a quorum for the transaction of business at all meetings.
- **Section 5**Proxy A member may designate a representative to attend a meeting of the MCWDB in his/her absence. Any proxy designee must meet the requirements of 20 CFR 679.110(d)(5). The proxy must meet the membership criteria for the

member's appointment type. The proxy will count toward the appointed member's attendance.

- Section 7 Voting by Proxy A member may designate a representative to attend a meeting of the MCWDB in his/her absence. The representative may participate in discussions and may vote so long as the proxy provides written voting instructions to the Chair and Mid-Carolina Regional Council staff allowing his/her proxy representative to cast votes in accordance with the written voting instructions.
- Section 8 Electronic Voting Members may participate via electronic means and may vote on any matters subject to the following: 1) any matter voted on shall first have been received by all members at least 24 hours prior to the meeting, and 2) electronic media shall be set up at the meeting so that all present may hear the discussion and vote of the member attending electronically. The name of the member shall be recorded in the minutes as voting electronically.
- Section 9 <u>Attendance</u> A member who missed three consecutive regular meetings shall be presumed to have resigned. The Chief Local Elected shall be notified to request a new appointment. The member may request to remain on the MCWDB at the discretion of the Chief Local Elected Official.
- Section 10 Order of Business The Chair shall be responsible for orderly business of the MCWDB and for calling items of the agenda. During the course of considering items on the agenda, only members of the MCWDB shall participate in the discussion except for prior arrangement with the Chair, upon request of a member of the MCWDB or during a public participation period.
- Agenda The agenda for MCWDB meetings shall be developed by Mid-Carolina Regional Council staff in consultation with the Chair. In order for an item to be considered, it must be received by the MCWDB Chair or Mid-Carolina Regional Council staff at least 24 hours prior to the time the meeting has been scheduled.
- **Section 12**Rules All procedures of the MCWDB not set forth in these bylaws shall be governed by the rules set forth in the current edition of Robert's Rules of Oder, Newly Revised, unless the MCWDB, by resolution, otherwise determines.

- **Section 13**Open Meetings All meetings of the MCWDB shall be open and accessible to the general public, and minutes shall be maintained and electronically transmitted, posted on-line or mailed to members within seven calendar days of the next scheduled meeting.
- Section 14 Reimbursement Mid-Carolina Regional Council shall make reimbursement available to MCWDB members per Mid-Carolina Regional Council travel policies. Mid-Carolina Regional Council will be responsible for maintaining records of reimbursement. All overnight meetings or out-of-region travel must be approved in advance by Mid-Carolina Regional Council staff.
- Section 15 Conflict of Interest No MCWDB 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:
 - 1) The individual,
 - 2) any member of the individual 's immediate family,
 - 3) the individual's partner, or
 - 4) 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 MCWDB member, member of his/her immediate family, officers, employees, or agents of the WDB member's agency or business, shall neither solicit nor accept gratuities, favors, or anything of value from contractors, potential contractors, or parties to sub agreements.

A MCWDB 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 MCWDB members shall participate in a governmental decision including voting on a matter (including recommendations, appointments, obligating or committing the MCWDB 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.

Section 16 Sunshine Provision – The MCWDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding activities of the MCWDB, including information regarding the local workforce plan,

membership, designation and certification of one-stop operators, the award of grants or contracts to eligible providers, and MCWDB meetings.

Article VIII - Appeal Process

Operators who wish to appeal the decisions or plans of the MCWDB must follow the appeals process as prescribed.

Article IX – Bylaws Amendment Procedures

These bylaws may be amended at any regular meeting of the MCWDB by a two-thirds vote of the membership, provided the MCWDB has been notified of the proposed amendment thirty days prior to the meeting. These bylaws must meet the required elements outlined in WIOA Final Rule 679.310(g) and other applicable state requirements.

Article X – Bylaws Effective Date

These bylaws shall be in full force and in effect upon on the date of adoption by the MCWDB. Adopted by the Mid-Carolina Workforce Development Board:

MCWDB

Chair Date

Date

10/12/2022

Approved by the Mid-Carolina Workforce Development Consortium:

Grenn Adams, Chair Date

Harnett County

Lewis Weatherspoon Chair Date

Sampson County

Sue Lee, Chair Date

	Category	Name and	Business Name and	Phone	Email Address	Term
		Business Title	Address	Number		
			Five Points Hospitality	910-494-2037		July 1, 2022 -June
1	Business, Chair	Naynesh Mehta,	229 Forest Creek Dr	(cell)	nsmehta@5pointsnc.com	30, 2024
_		Manager	Fayetteville, NC 28303	910-689-0799		
				(office)		
			Traces Barbershop	910-551-9031		July 1, 2022 -June
2	Business	Kevin Brooks, Owner	3616 Daughtridge Dr	(office)	come1king@yahoo.com	30, 2024
	Dusiness		Fayetteville, NC 28311			
_			The Trophy House	910-323-1791		July 1, 2022 -June
3	Business	Jimmy Keefe,	3006 Bragg Blvd	(office)	jkeefe@thetrophyhouseinc.com	30, 2024
		Owner and President	Fayetteville, NC 28303			
						January 1, 2024 -
		Lee Spruill,	Blue Ridge Power	910-309-0157	leespruill@blueridgepower.com	December 31, 2025
4	Business	Workforce	1682 Middle River Loop			
		Development	Fayetteville, NC 28312			
		Programs Manager				
			Pinehurst Resort	920-8588998		January 1, 2024 -
		Nicole Peterson	HR Building	(cell)	Nicole.peterson@pinehurst.com	December 31, 2025
5	Business	Director of Training	100 Beulah Hill Rd South	910-235-8187		
			Pinehurst, NC 28374	(office)		
			Forever Clean Portable	919-552-0200		July 1, 2022 -June
6	Business	Scott Tart, Owner	Toilets, Inc	(office)	scott@foreverclean.com	30, 2024
١	Dusiliess		116 West Academy St	919-669-6006		
			Fuquay-Varina, NC 27526	(mobile)		
			3M&N, Inc	910-897-8962		
7	Business	Michael Jackson, Vice	111 Denim Dr	(office)	michaelrjackson.sr@gmail.com	July 1, 2022 -June
'	Dusiness	President	Erwin, NC 28339	910-890-4296		30, 2024
				(mobile)		

