**Southwestern Workforce Development Board**

**North Carolina Modification for**

**Local Area Workforce Development
Workforce Innovation and Opportunity Act**

**Title I Plans**

**July 1, 2023 – June 30, 2024**

North Carolina Department of Commerce

Division of Workforce Solutions

313 Chapanoke Road, Suite 120

4316 Mail Service Center

Raleigh, NC 27699-4316

**Introduction and Instructions**

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

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2023 Plan is to provide current information and be effective July 1, 2023 - June 30, 2024 and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper’s mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper’s workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, Local Area WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

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

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

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

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

**Local Area Plan Submission and Due Date**

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division’s web-based financial system.

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| **The Program Year 2023 Plan is Due:May 5, 2023** |

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

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

Division of Workforce Solutions

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1. **Local Area Workforce Development Board (WDB) Overview**

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| *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.* |

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| 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.
 |
| Southwestern Workforce Development Consortium |

* If the Local Area is a Consortium, attach a copy of the current Consortium Agreement.
	+ Name document: ***Southwestern Consortium Agreement***.
* If the Local Area is not a Consortium, attach a copy of the formal request for Local Area designation.
	+ Name document: *Local Area WDB Name Local Area designation letter.*

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| 1. Provide the **Local Area WDB**’s official name.
 |
| **Southwestern Workforce Development Consortium** |

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

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| 1. Provide the name, title, organization name, address, phone number, and email address of the **Local Area WDB Director**.
 |
| Name: **David Garrett** | Title & Salutation: **Workforce Development Director** |
| Organization Name: **Southwestern Planning Commission** | Address: **125 Bonnie Lane Sylva, NC 28779** |
| Phone Number: **828-586-1962** | Email Address: **david@regiona.org** |

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| 1. Provide the name, elected title, local government affiliation, address, phone number, and email address of the **Chief Local Elected Official** (CLEO).
 |
| Name: **Gary Shields** | Elected Title & Salutation: **Honorable Macon County Commissionor** |
| Government Affiliation: **Macon County** | Address: **62 Lauren Lane** |
| Phone Number: **828-421-2900** | Email Address: **garyshields@yahoo.com** |

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| 1. 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: Click here to enter text. | Title & Salutation: Click here to enter text. |
| Business Name: Click here to enter text. | Address: Click here to enter text. |
| Phone Number: Click here to enter text. | Email Address: Click here to enter text. |

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| 1. 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: **Ryan Scaggs** | Title & Salutation: **Chief Financial Officer** |
| Organization Name: **Southwestern Planning Commission** | Address: **125 Bonnie Lane Sylva, NC 28779** |
| Phone Number: **828-586-1962** | Email Address: **rscaggs@regiona.org** |

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| 1. Provide the name, title, organization name, address, phone number and email address of the **Administrative/Fiscal Agent’s signatory official**.
 |
| Name: **Russ Harris** | Title & Salutation: **Executive Director** |
| Organization Name: **Southwestern Planning Commission** | Address: **125 Bonnie Lane Sylva, NC 28779** |
| Phone Number: **828-586-1962** | Email Address: **russ@regiona.org** |

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| 1. Attach a copy of the **Administrative Entity/Fiscal Agent’s organizational chart** with an ‘effective as of date’.
 |
| * Name document: **SWC ORGANIZATION CHART-March 2023**
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| 1. 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].
 |
| ***Unique Entity ID # PT1RSFDYL724*** |

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| 1. 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](https://www.nccommerce.com/documents/commission-policy-cps-09-2021-workforce-innovation-and-opportunity-act-wioa-youth-formula))
 |
| **Ryan ScaggsChief Financial Officer125 Bonnie LaneSylva, NC 28779828-586-1962** |

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

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| 1. 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: *Southwestern-PY23 WIOA Workforce Development Board Members*
 |

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

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| ***Notes:**** *Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.*
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| 1. 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.
 |
| ***WDB Staff attend Southwestern Commission meetings to network with local elected officials and stay informed of local area events. The Director of the SWDB participates in yearly Newly Elected COG orientations.*** |

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

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| 1. Attach the Local Area WDB By-Laws including date adopted/amended. By-Laws must include the required elements found in [Appendix A](#Appendix_A).
 |
| * Name document: ***Southwestern WDB Bylaws-2022*.**
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| 1. To demonstrate that the attached Local Area WDB By-Laws comply, complete By-Laws Required Elements – Crosswalk chart (form provided).
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| *Sunshine Provision – The Local Area WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the Local Area WDB, including information regarding the Local Area Plan prior to submission of the Local Area Plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the Local Area WDB. [WIOA Section 107(e)]* |

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| 1. Describe how the Local Area WDB will make copies of the proposed Local Area Plan available to the public. If stating the Local Area Plan will be on the Local Area WDB website, provide link. [WIOA Section 108(d)]
 |
| ***In order to provide an opportunity for public comment, a draft copy of the planwill be available on the Local Area’s website. Comments may be emailed to theWorkforce Development Director.*** |

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

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| 1. Attach a copy of the Local Area WDB’s organizational chart with an ‘effective as of date.’ Include position titles and names.
 |
| 1. Name document: *Southwestern WDB Organizational Chart-effective 03-31-2023*
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| 1. Complete the following chart for the PY2023 Local Area WDB’s planned meeting schedule to include, date, time, and location or virtual link. (Expand form as needed)
 |
| **Date** | **Time** | **Location (include address and room #****or virtual link)** |
| August 9, 2023 | 10 am | 125 Bonnie Lane Sylva, NC 28779 and by Zoom virtual meeting |
| December 6, 2023 | 10 am | 125 Bonnie Lane Sylva, NC 28779 and by Zoom virtual meeting |
| March 6, 2024 | 10 am | 125 Bonnie Lane Sylva, NC 28779 and by Zoom virtual meeting |
| June 5, 2024 | 10 am | 125 Bonnie Lane Sylva, NC 28779 and by Zoom virtual meeting |

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

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| 1. 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: *Southwestern Certification Regarding Debarment-2023*
 |

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

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| 1. 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: *PY23 LA Plan Signatory Page-Southwestern*
 |

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

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1. **Local Area WDB Strategic Planning**

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| ***The Local Area WDB is required to the keep the Local Area Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Area Plans will require an annual modification.*** *North Carolina has implemented integrated services delivery with an enhanced emphasis on regional planning and services. This approach is consistent with federal, state, and regional initiatives and opportunities. North Carolina’s workforce development system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults, and youth. To enhance services to all constituents, aligning workforce development planning and services with regional labor markets is both effective and productive.* ***North Carolina Governor Roy Cooper’s NC Job Ready Initiative is built on three core principles: education and skills development are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system.******Locally, WDBs are creatively working to address the new challenges of job growth and expansions. Employers in Local Area WDB areas continue to have a shortage of lower-wage, entry-level and middle-skilled level workers. As a Local Area WDB and workforce system, Local Area WDBs are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Local Area WDBs are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.*** |

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| 1. Provide a description of the Local Area WDB’s strategic vision and goals for preparing an industry-driven, educated and skilled workforce, including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance and how it aligns with regional economic growth, industry sectors, and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]
 |
| ***The strategic vision of the Southwestern Workforce Development Board (SWDB) is to create an integrated, seamless workforce system responsive to the changing needs of the economy for all our customers, employers, youth, adults, veterans, individuals with barriers, disabled, re-entry, recovery, and other job seekers. We reach this goal by coordinating programs among workforce partners and supporting skill and educational pathways to provide employers with the trained workers they need to support economic growth. In addition, we collaborate with partners to provide citizens in the region opportunities to become self-sufficient. The SWDB will review the indicators of performance on a regular basis to ensure success with our performance accountability measures.*** |