	Category	Name and	Name and	Phone	Email Address	Term
		Business Title	Business Address	Number		
8	Business (Vice Chair)	Phyllis Godwin, Corporation Vice	The Godwin Group PO Box 1147 Dunn, NC 28334	910-890-0477 (mobile)	phyllisgodwin@godwin- group.net	July 1, 2022 - June 30, 2024
		President				
9	Business	Jerry Milton, President / Owner	Southeastern Interiors PO Box 4200 Buies Creek, NC 27506	910-893-8486 (office) 919-427-8965 (mobile)	jerry@si-nc.com	July 1, 2022 - June 30, 2024
10	Small Business	Xavier DeBrough Deputy Director of Workforce Development	Fortuna BMC 159 Red Oak Court Raeford, NC 28376	757-805-9732 (mobile)	xdebrough@outlook.com	January 1, 2024 - December 31, 2025
11	Small Business	Hugh Carr, President	H.N. Carr, Inc PO Box 139 Clinton, NC 28329	910-990-9882 (mobile)	hncarr@hncarr.com	July 1, 2022 - June 30, 2024
12	Small Business	Dana Dawson	Uwharrie Mercantile 401 N. Main Street Troy, NC 27371	910-572-1555 (office)	dana.dawson@montgomerycountync.	January 1, 2024 - December 31, 2025
13	Labor Organization	Anthony McKinnon, President	Fayetteville Area Local #984 American Postal Workers Union 301 Green St Fayetteville, NC 28301	910-491-7879 (office)	tonymckinnon.sr@gmail.com	July 1, 2022 - June 30, 2024

	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
14	Labor Organization, or where none exists, other representative of employees	Denver Hopkins, Chief Human Resources Officer	Cape Fear Valley Health System 1638 Owen Dr Fayetteville, NC 28304	910-615-4000	dhopkins@capefearvalley.com	July 1, 2022 - June 30, 2024
15	Joint Labor- Management, or union affiliated, registered apprenticeship program	Candace Howell	Candace Howell State Farm 231 Westlake Road Suite 101 Fayetteville NC 28314	910-229-3322 (office) 336-624-8624 (mobile)	candace@pickcandace.com	January 1, 2024 - December 31, 2025
16	Joint Labor- Management, or union affiliated, registered apprenticeship program	Curtis Brown, Founder	Eagle Talent Career Group PO Box 87382 Fayetteville, NC 28304	910-987-0173 (mobile)	curtis@eagletcg.com	July 1, 2022 - June 30, 2024
17	Community- Based Organization	Delvin McAllister, CEO	Community Health Interventions, Inc. 2409 Murchison Roady Fayetteville NC 28301	910-488-6118 (work) 910-322-2180 (cell)	OSC@NC.RR.COM	January 1, 2024 - December 31, 2025
18	Higher Education Rotation Schedule: FSU, Campbell, Methodist	Dr. Britt Davis Vice President for Institutional Advancement	Campbell University 143 Main St Buies Creek, NC 27506	910-814-7784 (mobile)	davisb@campbell.edu	July 1, 2023 - June 30, 2025

	Category	Name and	Name and	Phone	Email Address	Term
		Business Title	Business Address	Number		
19	Adult Education and Literacy eligible under WIOA Title II Rotation Schedule: Harnett, Sampson, Cumberland, Moore, Montgomery	Amanda Bradshaw Dean of Workforce & Continuing Education – Sampson County	Sampson Community College 1801 Sunset Ave Clinton, NC 28329	910-900-4003 (office)	jbradshaw@sampsoncc.edu	July 1, 2023 - June 30, 2025
20	Vocational Rehabilitation Program	Juanita Hooker, Manager	Division of Vocational Rehabilitation North Carolina Department of Health and Human Services 155 Eastwood Ave Fayetteville, NC 28301	910-486-1101 (office)	juanita.hooker@dhhs.nc.gov	(Term Expires N/A)
21	Economic Development Rotation Schedule: Cumberland, Harnett, Sampson, Moore, Montgomery	Stephen Barrington Executive Director	Harnett County Economic Development 200 Alexander Drive Lillington, NC 27546	910-814-6891 (office)	sbarrington@harnett.org	July 1, 2023 - June 30, 2025

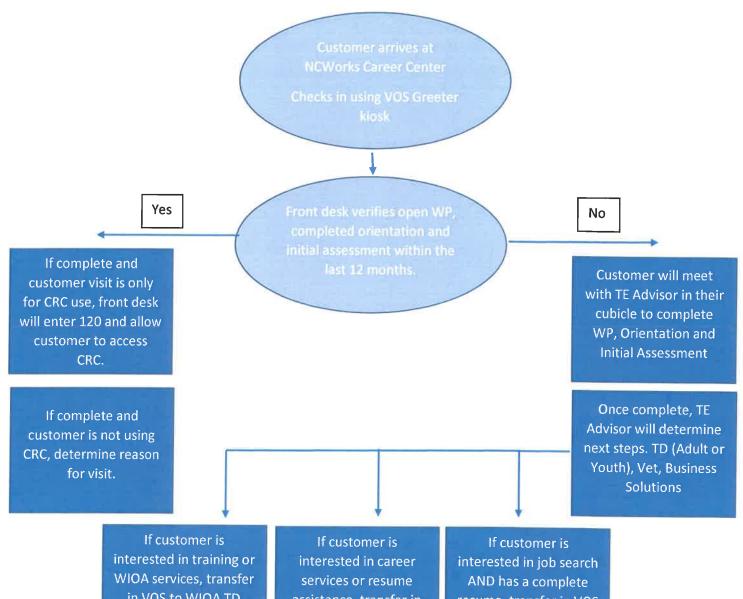
	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
22	Wagner-Peyser Act State Employment Office Leader	Victor Glover Regional Operations Director – South Central	NC Department of Commerce Division of Workforce Solutions	919-414-6858 (mobile)	victor.glover@commerce.nc.gov	Slot 1 (Term Expires N/A)

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 amo
local business organizations and business trade associations. [WIOA Section 107(b)(2)(A)]

Revision Date 11/06/2023



in VOS to WIOA TD Advisor of the day or Youth Advisor

assistance, transfer in VOS to Career Advisor of the day

resume, transfer in VOS to Business Solutions Advisor of the day

TD Advisor will assess customer's needs and if applicable, provide scholarship application and schedule for follow up appointment using

Career Advisor will work with customer to create resume, explore career options or provide other services as needed. If additional WIOA services are needed, transfer in VOS to WIOA TDA.