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| 1. Provide a description of how the Local Area WDB, working with the entities carrying out core programs, will expand access to employment, training, education and supportive service for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Local Area WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. Include how these strategies will be a result of regional economic and employer-driven priorities. [WIOA Section 108(b)(3)]
 |
| ***The Southwestern Workforce Development Board (SWDB) will continue to expand on its partnerships with the Departments of Social Services, Vocational Rehabilitation, and the Community College-Adult Education & Literacy program providers to make sure eligible individuals with barriers to employment receive the training, education, and the supportive services they need for employment. This is accomplished by customer referrals through the NCWorks Career Centers to appropriate supportive service providers and vice-versa. The SWDB co-enrolls all new center customers in Wagner-Peyser and WIOA career services. NCWorks Career Center Staff assess and refer customers to appropriate core programs as well as enroll customers in short- or long-term training programs through the community college system that leads to recognized credentials and employment. Through additional grant funding, the SWDB will establish Peer Support Specialists in the region to specifically support the recovery and re-entry population for the purpose of getting this vulnerable population back into the workforce. The SWDB will continue to facilitate opportunities to bring NCWorks and workforce partners together with employers to discuss training needs and create or adjust career pathways to meet the needs of employers. In addition, SWDB Staff are engaged in the myFutureNC Local Educational Attainment Collaborative with Achieve HIGHTS, as well as ncIMPACT Our State Our Work/Carolina Across 100 to attend Opportunity Youth forums. Due to the recent closure of Pactiv Evergreen impacting over 1,000 employees, the SWDB applied for a National Dislocated Worker Grant for Occupational and Wagner-Peyser activities.*** |

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| 1. Describe the Local Area WDB’s use of **each** of the following initiatives: incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, layoff aversion, utilization of effective business intermediaries, and other employer services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)]
 |
| ***SWDB focus has been on strengthening partnerships in our 7-county area and providing support to workforce, economic development, small business, entrepreneurship, and education partners to include; Mountain West Partnership (county Economic Development Directors), Economic Development Partnership of NC, ARC Community Economic Development Planner, 3 Small Business Centers, Small Business Development Technology Center, Mountain BizWorks, Western Carolina University, NC State, UNC Chapel Hill, 3 Community Colleges, High School CTE Directors, ApprenticeshipNC, and myFutureNC.  The purpose is to gain insight on the resources available to businesses and individuals, either through funding or training the workforce, and how partners can work collectively for the best outcomes in a diverse rural region.******Incumbent Worker Training, known as Train Up, will continue next year with outside grant funds. Train Up funds help to fill the gap of training not available for free through other workforce partners. It is available to all businesses in the region that meet eligibility requirements, but with a focus on small or micro businesses that seek to improve processes with skills upgrades for the local workforce.  We have included a leadership training element within our IWT program through local community colleges, the SBTDC and other qualified providers.  The SWDB received a ARPA Small Business Grant of $276,000 to serve businesses with under 25 employees.*** ***On-the-Job Training can be made available for eligible businesses and individuals with formula funds. With outside funding, OJT will be expanded. The goal is to broaden OJT to focus on new-collar or novice workers and vulnerable populations with disabilities, in recovery or engaged in re-entry into the workforce. A flexible pool of funding will help provide opportunities for this underserved population without creating a negative performance reporting impact on WIOA formula funding. A grant was submitted to Dogwood Health Trust for $250,000 on March 2023 for this and other innovative workforce programs.******Customized training programs are managed through the three community colleges in our region and are primarily designed for the following industries: manufacturing; information technology; warehousing and distribution; customer support; air courier services; national headquarters; civil service employees providing technical support to US military installations located in the state.******Industry and sector strategies are supported by the SWDB with staff time being allocated for creation and development, as appropriate. SWDB works closely with the Southwestern Commission and MountainWest Partnership at a regional level, as well as each County Economic Development Director. Examples of regional sector strategies are CREATE Bridges and the Outdoor Economy for the hospitality & tourism industry and EmPOWERing Mountain Food Systems for agriculture.******Career pathway initiatives are endorsed and supported by the SWDB and lead by educators in the region to include university systems, community colleges, ApprenticeshipNC and Customized Training Education (CTE) in high schools.******Layoff aversion or Business Edge is an effort to reach out to businesses to provide critical services for the purpose of averting closure. Partners for this effort are the SBTDC, Economic Development Directors, NCWorks and may engage DWS.******Layoff aversion criteria are:**** ***NC based businesses in Region A***
* ***Businesses with local and regional decision-making ability***
* ***Typically, 20+ employees***
* ***Primarily for manufacturing and related suppliers with consideration given to other sectors/industries important to the region***
* ***Business must agree to comply with assistance through a willingness to sign Memorandum of Understanding***
* ***In good standing with the IRS (i.e. no liens, judgments)***
* ***Full disclosure of business operations (i.e. P&L, other metrics)***

***Other strategies and partnerships are developed as opportunities emerge to include entrepreneurship development, serving in advisory capacities to the local area CTE Directors, supporting the ecosystem for WNC Recovery to Careers and participating on the myFutureNC’s Local Educational Attainment Collaborative and ncIMPACT Our State Our Work Opportunity Youth forums.*** |

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| 1. Provide a description of how the Local Area WDB coordinates workforce investment activities – including strategies enhancing services, promoting participation in training programs, and avoiding duplication of services – carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]
 |
| ***The Southwestern Workforce Development Board (SWDB) partners with local community colleges and refers those customers needing basic education, a GED, or adult high school diploma to local community colleges for training. NCWorks Career Center and staff from local community colleges provide (HRD) Human Resources Development classes to assist with employability skills. The SWDB also works through its NCWorks Career Centers to assist employers with human resources needs and connects employers to local community colleges for pre-employment training classes. The Board recognizes that without basic education there is no basis for more advanced training. Workers must continually transform themselves through training in order to keep up with the needs of business. enter text.*** |

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| 1. 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 SWDB has informal cooperative agreements with the local entities described in WIOA Section 107(d)(11). Three local community colleges (Haywood, Southwestern, and Tri-County), two Job Corps (LBJ and Oconaluftee), local Vocational Rehabilitation units, and regional secondary schools cooperate and collaborate to provide workforce development services and training in the region.***  |

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| 1. Provide a brief description of the actions the Local Area WDB will take toward becoming or remaining a high-performing Local Area WDB, consistent with the factors developed by the NCWorks Commission. [WIOA Section 108(b)(18)]
 |
| ***The SWDB was designated as a high performing board based on the factors developed by the NCWorks Commission. The SWDB will continue to remain a high-performing board by retaining and building on those factors which will enable us to meet the current standards set by the NCWorks Commission to include:Strategic PlanningOn-going assessment of community and workforce economic issuesEstablishing metrics for gauging progressContinued engagement with the chief elected official and other elected officials in the regionEffective use of WIOA funds allocated to the regionEnsuring that WIOA expenditures are on track with expected levelsMaintaining certified status of the NCWorks Career Centers in our regionSuccessfully reaching negotiated performance levelsMeeting 20% Youth work experience levelsOutreach and Engagement*** |

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| 1. Explain the strategic plan for how the region will respond to national emergencies (such as the Covid-19 pandemic) or weather disasters to serve victims (such as aversion activities) and utilize special grants efficiently throughout the recovery period.
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| ***The SWDB will coordinate through our Council of Government and with other workforce partners or boards as appropriate to develop a targeted response during national and local emergencies. The Southwestern Commission (COG) is poised to request and utilize special grants during recovery periods. Our NCWorks Career Centers are adept at providing services during emergencies to include free hotspots, resource fairs (food assistance, PPE), and job fairs for temporary workforce needs. SWDB Staff have the knowledge and experience to serve on committees to assist in the distribution of funds to local businesses and resources to individuals in need.***  |

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| 1. Discuss the increase and expansion of service delivery and awareness efforts to reengage individuals with barriers to include dislocated workers, disconnected youth/high school dropouts, women, people of color in hard to reach communities, individuals with disabilities to help reconnect the disconnected workforce. More importantly, clarify how success is measured.
 |
| ***The Southwestern Planning Commission has received a grant to be managed by SWDB to hire 2 Peer Support Specialists. They are based out of NCWorks Career Centers in Jackson and Cherokee Counties with the purpose of providing support to those on the road to recovery from substance abuse and coming out of prison to obtain jobs and/or credentials/education needed for a career. Anticipated outputs of the PSS:Replicate framework for recovery ecosystem developed through ARC Inspire grantFollow operational policies, procedures, and written descriptions of ecosystem provided and the NCWorks Career CenterEstablish referral process and conduct assessments to identify needed servicesLink clients to needed health, behavioral health, education/training and wraparound services to prepare for workWork with business partners to establish workplace opportunitiesSecure employment for clients ready to workProvide ongoing support to ensure job retentionWork with key personnel throughout the region to provide issues-oriented workshops for employers.*** |

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| 1. Provide an overview of how the region partners with NC Community Colleges, UNC institutions, and independent colleges in the local areas to prepare workers to succeed by using skills and education attainment with a focus on equity and inclusion.
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| ***The SWDB committed to remaining informed of the dimensions of diversity represented in our communities as awareness is a major step in embracing diversity and inclusion. This knowledge allows us to apply what we learn about diversity to create an environment where everyone feels included and respected, regardless of race, ethnicity, gender identity, sexual orientation, socio-economic status, age, physical abilities/qualities, religious beliefs, political beliefs, marital status, or other ideologies, and recognizes that no one culture is intrinsically superior to another. Our organization, along with our community partners, have an open-door policy and is committed to providing equal access to all students, employees, employers, and community members.*** |

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| 1. Please describe how the Local Area WDB engages with local and regional Economic Developers.
 |
| ***The SWDB is an active partner of the MountainWest Partnership (MWP). Formed in 2017, MWP is a seven-county partnership of the westernmost counties of North Carolina, based out of Sylva NC. It was chartered to serve seven counties: Haywood, Jackson, Macon, Swain, Graham, Clay, and Cherokee. MWP serves as a promotional agent for regional assets to prospective enterprises, expanding existing businesses, and to individuals looking to relocate. MWP’s strategy is to support the region’s economic development resources in creating a vibrant enterprise ecosystem that supports developing, recruiting, supporting, and preserving small and medium enterprises in the region.SWDB’s participation in MWP ensures that we have an active, engaged relationship with all the economic developers in our region, as well as an opportunity to be heard on larger issues having a significant impact on the local workforce, like housing, broadband and transportation.*** |

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| 1. How many new/expansion economic development projects has the Local Area WDB engaged in during the previous program year? Please indicate the type/number of services provided.
 |
| ***SWDB Staff are actively involved in grants developed for the SWDB, COG, and MWP to expand the scope of our outreach, as well as asked to submit letters of support for other workforce partners. Grants over the past year have been successfully obtained for early childhood development and childcare, broadband, housing, and educational attainment. Local economic development directors and EDPNC Staff have included the SWDB on committees to help attract new industry to one of our Tier 1 counties.***  |

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| 1. 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), Section107 (d)(4)(D)
 |
| ***The SWDB endorses and supports multiple career pathways developed by the education partners in our region. Those partners are Career & Technical Education, ApprenticeshipNC, Community Colleges and Universities. The pathways our partners develop are in response to local employer needs and student interest. Adopting this method to endorse career pathways ensures there is no duplication in efforts on behalf of the SWDB and gives the board the opportunity to request and receive documentation from educators to observe pathway patterns from K-12 to the university system.The SWDB endorses Career and Educational Pathways developed by CTE, community colleges and universities in our region. The following was designed by SWDB from a career pathway grant and is still effect:***  |

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| 1. 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** |
| **Manufacturing** | **HCC** | **2016** | **3** |

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| 1. 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.
2. Include plans for new career pathways.
3. Explain how career pathways in the local area are in alignment with other partners/stakeholders’ (DPI, community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.
4. Describe the strategy to avoid duplication efforts.
 |
| ***The SWDB is comprised of 51% businesses making the Board a logical choice to partner with educators in the region at the university, community college and high school levels to endorse career and educational pathways. Due to lack of resources in funding and staffing, the most appropriate way for the SWDB to participate in this continued development is to support efforts in process with our educators and provide guidance to help those efforts align with the latest labor market data by county and region. The SWDB will support pathways that lead to self-sufficiency and independence for our residents. This may include a work-based learning component that has the most potential for this rural region, apprenticeship. Apprenticeship is an opportunity for a motivated individual to earn while they learn and advance without debt. This gives the employers in our region what they want most, a dependable worker and as an added measure, area educators can get credit for the educational component for the same individual.***  |

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| 1. Provide a description of Local Area WDB’s capacity to provide workforce investment activities to address (a) education attainment and skill needs of high-demand fields (b) strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and (c) supportive services for hard-to-reach communities. (d) Explain strategies that include NextGen, NCCareers.org and any awareness models for success.
 |
| ***Our region was selected by myFutureNC for a Local Educational Attainment Collaborative due to the exceptional work of one of our youth providers, HIGHTs. This has led to the creation of Achieve HIGHTs and the cultivation of activities to provide positive exposure for younger generations to the workforce. This has also lead to an opportunity to participate in ncIMPACT’s Our State Our Work Opportunity Youth forums.SWDB facilitates the connection of businesses to interns by creating materials to promote through newsletters and social media.SWDB Staff serve on local ApprenticeshipNC committees and has requested outside funding to expand OJT to include new collar or novice workers for placement into potential apprenticeships.*** |

1. **NCWorks Commission**

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| *The NCWorks Commission recommends policies and strategies that enable the state’s workforce and businesses to compete in the global economy.**The Commission is designated as the state’s WDB under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 37-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.**Mission of the NCWorks Commission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity; and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.**Employer-led job training programs have the best career outcomes. Employers know best what skills their workers need, and employer involvement is key for workforce development and job readiness. Businesses that invest in developing North Carolina’s workforce will benefit from well-trained employees and a more innovative and diverse workplace that better reflects its community.* |

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| 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.
 |
| ***The SWDB facilitates five NCWorks Career Centers in the region that are dedicated to the following services: Recruitment and screening assistance through job listings, automated job matching, applicant recruitment, and referralRapid response services to assist businesses who are downsizing and/or closing.Assessment and testing services for businesses that need assistance in analyzing the skills, aptitudes, and interests of potential and current employees. At the employer’s request, centers will administer employee screening services. Education and training brokering to help businesses identify and connect with appropriate education and training sources to assist with their workforce development needs. Technical assistance on employment issues which can range from licensing requirements, bonding, and labor certification.Labor market information provided to businesses with user-friendly access to local and state labor market information bridging economic and workforce development.Business resource room at centers to provide space for interviewing or meetings is available to employers upon request.Small business resources provided with community service information to include loans, various training materials, access to entrepreneurial assistance and economic development through referrals.Human resource information provided to employers on the Work Opportunity Tax Credit, unemployment insurance, labor law, and compliance information.Training services offered to employers to include incumbent worker training, on-the-job training, advanced skills training funded through WIOA.***  |

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| 1. 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.).
 |
| ***Business Services Team in the region is comprised of the following SWDB Staff and partners: Workforce Development Director, Business Services Representative, SWDB Members, NCWorks Career Center Managers (2), Regional Operations Director, Veteran’s Representative or DVOP/LVER, WIOA Case Managers, Community College & University Representatives, CTE Regional Director, Economic Development Directors (7), EDPNC Representative, SBTDC Staff, Southwestern Commission Executive Director, ARC Community Economic Development Planner, Mountain BizWorks Southwestern Regional Business Manager, and industry specific leaders.*** |

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| 1. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness at the local level (consult NCWorks Commission 2021 Strategic Plan).
 |
| ***NCWorks brand awareness is increased through new signage featuring the logo, social media, virtual job fairs, drive-thru job fairs, resource fairs, and workforce partner meetings. Employers can find candidates, post jobs, and search labor market information. We are in the process of designing 6 billboards to be spread over our 7 county region promoting NCWorks. This project is funded through our ARPA grant.*** |