Business Solutions Advisor will work with customer on OJT or WEX as applicable. If WBL, BSA will review requirements and transfer in VOS or add customer to schedule on Teams to meet with TDA for enrollment.

Mid-Carolina Workforce Development Board Youth Committee Members

The remaining youth committee members will be determined in the next program year (PY'24), along with our youth committee Chair (Kevin Brooks) once we have identified the new/returning members of the Mid-Carolina Workforce Board.

Youth Committee Chair: Kevin Brooks

Owner

Traces Barbershop

come1king@yahoo.com

WIOA	Youth Program Elements	WIOA Funded (Provider)	Referral by Agreement (Provider)		
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies: Strategies under this element must lead to the 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.	EQUUS Workforce Solutions Inc., Harnett County Government	Community Colleges, K-12 school system, (Cumberland, Moore, Montgomery, and Sampson), and Triangle South Literacy (Harnett)		
2.	Alternative secondary school services, or dropout recovery services, as appropriate. Alternative secondary school services, such as basic education skills training, individualized academic instruction, and English as a Second Language training, are those that assist youth who have struggled in traditional secondary education. Dropout recovery services, such as credit recovery, counseling, and educational plan development are those that assist youth who have dropped out of school. These services are to provide the goal of helping participants to re-engage and persist in education that leads to the completion of a recognized high school equivalent.	EQUUS Workforce Solutions Inc., Harnett County Government	K-12 school system, (Cumberland, Harnett, Moore, Montgomery, and Sampson)		
3.	Paid and unpaid work experiences Paid, and unpaid work experience may include a. summer employment opportunities and other employment opportunities available throughout the year; b. Pre-apprenticeship programs; c. Internships and job shadowing; d. On-the-Job (OJT) opportunities.	EQUUS Workforce Solutions Inc., Harnett County Government	K-12 School system (Cumberland, Harnett, Moore, Montgomery, and Sampson)		
4.	Occupational skills training Youth Service Providers must give 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.	EQUUS Workforce Solutions Inc., Harnett County Government	Community Colleges		
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. This program element reflects an integrated education and training model and allows workforce preparation activities and/or basic academic skills to be taught within the same time frame and connected to hands-on occupational skills training in a specific occupation, occupational cluster, or career pathway.	EQUUS Workforce Solutions Inc., Harnett County Government	Community Colleges		
6.	Leadership development opportunities may include community service and peer centered activities encouraging responsibility and other positive social	EQUUS Workforce Solutions Inc.,	Community Colleges, Boys & Girls Club, Community		

and civic behaviors. Activities may include: a. Exposure to postsecondary educational possibilities b. Community and service-learning projects c. Peercentered activities, including peer mentoring and tutoring: d. Organizational and team work training; including team leadership training e. Training in decision-making, including etermining priorities and problem solving: f. Citizenship training, including life skills training such as parenting and work behavior training g. Civic engagement activities which promote the quality of life in the community; and, h. Other leadership activities that place youth in a leadership role such as serving on youth leadership committees, such as a standing Youth Committee. 7. Support services: For further details on supportive services, see Policy #13 regarding Supportive Services. 8. Adult mentoring: Adult mentoring must last at least 12 months and may take place during participation or after program exit. Mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of the company. Service provider should ensure appropriate processes, to include employer orientation and training, are in place to adequately screen and select mentors. If mentors are sparse, Career Advisors may serve as mentors 9. Follow-up services Follow-up services are critical services provided follow-up services for a minimum of 12 months unless the participant tectics for a minimum of 12 months unless the participant declines to receive follow-up services for a minimum of 12 months unless the participant declines to receive follow-up services for a minimum of 12 months unless the participant declines to receive follow-up services for a minimum of 12 months unless the participant of the participant cannot be located or contacted Follow-up services may begin immediately following the last expected date of service in the youth program when no future services are			Τ	1
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centered activities, including peer mentoring and tutoring: d. Organizational and team work training; including team leadership training e. Training in decision-making, including determining priorities and problem solving; f. Citizenship training, including life skills training such as parenting and work behavior training g. Civic engagement activities which promote the quality of life in the community; and, h. Other leadership activities that place youth in a leadership role such as serving on youth leadership committees, such as a Standing Youth Committee. 7. Support services: For further details on supportive services, see Policy #13 regarding Supportive Services. 8. Adult mentoring: Adult mentoring must last at least 12 months and may take place during participation or after program exit. Mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of the company. Service provided for at least 12 months after a youth exits the program to help ensure they are successful in employment and/or postsecondary education. All youth participants must be offered an opportunity to receive follow-up services that align with their ISS and must be provided follow-up services for a minimum of 12 months unless the participant declines to receive follow-up services, or the participant annot be located or contacted Follow-up services must include more than only a contacted attempted or contact made for securing documentation in order to report a performance outcome. Follow-up services may begin immediately following the last expected date of service		to postsecondary educational possibilities b.	Government	Council
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immediately following the last expected date of service				
In the youth program when no future services are				
		,		
scheduled. Follow-up services do not cause the exit		·		
date to change and do not trigger re-enrollment in the				
program. 7 Follow-up services may include (must be				
provided after exit to count as follow-up services): a.		provided after exit to count as follow-up services): a.		

Regular contact with the youth participant's employer,		
including assistance in addressing work-related		
problems that arise; b. Supportive Services c. Adult		
mentoring d. financial literacy education e. 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.		
10. Comprehensive guidance and counseling:	EQUUS Workforce	Daymark (Harnett)
Comprehensive guidance and counseling provide	Solutions Inc.,	Buymark (namett)
individualized counseling to participants. This may	Solutions me.,	Local Re-Entry Council
	Harnott County	-
include drug and alcohol abuse counseling and referral	Harnett County	(Cumberland)
to partner programs, as appropriate. When referring	Government	
participants to necessary counseling that cannot be		
provided by the local youth program or its services		
providers, the local youth program must coordinate		
with the organization it refers to ensure continuity of		
service.		
11. Financial literacy education Financially literacy	EQUUS Workforce	EQUUS Workforce Solutions
education my include activities which include: a.	Solutions Inc.,	Inc.,
Support the ability of participants to create budges,		
initiate checking and savings account at banks, and	Harnett County	Harnett County Government
make informed financial decisions; b. Support	Government	,
participant in learning how to effectively manage		
spending, credit and debit, including student loans,		
consumer credit, and credit cards; c. Teach participants		
about the significance of credit reports and credit		
scores, what their rights are regarding their credit and		
financial information, how to determine the accuracy		
of credit report and how to correct inaccuracies; and,		
how to improve or maintain good credit.		
12. Entrepreneurial skills training Training that provides	EQUUS Workforce	Community Colleges, Small
the basics of starting and operating a small business.	Solutions Inc.,	Business Administration
	Harnett County	
	Government	
13. Labor market and employment information Services	EQUUS Workforce	EQUUS Workforce Solutions
that provide labor market and employment	Solutions Inc.,	Inc.,
information about in-demand industry sectors or		
occupations available in the workforce area, such as	Harnett County	Harnett County Government
career awareness, career counseling, and career	Government	
exploration services;	Covernment	
14. Activities that prepare for and transition to	EQUUS Workforce	K-12 School system
postsecondary education and training Activities that	Solutions Inc.,	(Cumberland, Harnett,
may include information about time management,	Jointions IIIC.,	-
	Harnott County	Moore, Montgomery, and
practice interviews, independent living, and how to	Harnett County	Sampson)
prepare for postsecondary education (e.g.,	Government	, ,

applications, financial aid, scholarships), and legal	
responsibilities after the age of 18	

TWO

Participant Name

INTAKE/ADMINISTRATION

Is the Wagner-Peyser completed with participation date?

Is the complete WIOA application signed, dated and scanned in NCWorks by both participant and WIOA Staff?

Record Eligibility date from eligibility verification documents. Eligibility date must be within 14 days of NCWorks participation date.

Consent for Release Information form in NCWorks?

EEO/Grievance form signed and scanned in NCWorks?

Is the Rules Governing WIOA Participants form signed and scanned in NCWorks?

Does the file indicate if the participant has a disability? EEO related question (refer to case notes, application, etc.)

Is the signed, dated and scanned completed WIOA Participant Follow Up Agreement and Orientation Checklist in NCWorks?

Has Self-Sufficiency been determined?

GENERAL ELIGIBILITY

Is there (Right to Work) Citizenship verification scanned in NCWorks?

Is there Age verification scanned in NCwork?

Is there Selective Service Verification in file? (NA if born before 1960 or female)

Young Adult Eligibility BP#18 & TEGL 21-16

Check the criteria that applies (only verify criteria section that applies to participant)

In-School Youth (Compliance according to WIOA Section 129 (a)(C), TEGL 21-16, 20 CFR 8-19-16, CCWDB PS#18

Between the ages of 14-21

Attending School

Low-income

Legally entitled to work in the U.S;

Registered for Selective Service, if applicable

Meet one or more of the following:

Basic skills deficient

English language learner

Offender/ex-offender

Homeless, runaway;

Currently in or aged out of the foster care system

Pregnant or parenting

Disabled: or

Requires additional assistance to complete an educational program or to secure or hold employment

Written approval from Workforce Director uploaded in NCWorks and Case noted

Out-of-School Youth minimum of 75% WIOA Section 129 (a)(B) TEGL 21--16 TEGL 23-14 CCWDB#18

Between the ages of 16-24

Not attending any school, (includes students enrolled in a dropout reengagement program)

Legally entittled to work in the U.S;

Registered for Selective Service, if applicable

Meet one or more of the following:

A school dropout

Within the age of compulsory school attendance (for WIOA pruposes, youth ages 16-17) but has not attended school for at least the most recent complete school year calendar quarter

Offender/ex-offender

Homeless or a runaway

Currently in or aged out of the foster care system

Pregnant or parenting

Disabled

Has a high school degree or its equivalent, is low income and is either basic skills deficient or English Language Learner;

Low-income and requires additional assistance to enter or complete an educational program to secure or hold employment.

Age 22+ and attending postsecondary education: TEGL 21-16: A youth attending postsecondary education who is age 22 at the time of eligibility determiniation would not eligible for the WIOA youth program because they are in school and over the age of 21. Individuals could be served through the WIOA Adult Program.

INITIAL ASSESSMENTS (code 417)

Assessment was conducted and included in file?

Initial Assessment - completed with eligibility (code 417)

Objective Assessment - completed with intensive services (code 412)

Career Interest, (case notes)

Is the participant Limited English Learner (Proficient); if yes was services provided; case note

Was there an assessment within the first 2 days (48hrs)of participant registration?

INDIVIDUAL EMPLOYMENT PLAN/INDIVIDUAL SERVICE STRATEGY- Code 413

Is the activity code for the IEP/iSS entered in NCWorks?

Is the IEP/ISS completed and signed?

Participant goals listed? Did they reference the assessments? (Workforce GPS best practice template hyperlinked)

Did participant obtain goals within projected timeframe?

Did participant receive an incentive based on the goals outlined?

Has IEP/ISS been periodically updated to reflect progress?

Do services concur with the IEP? Will they help participant get employed? Look for rational in IEP and/or case notes.

Note: Must have documentation and case notes

SUPPORTIVE SERVICES code CSS and BP# 17 (if applicable)

Is the activity code for Supportive Services entered in NCWorks? (is it correctly categorized in the appropriate service code) Supportive Services refer to support provided to assist participants to complete training and/or enter employment.

Is there a SS payment tracker in file? Or documented in case notes?