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| *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.* |

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| 1. 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.
 |
| ***Southwestern Workforce Development Board (SWDB) and Staff have worked diligently to develop partnerships in our 7-county area to include NCWorks Career Centers, Economic Development Directors (organized as MountainWest Partnership), 3 Community Colleges and their Small Business Centers, Economic Development Partnership of NC, and numerous others. The purpose has been to gain insight to the resources available to businesses, either through funding or training the workforce, and how partners can work collectively for the best outcomes in a diverse rural region.  Small businesses relying on hospitality and tourism is a primary economic driver in our rural area. The pandemic created unique challenges and opportunities for all industries, but this particular sector was hit the hardest. Initial challenges centered around the ability to remain open to the capacity mandated by the Governor and be prepared to change those capacities depending upon the progression of the virus. Those businesses that pivoted in a manner to provide food or services in a drive thru or to go capacity have endured and continue to rise to meet new challenges. CREATE Bridges, an acronym for Celebrating REtail, Accommodations, Tourism, and Entertainment by Building Rural Innovations and Developing Growth Economies, is a 2-year initiative led by the Mountain West Partnership, managed by NC State University, and funded by Walmart. It is a current effort underway to bolster the retail, entertainment, accommodations, and tourism sectors in a 5-county area. It was obvious COVID-19 created economic uncertainty and these sectors would require more help and creative ingenuity than ever before. These businesses have been dramatically affected by the shortage of people willing to work in these low paying positions. Once complete, the initiative is designed to provide insight to develop new strategies and actions for business retention and expansion. It is important to stress that our rural area continues to address a workforce shortage by assisting with programs targeting vulnerable populations. NCWorks Career Centers and workforce partners have started re-entry programs to assist in supplying more individuals into the workforce for those businesses that are receptive to giving the formerly incarcerated a second chance. The Southwestern Commission with the SWDB in collaboration with other COGs/WDBs has received grant funding to develop a recovery to career program to positively impact those fighting addictions with the outcome of appropriately supporting this vulnerable population in becoming a viable part of the workforce. Two peer support specialists will be placed in our area NCWorks Centers for underserved counties in our region.  SWDB and workforce partners continue to provide recruiting assistance, training grants, loans, and business support to maneuver the complexities of federal programs and opportunities. All these efforts are in progress while addressing the disparities made glaringly apparent by the pandemic. In order for business expansion to occur, broadband and workforce housing will have to be addressed. The Southwestern Commission with the SWDB will be staunch advocates of creative solutions on these inequities moving forward.*** |

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| *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.* |

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| 1. Describe the Local Area WDB’s strategy for:
	1. incorporating job quality principles into ongoing workforce development activities, to assist with identifying and creating long-term partnerships with employers offering good jobs;
	2. creating strategic, flexible career pathways to good jobs that respond to local labor market needs.

 * Describe how the Local Area WDB ensures that individuals from underserved and underrepresented communities have equitable access to the services of the workforce system and the jobs created in the economic growth spurred by federal investments.
 |
| ***The SWDB is one of the lowest funded areas in the state. SWDB staff have worked diligently to develop business service offerings within the region such as incumbent worker training grant, known as Train Up and on-the-job training while connecting to other workforce partners to expand resources and assistance. While our developing programs may not be new, how we apply them to the needs in our region have been innovative by focusing on micro and small businesses as well as expanding services to those most vulnerable (re-entry, recovery, disabled) and new-collar workers. Our businesses need these programs to utilize every opportunity available to then to increase their chances of success. We received a ARPA Grant of $276,000 to serve businesses with under 25 employees. We have applied for funding from the Dogwood Health Trust to fund business service iniatives including Train Up, OJT, and Youth Work Experience. The re-entry and recovery population has a high rate of failure as far as performance goes. This additional funding will allow us to navigate the threat of sanctions in not meeting negotiated performance levels.A Contingency Grant of $100,000 was applied for and was awarded at the end of March for funding to serve any employee affected by the recent shutdown announcement from Pactiv Evergreen in Canton, NC where 1050 workers will be impacted by this impending shutdown.***  |

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| 1. Describe how the Local Area WDB is engaged in work-based learning projects with local employers.
 |
| ***With additional grant funding, SWDB has expanded work-based learning projects in our region with a focus on Incumbent Worker and On-the-Job Training. Incumbent Worker Training, also known in our region as Train Up, has steadily been gaining momentum and continues to favorably impact businesses in the manufacturing, trades, construction, service, healthcare, retail, and nonprofit sectors. Small and micro businesses struggle with the cost of valuable training to upskill their workforce and Train Up is a way to cover that cost when training is not available for free or offered through the local Community College or SBTDC. Train Up also covers leadership development training which has proven to be important to smaller businesses needing to foster leaders within their employee base. To coincide with the WNC Recovery to Careers expansion for recovery and re-entry individuals, a training for working with this population base will become available to employers interested in developing skill sets to successfully provide support to work with this vulnerable population. Businesses familiar with the demands of the OJT process continue to tap this resource when dislocated workers or eligible candidates are available. Progress introducing OJT to different businesses has been moderate but continues through efforts made by NCWorks Career Centers, contracted case managers and the business services representative.SWDB Staff serve on multiple committees to gain insight and provide guidance on a variety of work-based learning initiatives managed by other workforce partners. Specifically, contractors for our youth services developing work experiences, community colleges pursuing apprenticeship and early colleges developing internship opportunities. These relationships are valuable to continuously understand multiple ways to combine WBL resources to best serve employers and collaborate with workforce partners in a supportive role. One of the outcomes of this collaboration is for the business services representative to develop information to define the WBL options clearly and easily with contact information available to employers in our region. These WBL opportunities will be promoted through our partners via E-newsletters, social media, virtual webinars, and one-on-one meetings. The WBL initiatives currently available to promote include work experiences, apprenticeships, internships, industry specific boot camps, and entrepreneurial development.***  |

1. **NCWorks Career Centers**

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

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

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| 1. Identify PY 2023 NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2023 [NCWorks Career Center Chart](#NCWorks_Career_Center_Locations). [WIOA Section 121(b)(1)(A) and (b)(1)(B)]
 |
| * Name document: *Southwestern PY23 WIOA NCWorks Career Center Locations*
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| 1. Provide the name(s) of the current service provider(s), date, and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract(s) (one to four years and the current year the contract is (e.g., two of three years).
 |
| A public notice requesting a letter of intent to bid was submitted in March 2023. This is a one year contract with a possible 3 extention years. Letter of Intent to BidName and Address of Agency Submitting the Intent to Bid:N.C. Division of Workforce SolutionsDate: 03/20/2023David Garrett, Workforce Development DirectorSouthwestern Workforce Development Board125 Bonnie LaneSylva, NC 28779Dear Mr. Garrett:This letter indicates our intent to bid to serve as the One-Stop Operator for the following NCWorks Career Center(s):☒ Haywood County NCWorks Career Center ☒ Jackson County NCWorks Career Center (Includes Marianna Black Library in Swain County)☒ Macon County NCWorks Career Center☒ Tri-County NCWorks Career Center (Graham, Clay, Cherokee Counties)We have checked the following box that most appropriately describes our organization.☐ An institution of higher education ☐ Another interested organization or entity☐ A community-based Organization ☐ A nonprofit Organization☐ A private-for-profit entity ☐ A government agency☐ A consortium of 3 or more one-stop partners ☒ An employment service State agency established under the Wagner-Peyser Act on behalf of the local office of the agencyWe acknowledge that the One-Stop Operator must have at least one year experience serving as the One-Stop Operator of an NCWorks Career Center and certify that we meet this requirement. We acknowledge that the period of performance is July 1, 2023 through June 30, 2024.Sincerely,Timothy J. Mathis☒ A community-based Organization ☐ A nonprofit Organization |

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| 1. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]
2. Provide a description of how Career and Training services are provided to adults.
3. Provide a description of how Career and Training services are provided to dislocated workers.
4. Provide a description of how Career and Training services are provided to youth.
 |
| ***There are three certified Tier 1 NCWorks Career Centers and one certified Tier 2 NC Works Career Center in the local area. DWS is the host/operator of all NCWorks Career Centers in our area. The three Tier 1 NCWorks Career Centers are located in Macon, Haywood and Cherokee counties and are open Monday through Thursday from 8:30 am to 5:00 pm and Friday from 8:30 am to 12 noon. Macon County NCWorks Career Center serves residents of Macon County. Swain and Jackson counties are served by staff of the Macon Center with a part time office in Swain County, and a certified Tier 2 office in Jackson County. Haywood County NCWorks Career Center serves residents of Haywood County. The Tri-County NCWorks Career Center serves residents of Cherokee, Clay, and Graham counties. Tri-County NCWorks Career Center also stations staff at the Tri-County Community College Graham campus on Tuesdays to assist job seekers with employment related services. Job seekers can search for jobs, create resumes, and find education and training. Employers can find candidates, post jobs, and search labor market information. Adult/DW WIOA Case Manager are located in each of the NCWorks Center. All case managers are cross trained on how to identify and refer youth, DWs, and Adult customers to other WIOA programs, employment counselors, vocational rehabilitation, peer support specialist, and/or the Dept of Social Services.*** |

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| 1. Describe how Local Area WDBs determine the need for enrollment in Training Services.
 |
| ***The WDB determines the need for enrollment in training services based on several factors. Individual Assessment results including skill levels, aptitude, motivation and having the means available to complete training are a few of the determining factors. The availability and/or lack of suitable job openings are taken in account also. Local labor market information on current and projected job openings related to the training are also considered when determining the need for enrollment.***  |

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| 1. Describe how follow-up services are provided through the NCWorks Career Centers. [WIOA Section 134(c)(2)(xiii)]
 |
| ***WIOA Case managers conduct monthly follow up contacts with WIOA participants and use NCWorks to record the results. Special programs conducted in the Career Centers such as RESEA also require follow up. Reemployment Services and Eligibility Assessment are designed to identify unemployment insurance claimants who are most likely to exhaust UI benefits who may need assistance in finding employment. Activities include developing an individualized reemployment plan, providing labor market information, identifying job skills and prospects, and reviewing the claimant’s continued UI benefit eligibility. After closure, case managers are required to make monthly contact with participants to make sure they are working or looking for work. The case managers will enter follow up activities and provide guidance and counseling to those who request or need it. Case notes are entered to document the follow up efforts even if no contact is made.*** |

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| 1. Describe how:
2. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).
3. Long after the initial start date does staff have full access to NCWorks.gov?
4. The staff development activities reinforce and improve the initial training efforts.
5. Describe the specific training that staff receive around diversity, equity, and inclusion.
 |
| ***All new staff at the NCWorks Career Center receives training in the integrated services delivery system. The method of training depends on the type of training being provided and includes one-on-one, group, and web-based instruction. New staff training includes the following: The intake and eligibility processes of TAA, WIOA, Wagner Peyser, WIOA YouthNCWorks OnlineVeterans PreferenceEEO Training from the stateLabor Market InformationCustomer Service TrainingCross Agency Training Training begins on the first day of employment for new staff. The training timeline varies with the individual, but it is expected that training will be completed within three to six months. All staff located at the center have access to NCWorks Online. Initial training was provided to all staff by “Train the Trainer Staff” prior to the implementation of NCWorks Online. Additional training sessions on NCWorks Online is provided as needed to ensure all staff is correctly using the system to capture all activities and services provided. NCWorks Career Center Partners that receive job openings from employers input the job orders into NCWorks Online so that all partners have access to the information.*** |

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| 1. 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.
 |
| ***When a WARN notice and/or Trade Adjustment Act (TAA) petition is filed, the State Rapid Response Coordinator contacts the local area and invites the WDB Director to attend the state conducted Rapid Response meeting with employer officials. After the State Rapid Response meeting, the Local Area connects NCWorks integrated services by organizing a local rapid response team. The local Rapid Response team meets with the employer to set up dates and times for the initial meetings with employees. At these meetings information is provided on available transitional services for workers that have lost their jobs as a result of a layoff or facility closure. Partners in the NCWorks Career Centers are major providers of Rapid Response services to Dislocated Workers. DWS, WIOA, TAA/TRA, and local community college staff participate in group employee orientation sessions to provide current and consistent information concerning services available. Local Area representatives provide information on the local NCWorks Career Center, community college programs in continuing education, basic skills, curriculum, human resources development and starting your own business. Information and literature are also provided on the WIOA program for Dislocated Workers, which include training services. DWS staff provides information on UI and TAA benefits. We are currently scheduling Rapid Response meetings in April for all 1,050 employees affected by the pending shutdown of Pactiv Evergreen in Canton, NC.***  |

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| 1. Briefly describe how the NCWorks Career Centers serve military veterans.
 |
| ***All customers entering the Career Center are asked if they have served in the military. Those customers with a yes response are thanked for their military service and provided priority of service. All Career Center staff are cross trained in the Integrated Service Delivery model is used for providing services. Military Veterans are screen and based on a yes of having a barrier may be referred to a Veteran Representative to provide more intensive services and case management. Those military Veterans that do not have a barrier are shared by all center staff to receive seamless services. The Military Veteran customer has a one-on-one meeting with staff to assess his/her needs/abilities and to complete his/her registration in NCWorks Online. After registration is completed, referrals to jobs, educational entities, or supportive services/agencies occurs.***  |

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| 1. Briefly describe how the NCWorks Career Center serve persons with disabilities.
 |
| ***The Southwestern region has strong partnerships with County Departments of Social Services and Vocational Rehabilitation. An individual with disabilities seeking services in our local NCWorks Career Centers will have the technology available for staff to work with that individual. All of our centers are ADA compliant. We have training annually on EEO from the state. Individuals will be referred to the correct partner agency. We also provide space for our partner agencies to work with clients in our NCWorks Career Centers.***  |

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| 1. 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.
 |
| ***All Career Center staff are cross trained in Integrated Service Delivery model. Our Career Centers close to the public at noon on Fridays allowing staff time to dedicate to employer outreach / tours of facilities / businesses to better understand their operations. These visits allow staff to provide better recruitment, screening, hosting hiring events and referring of potential employees to the businesses. All staff are trained on the NCWorks online Job Order Policy and the virtual recruiter to allow continual alerts to potential candidates. Staff are assigned employers by alphabet that ensures no duplication of services but can assist employers in the co-worker’s absence. Staff are provided reports that provide them with a list of services they have provided to businesses to follow up with the business. Staff also contact businesses when their job listings expire to provide any follow up services. All staff are trained on the NCWorks online Job Order Policy and the virtual recruiter to allow continual alerts to potential candidates. Staff also contact businesses when their job listings expire to provide any follow up services. To ensure that we are continually engaged with our businesses and providing them with the services they need and request, in order to build relationships. Our strategy is not to provide them with all our services, but to ask them what they need and assist them accordingly. By responding to an employer’s request for an avenue to find a better qualified candidate we provided information on the Aspiring Minds skill assessments, allowing the employer to choose the assessments applicable to their hiring needs. We also discussed their starting wage along with labor market information that provided the competitive wage scale in their business sector.*** |