Is there a Support service determination in file? (Form, IEP, Case Notes, etc.)

Does it meet LWIOA BP#17 policy? (Check for individual caps, rounding, etc.)

Is there supporting documentation in file? Need mileage and/or costs proof with signature and date. Ensure reimbursement calculation is correct (MapQuest mileage, participant address, check semester schedule to match mileage, etc.)

Was it necessary, reasonable and allowable and not available from other sources? If denied by other Partner Agencies, is documentation on file; case notes

Does the activity date in NCWorks agree to when the supportive service was provided?

Are the results from the supportive services (drug screen, etc.)in NCWorks system, case notes

OCCUPATIONAL SKILLS TRAINING code 416 (If applicable)

If paid by WIOA funds, is the OST code entered in NCWorks? Is the training provider listed?

Is the Training on the LWDB Certified Career Pathways or is Labor Market Information (LMI) data used and in the file?

Is training with a Certified Training Provider List?(sometimes on LWIOA website)

Must be proof that participant applied for Financial Aid before WIOA pays or that the trainer does not accept FA. Need FA status in file if FA is used.

Does the Pell Grant apply to the participant, did they apply for the Pell Grant, verifying documentation; case notes

Is the Training curriculum approved in NCWorks and courses taken in curriculum?

Semester schedule in NCWorks system file?

Grade reports, are grades satisfactory? Attendance form, If not, case notes?

Is training supported by IEP, assessments and then documented by case notes?

Credential attained? Is there a copy in file to prove? Case notes

Individual Training Accounts (ITAs) - BP#12

Is Policy Letter #4 Rules and Regulations Governing WIOA completed

Is the ITA and support docs (with training costs) signed, and entered in NCWorks system, case notes

Has the participant met their max amount allowed (\$8K); Document verification and case notes

Does the dollar amount of the ITA exceed local policy maximums?if yes, case notes

ITA payment tracker in file, voucher? Or documented in case notes?

LMI along with projected earnings have been discussed and documented it would support their self-sufficiency. Customer has signed they agree and approved by staff member.

ON-THE-JOB TRAINING(if applicable) code 428 and BP#15

Is the activity coed entered in the NCWorks system for the OJT?

OJT contract/agreement with employer/participant includes the following: all items should be in the NC Works system file and case notes.

Are the job description/duties in file, case notes

Does the OJT meet with the LWDB Training Cost Limitations?

Does the time limitations/duration meet with LWDB policies?

how are reimbursements made?

Is LWDB paying 50% of employee wages? (LWDB can only pay between 10 and 50%)

trainee information summary/ Training Plan?

Does it comply with local area policies on OJT?

Are Timesheets in file (showing participants attended)?

Were Performance evaluations conducted and placed in file?

Is a Completion/Termination notice in file?

Did participant gain employment?

Does the OJT agree to the IEP and the list of competencies that must be mastered?

Work Experience (WEX) code 426 and BP# 14

Is the activity code entered in the NC Works system for WEX?

Is there a completed Individual Employment Plan/Individual Service Strategy (IEP/ISS); is there a WEX Training Plan; case notes

Is there an Objective/ Comprehensive Assessment completed;

Is the signed completed WEX agreement in compliance with BP#14 and entered into NCWorks system, case notes

Is there signed completed time sheets, paystubs, in the NCWorks system; case notes

Does the WEX site matches with the participant WEX Training Plan, case notes

Was an assessment tool used to develop the WEX Training Plan, case notes

Is there a completed job description to include accurate description of required duties and responsibilities, hourly wage, days and hours to be worked; not to exceed 40 hours per week, case notes

Has the participant met the required 480 hours, if not case notes

is there periodic evaluation/moitoring of the participant's work expereince (participant and site), is there a completed WEX trainiee evaluation form, case notes

Case Notes - DWS PS#01-2016

Are they frequent enough? Note more than a month lapse of contact. Note date of last contact if long lapse. (Standard is usually 30 days)

Do they meet LWIOA policy requirements?

Are notes reflective of activities being done with client. (i.e.- guidance and counseling reflect guidance in notes not just attempts to reach client.)

Are VOS or hand written case notes in the file?

Closure/Exit DWS PS#01-2016

If there was a Case Closure due to Employment, verification from employer in file; case note

If exited with a Global Exclusion, must have documentation

Does exit meet with LWDB policy, case notes

Is follow-up done as required per LWIOA policy?

If follow-up activities have been provided, are appropriate NCWorks F(1-19)codes used? (if applicable)

NCWorks

Are all services reflected by a NCWorks code? Or does a NCWorks code need to be removed/added because that service did or did not occur?

Are all service dates (beginning and ending) entered into NCWorks correctly? File dates must be an exact match to NCWorks

Have redaction been completed / correct file name and verifications

If training is complete has the Credential been entered? If training was paid through Trade, ensure Trade program in NCWorks has entered credential attainment (at least WIOA or Trade needs to enter this in NCWorks)

Has any follow-Ups been completed?

If Case Closure to Employment, employer must be in NCWorks to get credit for "Entered Employment". Check that case is closed after verification.

Are activity codes open for long periods of time for no reason, for example they are not in training and have no reason to have a long projected open activity? Follow NCWorks activity/service codes definitions.

ADDITIONAL SERVICES, INCENTIVES AND/OR NOTES

Young Adult File Review Tool

SID	
Responses	
N/A	

N/A
N/A
NAME
N/A

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CEDTEMADED)	
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Out-of-School Youth	Malonna McNeill
	Career Advisor's
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Career Advisor's
Response

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Career Advisor's
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Response
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Workforce Innovation and Opportunity Act of 2014

Program Year 2024 - 2028 Comprehensive Four-Year Title I Plan

Signatory Page

Click Here to Enter WDB Name 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.

Submission Date		
Workforce Development Board Chair	Chief Local Elected Official	
Typed or Printed Name	Typed or Printed Name	
Typed or Printed Title	Typed or Printed Title	
<u>Signature</u>	<u>Signature</u>	

Local Area WDB By-Laws Required Elements – Crosswalk

Insert WDB Name here: Click here to enter WDB Name.