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| 1. 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)]
 |
| ***The SWDB is responsible for approving the centers application for certification by the NCWorks Commission. The SWDB and NC Works Career Centers in the region collaborate to apply for Center Recertification in conjunction with NC Works Commission guidance. All centers in the Southwestern Region were re-certified 2022. The WDB reviews the applications and makes additionalsuggestions, comments, etc. The SWDB Staff will regularly communicate with Center Managers and other stakeholders to ensure a continuous improvement methodology is applied to service provision through the auspices of the Career Center system. This will also include utilization of any resources provided by the NC Works Commission to support review and oversight of center operations, as they are provided. The SWDB will also continue too regularly (monthly basis) partner with Center Managers to discuss the center’s progress and any enhancements necessary to improve customer service and/or the customer experience. NC Works Career Center Managers in the SWDB region will provide regular updates on Center operations at each SWDB meeting which will occur at least on a quarterly basis to the entire SWDB leadership. This will ensure that board members are involved, informed, and given the opportunity to provide feedback and support to the WDB and the NC Works Career Center Managers in the region. The SWDB also continues to work with the NC Division of Workforce Solutions to explorevarious options for customer input and feedback. Center Managers regularly obtain feedback through surveys from business customers participating in job fairs, hiring events and other interactions. This information is gathered and shared with the SWDB Director and Regional Operations Director as part of the regularly scheduled SWDB meetings. Furthermore, the NC Works Career Center Managers provide regular weekly updates to regarding weekly center traffic, hiring events, specific types of programmatic interviews or testing conducted at the center and any other relevant information. The results of these surveys will be used by the SWDB, SWDB staff and center management to make improvements to the centers. Job seeker customers are also contacted via NC Works to gather feedback accordingly and any pertinent data is incorporated in to SWDB oversight strategies, accordingly.Quarterly NCWorks partner meeting, to include DWS career center management, DWS regional management, and SWDB staff, are held to discuss, strategize, and update one another on issues, policies and initiatives that are taking place throughout the Western prosperity zone. In addition, it is important to note we have been strongly advised by the NC Division of Employment Security NOT to engage in unemployment insurance programs or discussion. Despite the increased nature of performing several programs in a variety of virtual manners to better accommodate customers, we continue to have customers who prefer/need face to face interaction to help alleviate challenges they experience in the re-employment journey.***  |

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| 1. Attach a flowchart for services – flowchart must include:
2. initial one-on-one interviews with customers,
3. NCWorks.gov dual registration,
4. skills assessments, and
5. determination of the need for further services.
 |
| * Name document: So*uthwestern WDB Services Flow Chart 3-21-23.*
 |

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| 1. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b) (A (iii)]
 |
| * Name document: *Southwestern IFA-MOU March 2023*
 |

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| 1. Describe the Local Area WDB’s method for providing oversight to include:
2. 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
3. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]
 |
| ***The SWDB’s monitoring activities include a review of NCWorks reports, and management practices supported by WIOA and Wagner Peyser funds. Monitoring activities are conducted periodically to ensure that service providers comply with contractual agreements, SWDB policies, WIOA regulations, and SWDB requirements. Technical assistance visits are also made during the year as needed. Providing quality customer service that meets or exceeds the customers’ expectations is a major measure of center effectiveness. The centers utilize customer comment cards to gauge our job seeker customers satisfaction. Employer satisfaction surveys are conducted at least once a year to measure employer satisfaction and to also solicit comments for improving services. The Center Managers review the results of the surveys and follow-up with staff if there are areas that need addressing.***  |

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| 1. 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)]
 |
| ***All Career Center staff have been cross trained since the pandemic to use Microsoft TEAMS applications and NCWorks online system. Career Advisors may conduct appointments virtually and are able to assist customers though the Amazon Call Center and Live Chat. WIOA continues to use the NCWorks online system and now staff are able to use the electronic DocuSign for students.***  |

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| 1. How does the Local Area WDB use data to monitor and track performance measures for serving individuals and business? Be specific about what systems are used, how regularly the Local Area WDB looks at these sources, and how the Local Area WDB might change the strategies based on the data.
 |
| ***SWDB Staff and service providers monitor and track performance measures for individuals engaged in Youth, Adult and Dislocated Worker programs through NCWorks.gov******Future Works is also used to track service providers.******Monthly, the SWDB shares the labor market overview that is developed by NC Department of Commerce’s Labor Economics Analysis Division with board members and workforce partners.******The SWDB has access to Lightcast (EMSI) to supply data and reports tracking business and industry trends for economic development directors and educators on an as needed basis.*** |

1. **Employer Services**

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| 1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:
2. Utilizing regional and local employer data to inform priorities.
3. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.
4. 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)].
5. Including Historically Underutilized Businesses.
 |
| ***Priorities of SWDB Business Services Staff are to: ∙ Work with Director to acquire sufficient funding needed to be able to offer training programs, such as incumbent worker, on-the-job and additional training relevant to employer needs.  ∙ Be informed about additional resources and programs in the region of benefit to employers to provide an integrated services delivery approach with all workforce partners. ∙ Share regional and local labor market data to keep SWDB and workforce partners informed on trends. Also assist with requests for data from workforce partners as needs arise. ∙ Collaborate and meet with workforce partners (career centers, economic development directors, community colleges, small business centers, educators, non-profits, public schools, vocational rehab, etc.) to stay informed of programs, gain insight to resources in our rural area and serve on committees as appropriate. ∙ Participate in the Community Economic Development Strategy led by the Southwestern Commission ∙ Participate in economic development recruitment, retention and expansions when included by county economic developer. ∙ Serve as a hub of resources or knowledge base of services for businesses and workforce partners. ∙ Utilize Rapid Response type protocol for any business closures to assist dislocated workers. ∙ Make regional and local employer referrals to Veterans Services, Vocational Rehab, Agricultural Services or Foreign Labor, as appropriate.***  |

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| 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:
2. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].
3. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.
4. 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)]
5. 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)
 |
| ***The SWDB, Staff and Career Center Staff support business services programs by:Collaborating with Service Providers, NCWorks, Veterans Services, Vocational Rehab, Re-entry, Recovery to Work, Universities, Community Colleges, High School CTE, Area Agency on Aging, Agricultural Services, Foreign Labor, and other Workforce Development Boards to support an all-inclusive approach for job seekers and employers within the rural workforce ecosystem.Approving efforts to streamline policy and procedures to make programs more accessible delivery of services less complicatedProviding guidance on building relationships central to the success of business servicesDeveloping awareness and supporting multiple work-based learning initiatives Utilizing regional and local economic data to be aware of developing needs Partnering with SBTDC and NCWorks on Business Edge process for at-risk businesses Collaborating with partners to understand available services and avoid duplication of servicesSupporting outside grants to develop flexibility within current programs and support innovative approachesPartnering with NCWorks and partners for Rapid Response services to employees of closing businesses-We utilize a Rapid Response team that consist of NCWorks Center managers, Southwestern Workforce Development Board staff, Regional Operations Director (NC Commerce), Regional Analyst (NC Commerce, Divison of Workforce Solutions) and local area resources including insurance assistance, mortgage assistance, local community college staff.***  |

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| 1. Please describe employer-focused partnership efforts in the areas of education and training and economic development in the following areas:
2. 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.
3. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]
4. 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)].
 |
| ***Partnership efforts in the areas of education, training and economic development are critical to the success of the region. The SWDB and Staff work diligently to stay informed to gain insight on the evolving programs of our partners so we can assist in promoting, collaborating, or coordinating with WIOA programs******To support the regional economy and individual career advancement the SWDB will be seeking outside funding to enhance and expand On-the-Job Training to include new collar workers, as well as re-entry, recovery, and those with disabilities. Outside funding sources will provide the flexibility needed to serve these populations without potentially reflecting poorly on performance.******Small and micro businesses successfully utilize incumbent worker training, known in our region as Train Up. SWDB shares information on this valuable training resource with workforce partners to promote opportunities for area businesses to apply for funding.  The goal is to provide funding to help eligible businesses effectively train and retain, existing, employees by providing skills upgrades and process improvement.******SWDB supports the SBTDC, Community College SBCs, and regional nonprofit efforts dedicated specifically to coordinating and promoting entrepreneurial skills training and microenterprise services. SWDB support consists of staff time, expertise, and the promotion of area resources like microenterprise loans or training for entrepreneur development within Community Colleges or K-12.******The SWDB Staff are included in the process for the Comprehensive Economic Development Strategy or CEDS led by the Southwestern Commission.******SWDB Staff participates in economic development recruitment, retention and expansions when invited and included by the county economic developer or EDPNC representative.*** |

1. **Performance**

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

***Lack of broadband continues to be a huge issue in our region. This issue affects everyone from students to potential employees. Also, cell phone service continues to deteriorate throughout the region with many places even in downtown areas with “dead spots.”******Travel for students doing clinicals is expensive. Many students must travel outside of our region, and this create a hardship on students without reliable transportation and the extra time for travel is a hardship on individuals raising children. Public transportation is lacking in our region. Public transportation in our area does not service areas where many of our clients live (rural, mountains). Public transportation does not run 24-7. It is hard for people to get to work for employers that have multiple shifts. Clinical employers were underprepared to handle the training that these students needed, from lack of PPP, COVID rules, and having COVID themselves.******We have long-term experienced case managers, contractors, and Board staff who were able to solve problems and issues quickly.******Virtual options have enabled us to increase participation in local area as well as statewide conferences and meetings*** ***When we have significant closures like we are facing with Pactiv Evergreen in Haywood County we do not see those voids filled quickly with similar industries. This makes collaborative efforts with Economic Developers all the more important.***1. Discuss whether or not participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area WDB. If so, how do these differences impact service delivery and performance?

***Childcare and transportation continue to be issues that the pandemic put a spotlight on over the last couple of years. The effects of barriers have increased such as mental health, transportation and childcare. COVID restrictions are mostly gone which has helped with programs that require clinicals. We still lack clinical spots and many of our participants have to travel outside the region and even the state to find clinical spots.*** ***We have learned since the pandemic that school systems and community college enrollments have decreased significantly.*** 1. Discuss how your Local Area WDB’s industries and business sector have been impacted by COVID-19.\*\*

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| ***Participants have had to overcome so much in the past couple of year. Many participants have become full-time caregivers whether from children not able to go to school or having to take care of older family members. Many dropped out. Some missed so much time from COVID complications that they could not finish their programs. The environment at clinical site was not the best for learning with COVID precautions, rules, and PPP requirements.*** ***Small businesses relying on hospitality and tourism is the primary economic driver in our rural area. The pandemic created unique challenges and opportunities for all industries, but this particular sector was hit the hardest.  Those businesses that pivoted to provide food or services in a drive thru or to go capacity as well as work with towns and cities to modify policy expanding business space for outdoor seating have endured.******As employers look forward to being able to open to varying degrees of capacity lack of workforce continues to be a challenge.  With in-school learning resuming in the public and private school sectors, there is confidence that parents, particularly working mothers, previously burdened with the education of their children will be able to get back to work.******Tourism normally fluctuates with the seasons in our region, but the longevity of the pandemic drove many to leave large population bases to more rural or remote areas.  While this influx of people to our area can provide an opportunity for small businesses to recuperate lost revenue, this emerging population shift also creates a drain on local and natural resources.  In the long run, it also puts a strain on the workforce as the cost of living and property taxes increase, which will make living in our region unattainable for many of the underemployed or those with barriers.******SWDB will track these emerging changes and advocate for the workforce on positive changes to increase hourly rates, offer benefits or supplement employment with educational or training opportunities to advance our best resource, our people.*** |

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| 1. What strategies and methods are in place to maintain or improve performance?
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| ***The local area monitors case managers monthly and utilize quarterly case manager meetings for trainings and updates. Case managers utilize a tracking spreadsheet to always know where they stand on performance. FutureWorks/NCWorks reports are provided to board members, case managers and contractor supervisors. Lisa Ledford, Program, Accountability Manager, is responsible for tracking performance. SWDB utilizes Future Works and NCWorks online reports. Staff provides reports to the SWDB quarterly. Training is provided quarterly and as requested.***  |

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

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| 1. In the event the Local Area WDB is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.
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| ***Increase internal monitoring. Provide additional technical assistance to address any areas that performance is not up to standards. Talk to program supervisors to provide training and advice to their employees. Reach out/ request state resources to provide additional training to supervisors and WIOA staff. Look into ways to provide better outreach materials. Look into best practices in working with partners to increase performance.***  |

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

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| 1. 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.
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| ***Progress of performance measures will be monitored monthly by SWDB staff (WIOA Program and Accountability Manager). This individual will monitor current performance outcomes against negotiated performance measures using performance data and reports provided from NCWorks Online/FutureWorks. The WIOA Program and Accountability Manager and Workforce Development Director will review data, report outcomes to Board, contractors and case managers on a quarterly basis with reports that indicates number of participants carried forward at the beginning of the new program year, new enrollments, number served, number on waiting list, number of exits, number of total current active cases which includes participants in follow-up. This report also provides contractor approved budgets, expenditures to date and percentage of budget expenditures which keeps contractors on track to insure they meet their required 80% expenditure goal. The Program and Accountability Manager and Workforce Development Director will then come up with strategies to address any gaps in performance outcomes. Strategies may include technical assistance to contractor supervisors/staff in the form of additional program/NCWorks Online training, WIOA Case Manager meetings to discuss issues/best practices, and assistance with outreach/marketing activities.***  |

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

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| 1. The Measurable Skill Gains (MSG) measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Local Area WDB makes use of the information the MSG measure provides as a means of ensuring the Local Area WDB achieves its Credential Attainment indicator goal.
 |
| ***That a student is passing their classes is the best indicator of success. We require our case managers to receive student grades at the end of each semester to make sure they are passing. For youth, we retest within a year to see if there is progress toward a measurable skill grain. The local area monitors case managers monthly and utilize quarterly case manager meetings for trainings and updates. Case managers utilize a tracking spreadsheet to always know where they stand on performance. FutureWorks/NCWorks reports are provided to board members, case managers and contractor supervisors..*** |

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

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| 1. **When selecting an eligible training provider from the State Eligible Training Provider List to certify for local use, what is the review process your local area uses to make this decision? How are customers informed that they have options in choosing their provider?**
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| ***SWDB staff review the local community college curriculum lists annually looking for new programs to update our Allowable Training programs list and then send it out to the case managers. In addition, we periodically review college websites and research jobs in the area to determine if we need to make additions or changes.***  |

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| 1. **Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers.**
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| The SWDB maintains great working relationships with our 3 main training providers Haywood Community College, Southwestern Community College, and Tri-County Community College. We are a rural area without many other training providers other than community colleges. |
| * Attach if a separate policy.
	+ **Name Document:** *Southwestern ETP Policy-March 2023.*
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1. **Equal Opportunity**

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| 1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color, or national origin. [WIOA Section 188]
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| ***A complaint procedure is in place for any individual who believes that he/she has been or is being discriminated against on the basis of age, disability, sex, race, color, or national origin. All NCWorks Career Center Staff, partners, and WIOA staff have received training on the EEO procedures and policies. Refresher training is conducted for all staff and partners annually by the NC Department of Commerce, Division of Workforce Solutions.***  |

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| 1. Attach the Local Area WDB’s current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR 38.35].
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| * Name document: *Southwestern LA EO Complaint Grievance Procedure*
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| 1. Describe the methods used to ensure local Equal Opportunity procedures are updated.
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| ***We are monitored yearly for EEO compliance. We conduct EEO training in person with state representatives annually (or virtually if state training can’t be in person) to stay current on EEO. We have started reviewing EEO classes virtually from the NCWorks training site.***  |

1. **Adult and Dislocated Worker Services**

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| 1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.
2. 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.
3. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]
 |
| ***The Southwestern Workforce Development Board’s vision and goals for serving the WIOA eligible Adults and Dislocated Workers is to provide quality services that enable the participants to enhance their job and career options. Thereby enabling them to find gainful employment with employers that provide wages and benefits at a sustainable living wage. The expected outcome is that Adults and Dislocated Workers will be prepared to meet the needs of our local employers so that employers are provided with motivated, trained, and qualified workers. In order to achieve these outcomes, the NCWorks Career Centers, WIOA contractors, and other partners will provide services to include assessment, job seeking skills, career counseling, OJT, and enrollment in training. Follow up services will be provided for one year after placement into unsubsidized employment.The strength of our Adult/DW services would be the experience of our WIOA contractors and case managers. Experienced case management increases the success of the individual and helps our region meet our performance goals. We live in a region that has an older workforce and the people moving to our region tend to be of retirement age. It is hard to attract talent when there is non-existent workforce housing and a lack of broadband that is needed/wanted by most people. The Southwestern Workforce Development Board participates in Southwestern Commission initiatives addressing major workforce issues affecting Western North Carolina.***  |