	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 III, Sections 1/2/3
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 III, Section 4
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 III
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 VII, Section 5
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 VII, Section 8
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.	
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.	Article III, Section 5

Local Area WDB By-Laws Required Elements – Crosswalk

Insert WDB Name here: Click here to enter WDB Name.

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.	
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.	
10. The Local Area WDB's policy assuring attendance and participation of its members.	Article VII, Section 9
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Local Area WDB positions.	
12. Any standing committees the Local Area WDB has established shall be included in the by-laws.	Article VI, Section 2
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.	
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.	
15. Local Area WDB meetings will be held in accessible facilities with accessible materials available upon prior request.	
16. The Local Area WDB will meet no less than four times per program year.	Article VII, Section 1

PY 2024 WIOA Click Here to Enter WDB Name WDB

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, RFP Release Date/Year Procured/Contract extended (Y/N) (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other- specify)
Arbor E&T dba EQUUS Workforce Solutions Fayetteville NCWorks Ctr 864-346-0047	Rochelle N. Brown Regional Director Equus Workforce Solutions 864-346-0047 rochellebrown@equuswork s.com	Cumberland, Moore, Montgomery, and Sampson Counties Both	For-Profit	Cost Reimbursement
Harnett County Government 900 S. 9 th Street Lillington, NC. 27546 910-814-6320	Charlotte Leach Workforce Development Director cleach@harnett.org	Harnett County Both	Public – County Government	Cost Reimbursement

Notes:

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

Directions for Completing Attachment: NCWorks Career Center Locations

Complete the Attachment on the next page to describe the Local Area WDB's One-Stop Career Center system.

Column A

Include each One-Stop Career Center(s)' name and street address, host facility, phone number, and hours of operation. List each name, street address, phone number, and hours of operation for locations of additional Youth Sites, if they are not included in the One-Stop Career Centers listed. List the counties served by the One-Stop Career Center.

Column B

Specify the type of Career Center and list all counties served by each site. Type of Center Designations: Comprehensive or Affiliate Sites.

Column C

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

Column D

List the Career Center Operator (agency name) and Method of Selection (Competitive Procurement, Sole Source to include year of procurement and/or if contract was extended).

Column E

List the WIOA Providers of Title I Adult and DW Career Services (agency name) and method of selection. (Method of Selection: Competitive Procurement/Sole Source/Contract Extended).

Column F

List the name of the Functional Manager (manages the day-to-day operations).

Column G

Indicate whether WIOA Title I youth services are provided onsite. List the name of the onsite provider(s). Provide a list of the youth services that are provided onsite.

Column H

Indicate additional on-site partners.

PY 2024 WIOA Click Here to Enter WDB Name.

NCWorks Career Center Locations (Effective July 1, 2024)

A. One-Stop Location(s) (Address, Phone number and Hours) Counties Served	*B. Comprehensive or Affiliate Sites	C. On-site Partners	**D. Career Center Operator, Method of Selection, Year Procured, Contract Extension (Y/N)	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
Cumberland County 490 North McPherson Church Road, Fayetteville NC 28303 Serving Cumberland County 8 am to 4:30 pm	Comprehensive		DWS RFP 2023 Yes	Equus	Raymond Godsave	Equus	N/A
Harnett County 900 South 9 th Street, Lillington NC 27546 Serving Harnett County 8 am to 5 pm	Comprehensive		Harnett County RFP 2023 Yes	Harnett County	Charlotte Leach	Harnett County	N/A

A. One-Stop Location(s) (Address, Phone number and Hours) Counties Served	*B. Comprehensive or Affiliate Sites	C. On-site Partners	**D. Career Center Operator, Method of Selection, Year Procured, Contract Extension (Y/N)	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
Dunn Affiliate 214 West Edgerton Street, Dunn NC 28334	Affiliate		Not Included in Harnett OSO Contract	Harnett County	Charlotte Leach	Harnett County	N/A
Moore County 245 Shepard Trail, Aberdeen, NC 28315 Serving Moore and Montgomery County 8 am to 5 pm	Comprehensive		DWS RFP 2023 Yes	Equus	Regina Smalls	Equus	N/A
Sampson County 115 North Blvd, Clinton NC 28328	Comprehensive	Telamon	DWS RFP 2023 Yes	Equus	Sandra Webster	Equus	N/A

A. One-Stop Location(s) (Address, Phone number and Hours) Counties Served	*B. Comprehensive or Affiliate Sites	C. On-site Partners	**D. Career Center Operator, Method of Selection, Year Procured, Contract Extension (Y/N)	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
Serving Sampson County 8 am to 5 pm							
Montgomery County Outpost	Outpost		N/A	Equus	Regina Smalls	Equus	N/A

Notes:

- *Type of Center Designation: Comprehensive or Affiliate Site
- ** Method of Selection: Competitive Procurement, Sole Source, Contract Extended
- Directions and explanations provided on the preceding page.

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term Start and End Dates (month/date/year)
1.	Business, Chair	Naynesh Mehta Manager	Five Points Hospitality 229 Forest Creek Drive Fayetteville NC 28303	910-494-2037 (cell) 910-689-0799 (office)	nsmehta@5pointsnc.com	7/1/2022 - 6/30/2024
2.	Business	Kevin Brooks Owner	Traces Barbershop 3616 Daughtridge Dr Fayetteville, NC 28311	910-551-9031 (office)	come1king@yahoo.com	7/1/2022 - 6/30/2024
3.	Business	Jimmy Keefe Owner and President	The Trophy House 3006 Bragg Blvd Fayetteville, NC 288303	910-323-1791 (office)	jkeefe@thetrophyhouseinc.com	7/1/2022 - 6/30/2024
4.	Business	Lee Spruill Workforce Development Program Manager	Blue Ridge Power 1682 Middle River Loop Fayetteville, NC 28312	910-309-0157	leespruill@blueridgepower.co	1/1/2024 – 12/31/2025

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term Start and End Dates (month/date/year)
5. Business	Nicole Peterson Director of Training	Pinehurst Resort HR Building 100 Beulah Hill Rd South Pinehurst, NC 28374	920-8588998 (cell) 910-235- 8187 (office)	Nicole.peterson@pinehurst.com	1/1/2024 - 12/31/2025
6. Business	Scott Tart Owner	Forever Clean Portable Toilets, Inc 116 West Academy St Fuquay-Varina, NC 27526	919-552-0200 (office) 919-669-6006 (mobile)	scott@foreverclean.com	7/1/2022 – 6/20/2024
7. Business	Michael Jackson Vice President	3M&N, Inc 111 Denim Dr Erwin, NC 28339	910-897-8962 (office) 910-890- 4296 (mobile)	michaelrjackson@gmail.com	7/1/2022 – 6/30/2024
8. Business (Vice Chair)	Phyllis Godwin, Corporation Vice President	The Godwin Group PO Box 1147 Dunn, NC 28334	910-890-0477 (mobile	phyllisgodwin@godwin- group.net	7/1/2022 — 6/30/2024
9. Business	Jerry Milton, President/ Owner	Southeastern Interiors PO Box 4200 Buies Creek, NC27506	910-893-8486 (office) 919-427- 8965 (mobile)	jerry@si-nc.com	7/1/2022 – 6/30/2024
10. Small Business	Xavier DeBrough Deputy Director of Workforce Development	Fortuna BMC 159 Red Oak Court Raeford, NC 28376	757-805-9732 (mobile)	xdebrough@outlook.com	1/1/2024 – 12/31/2025

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term Start and End Dates (month/date/year)
11. Small Business	Hugh Carr, President	H.N. Carr, Inc PO Box 139 Clinton, NC 28329	910-990-9882 (mobile)	hncarr@hncarr.co	7/1/2022-6/30/2024
12. Small Business	Dana Dawson	Uwharrie Mercantile 401 N. Main Street Troy, NC 27371	910-572-1555 (office)	dana.dawson@montgomerycountync.gov	1/1/2024 – 12/31/2025
13. Labor Organization- Specialized Youth Services	Anthony McKinnon President	Fayetteville Area Local #984 American Postal Workers Union 301 Greet Street Fayetteville, NC 28301	910-491-7879	Tonymckinnon.sr@gmail.com	7/1/2022-6/30/2024
14. Labor Organization – or other representatives of employees	Denver Hopkins, Chief Human Resources Officer	Cape Fear Valley Health System 1638 Owen Drive Fayetteville, NC 28304	910-615-4000	dhopkins@capefearvalley.com	7/1/2022-6/30/2024
15. Joint Labor Management – or Apprenticeship	Candace Howell	Candace Howell State Farm 231 Westlake	910-229-3322 (office)	candace@pickcadace.com	71/1/2024 — 12/31/2025

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term Start and End Dates (month/date/year)
		Road Suite 101 Fayetteville, NC 28314	336-624-8624 (mobile)		
16. Joint Labor Management or Apprenticeship	Curtis Brown, Founder	Eagle Talent Career Group PO Box 87382 Fayetteville, NC 28304	910-987-0173 (mobile)	curtis@eagletcg.com	7/1/22 - 6/30/2024
17. Community Based Organization	Delvin McAllister, CEO	Community Health Interventions, Inc. 2409 Murchison R o a d Fayetteville NC 28301	910-488-6118 (work) 910-322- 2180 (cell)	OSC@NC.RR.COM	1/1/2024 — 12/31/2025
18. Higher Education	Dr. Britt Davis Vice President for Institutional Advancement	Campbell University 143 Main Street Buies Creek, NC 27506	910-814-7784	davisb@campbell.edu	7/1/2023 — 6/30/2025
19. Adult Education and Literacy eligible under WIOA Title II	Amanda Bradshaw Dean of Workforce & Continuing Education - Sampson County	Sampson Community College 1801 Sunset Ave Clinton, NC 2 8 3 2 9	910-900-4003 (office)	jbradshaw@sampsoncc.edu	7/1/2023 — 6/30/2025

Commission Policy Statement: CPS: 01-2024 Attachment 2

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term Start and End Dates (month/date/year)		
20. Wagner Peyser Act State Employment Office Leader	Victor Glover Regional Operations Director - South Central	NC Department of Commerce Division of Workforce Solutions	919-414-6858	victor.glover@commerce.nc.gov	N/A		
21. Vocational Rehabilitation Program	Juanita Hooker, Manager	Division of Vocational Rehabilitation, NC Dept of Health and Human Services 155 Eastwood Ave Fayetteville, NC 28301	910-486-1101 (office)	Junaita.hooker@dhhs.nc.gov	n/a		
22. Economic Development	Stephen Barrington Executive Director	Harnett County Economic Development 200 Alexander Drive Lillington, NC 27546	910-814-6891 (office)	sbarrington@harnett.org	7/1/2023-6/30/202		
⊠ Mark (X)		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)]					

Notes:

- Use the form provided and identify categories as indicated on the form.
- Do not change required category names, but clearly indicate the category by making the font bold or by highlighting.
- Clearly identify members if they are providing a dual role in one box by using an asterisk (*) and the word "dual". Dual role Board members should be listed only once.
- If the Local Area WDB has more than 19 total members: add lines to chart and complete all columns for additional members.
- Representatives with expired terms will not be included in the counted list of Board members. Board member terms must be stated in a month/date/year format.
- Be sure to signify that the Board membership is in compliance by marking an "X" in the box supplied.

PY 2024 WIOA Youth Program Elements Chart

Insert WDB Name here: Mid-Carolina Workforce Development Area.

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 Providers)
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.	EQUUS Workforce Solutions Inc., Harnett County Government	Community Colleges, K-12 school system, (Cumberland, Moore, Montgomery, and Sampson), and Triangle South Literacy (Harnett)
2.	Alternative secondary school services, or dropout recovery services, as appropriate.	EQUUS Workforce Solutions Inc., Harnett County Government	K-12 school system, (Cumberland, Harnett, Moore, Montgomery, and Sampson)
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) preapprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities.	EQUUS Workforce Solutions Inc., Harnett County Government	K-12 School system (Cumberland, Harnett, Moore, Montgomery, and Sampson)
4.	Occupational skill training, which shall include priority consideration for training programs that lead to	EQUUS Workforce Solutions Inc.,	Community Colleges nission Policy Statement: CPS: 01-2024

PY 2024 WIOA Youth Program Elements Chart

Insert WDB Name here: Mid-Carolina Workforce Development Area.

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Providers)
	recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the Local Area involved.		
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.		Community Colleges
6.	Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.	Solutions Inc.,	Community Colleges, Boys & Girls Club, Community Centers, Mid-Carolina Youth Council
7.	Supportive Services.	EQUUS Workforce Solutions Inc., Harnett County Government	EQUUS Workforce Solutions Inc., Harnett County Government
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.	EQUUS Workforce Solutions Inc., Harnett County Government	Boys & Girls Club, Group Theory
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate.	EQUUS Workforce Solutions Inc., Harnett County Government	EQUUS Workforce Solutions Inc., Harnett County Government
10	. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.	EQUUS Workforce Solutions Inc., Harnett County Government	Daymark (Harnett) Local Re-Entry Council (Cumberland)
11.	. Financial literacy education.	EQUUS Workforce Solutions Inc.,	EQUUS Workforce Solutions Inc.,

PY 2024 WIOA Youth Program Elements Chart

Insert WDB Name here: Mid-Carolina Workforce Development Area.

WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral By Agreement (Specify Providers)
	Harnett County Government	Harnett County Government
12. Entrepreneurial skills training.	EQUUS Workforce Solutions Inc., Harnett County Government	Community Colleges, Small Business Administration
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.	Solutions Inc.,	EQUUS Workforce Solutions Inc., Harnett County Government
14. Activities that help youth prepare for and transition to postsecondary education and training.	EQUUS Workforce Solutions Inc., Harnett County Government	K-12 School system (Cumberland, Harnett, Moore, Montgomery, and Sampson)

PY 2024 WIOA Click Here to Enter WDB Name. WDB

Youth Service Provider List

WIOA Youth Service Provider (Organization Name, Address)	Contact Person (Name, Title, Email Address, and Contact number)	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/RFP Release Date/Year Procured/Contract extended (Y/N) (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other- specify)
Arbor E&T dba EQUUS Workforce Solutions	Rochelle N. Brown Regional Director Equus Workforce Solutions 864.346.0047 rochellebrown@equusworks.com	Cumberland, Sampson, Moore, and Montgomery Counties Both	For Profit	Cost Reimbursement
Harnett County Government	Charlotte Leach Workforce Development Director 900 South 9 th Street Lillington, NC 27546 910-814-6320 cleach@harnett.org	Harnett Both	Public – County Government	Cost Reimbursement

Notes:

- Complete all columns.
- Be specific to state where Youth Services are provided: at the One-Stop Centers, the Office location provided, or combination.
- Type of Contract: Cost Reimbursement, Fixed Price, Performance Based, Hybrid, Other- Be specific.

• RFP Release Date/Year Procured/Contract Extended. Example: RFP Released: January 4, 2022/Procured: April 2022; Extended July 2023 and July 2024.

NC Works Career Center Memorandum of Understanding

The *Mid-Carolina* 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 *Mid-Carolina* 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 through June 30*, *2024*.

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
- 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 Mid-Carolina WDB and CLEO, the following entities may be additional One-Stop partners:

- 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;
- 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;
- 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.) [Additional items here; Example: shared service cost for Center greeter].

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.

- 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 methods of referrals of 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.

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.

Chair, Harnett County

Board of

Commissioners

Title

Mid-Carolina, Chief Elected Official

Lewis Weatherspoon

Printed Name

Naynesh Mehta Vaynesh Wehta MCWDB Chair 10/11/2022

Printed Name Signature Title Date

Mid-Carolina, Workforce Development Board Chair

Matthew Fowler Director 10/25/2022

Printed Name Signature Title Date

WIOA Title I: Adult, Dislocated Worker, and Youth Formula programs

Jordan Whichard Chief Deputy Secretary

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

Norman Turner	Director				
Printed Name	Signa	ture	Title		Date
Title I Job Corps					
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James Thomas Printed Name	Signature	vemo	Director Title	Date	
Title I Youth Build	/ Signature		Title	Date	
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Susan Oney	Susan Oney	Digitally signed by Susan Oney DN: cn-Susan Oney, o-Telamon/ TRC, ou-P Workforce and Career Services, email-soney@telamon.org, c-US Date: 2022.10.20 11:39:33 -0400'	Vice Presiden Workforce an Services		
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Programs author	ized under Title I d	of the Rehabilitatio	n Act of 1973		

Cynthia Speight	Cynthia Speight	Director	10/18/2022
Printed Name	Signature	Title	Date
WIOA Title IV: Service	es for the Blind		
Kelly Johnson	Kelly Johnson	State So Coordin	
Printed Name	Signature	Title	Date
Activities authori	zed under Title V of the Older Am	nericans Act of 1965	
		Director,	Career and
		Technica	l Education, NC
Dr. Bob Witchger			nity Colleges
Printed Name	Signature	Title	Date
	cal education programs at the po	•	zed under
the Carl D. Perkins	Career and Technical Education	Act of 2006	
Lonnie Ballard Jr.		Executive	e Director
Printed Name	Signature	Title	Date
Employment and t	raining activities carried out und	er the Community Service	s Block Grant Act
Action Pathways, I	nc. (Cumberland, Sampson)		
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Marie Watson	Marie Wation	Executive Director	10/13/20
Printed Name	Signature	Title	Date
	ning activities carried out under the Con	nmunity Services Block Grant A	Act
Johnston-Lee-Harnett	Community Action, Inc. (Harnett)		
N/A			
Printed Name	Signature	Title	Date
Employment and t	raining activities carried out by t	he Department of Housin	g and Urban Development
Michael Westray	Michaelle	Regional Reentry Specialist	10/13/22
Printed Name	Michael Westray Signature	Title	Date
	t Opportunities (REO) programs autho		

Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169)

Swan D. Wone

Susan Osborne Director 10/18/2022 **Printed Name** Signature Title Date

Temporary Assistance for Needy Families (TANF)