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| 1. 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.
2. Identify any serviceprovider contract extensions.
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| ***RFP’s for the Adult and Dislocated Worker WIOA Programs in Cherokee, Clay, Graham, Macon, Jackson, and Swain Counties March 2, 2023. Email notification was sent via email to our current Bidder’s List. A public notice ran in the Asheville Citizen Times, and the Cherokee Scout on March 2, 3, 4, 2023. The local area’s competitive procurement policy was followed. All current contractors will only be required to submit a “statement of work” and updated budget. A Bidder’s Conference was scheduled on March 16th 2023 in person at the Southwestern Commission offices 125 Bonnie Lane Sylva, NC 28779. RFP packages will be due by April 20th 2023. Haywood SchoolsYouth programs in Haywood County – 2nd extension for PY 23-24Mountain Projects Inc-Adult/DW programs in Haywood County - end extension for PY 23-24Adult/DW programs were combine in Cherokee, Clay, Graham, Jackson, Macon, and Swain Counties-RFP went out on March 2, 2023Youth programs were combine in Cherokee, Clay, Graham, Jackson, Macon, and Swain Counties-RFP went out on March 2, 2023*** |

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| ***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.* |

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| 1. Provide the date and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract (one-four years) and the current year of the contract (e.g., Year one of possible three).
 |
| TO: All Potential One-Stop OperatorsFROM: David Garrett, Workforce Development DirectorDATE: March 3, 2023SUBJECT: Letter of Intent (LOI) – One-Stop OperatorsThe Southwestern Workforce Development Board (SWDB) is currently accepting letters of intent from entities to serve as the One-Stop Operator for the local certified NCWorks Career Centers/NCWorks Center/NCWorks Information Site in Haywood, Jackson, Macon\*, and Cherokee\*\* counties. Interested bidders should bid for the operation of all NCWorks facilities listed below for continuity of operation and services.\* Macon includes the operation of the Macon NCWorks Career Center, Jackson County NCWorks Career Center & Swain County NCWorks Center.\*\* Cherokee includes the operation of the Tri-County NCWorks Career Center and also serving Clay and Graham Counties Background. The Workforce Innovation and Opportunity Act (WIOA) requires the One-Stop Operator to be selected through a competitive process. A WIOA service provider may be the one-stop operator; however, there must be firewalls in place to ensure that the operator is not conducting oversight of itself as a service provider. The concept of firewalls is to ensure that job seeker and employer customers both perceive and receive counsel and information that is not biased toward any specific organization(s). This issue can arise in perception or in reality, whenever an organization that operates education or training services also operates a NCWorks Career Center. Therefore, proper internal controls and firewalls must be in place to ensure that the entity, in its role as a one-stop operator, does not conflict with its role of the service provider. Purpose. The Southwestern Workforce Development Board is seeking letters of intent for the purpose of selecting a contractor with the capacity and expertise to design, administer and implement an innovative and compliant system of one-stop workforce development services for the benefit of business and job seeker customers as designated One-Stop Career Center Operator. The total funding available for cost reimbursement to the contractor shall not exceed a maximum of $50,000.00. Timeline. The Southwestern Workforce Development Board will release this request for letters of intent on April 20, 2023, for interested entities. The deadline for submission of LOI is 4:00 PM EST on April 20, 2023. The initial period of performance is from July 1, 2023 through June 30, 2024. A fully executed contract must be in place within the first 30 days of the contract period. Scope of Project. The One-Stop Operator will be expected to:Coordinate service delivery among required one-stop partners and service providersManage hours of operationManage partner responsibilities as defined in the Memorandum of UnderstandingCoordinate services for businesses and individuals through an integrated services delivery infrastructure to better meet their needsEnsure basic services such as orientations, information on career and labor markets, and resource rooms are providedFollow federal, state, and local area regulations/policies concerning the handling of EEO responsibilities, customer complaints, and physical and programmatic accessibility Follow appropriate North Carolina Division of Workforce Solutions Policy IssuancesFollow and implement Southwestern Workforce Development Board Local Area Policies and IssuancesSubmit reports to Southwestern Workforce Development Board, as requiredEnsure staff/partners of the NCWorks Career Center receive necessary training in customer service, use of the NCWorks Online system, and partner agency servicesOffer demand driven resources to the publicUse employer, customer, and staff feedback to drive the modelMake decisions/develop strategies based on data and successful practicesProvide appropriate number of staff to carry out supervisory and administrative role as the Center Operator. Participate in the infrastructure funding of regional NCWorks Career Centers as specified by WIOA legislation. The selected contractor will be responsible for providing funding for costs associated with the following: 1. The management/supervisory/administrative/financial contractor staff required in order to carry out the operation and management of the regional NCWorks Career Centers/NCWorks Center/NCWorks Information Site in Haywood, Jackson, Macon\*, and  Cherokee\*\* counties.  \* Macon includes the operation of the Macon NCWorks Career Center, Jackson County NCWorks Career Center & Swain County NCWorks Center.\*\* Cherokee includes the operation of the Tri-County NCWorks Career Center and also serving Clay and Graham Counties2. Lease payments for regional NCWorks Career Center facility locations.3. Utility payments for utility services associated with operation of the regional NCWorks  Career Centers/NCWorks Center/NCWorks Information Site in Haywood, Jackson,  Macon, and Cherokee counties. Will also provide payments for facility custodial services.4. Technology costs (computers, computer hardware, printers, scanners, internet, Wi-FI,  miscellaneous software, technology related furniture, technology support for telephone  and computers, telephone and data system.5. Any other miscellaneous costs associated with the operation and management of the regional NCWorks Career Centers/NCWorks Center/NCWorks Information Site in Haywood, Jackson, Macon\*, and Cherokee\*\* counties.  \* Macon includes the operation of the Macon NCWorks Career Center, Jackson County  NCWorks Career Center & Marianna Black Library in Swain County. \*\* Cherokee includes the operation of the Tri-County NCWorks Career Center and also serving Clay and Graham CountiesPriority Populations. WIOA requires states, Workforce Development Boards, and One-Stop Career Centers to connect supportive resources and training programs with priority populations that lead to long-term employment and outcomes for individuals seeking services, especially those with significant challenges to employment, including:Unemployed insurance claimantsYouth and adults with disabilitiesVeteransLow-income individualsOlder workersOut of school youthDislocated WorkersThe Career Centers will also work closely with local businesses, particularly those in the healthcare, advanced manufacturing, and hospitality & tourism industries (and others as identified by Southwestern Workforce Development Board). Additionally, the Career Center will collaborate with partners including community-based service agencies, community colleges, and local and state governments. Organization Qualifications. Who may be a One-Stop Career Center Operator? Eligible entities include [WIOA Section 121(d)(2)(B)]:A public, private, or nonprofit entity, orA consortium of entities that must include at least three (3) or more required one-stop partners located in the local areaIt CAN be:An institution of higher educationAn employment service State agency established under the Wagner-Peyser Act [29 U.S.C. 49 et seq.] on behalf of the local office of the agencyA community-based organization, nonprofit organization, or intermediaryA private for profit entityA government agencyAnother interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organizationIt CANNOT be:An elementary or secondary school, orStaff of the local workforce development boardIn addition, SWDB requires the potential One-Stop Operator to have a minimum of one year experience serving as the One-Stop Operator of an NCWorks Career Center. LOI Guidelines and Requirements. Interested agencies shall complete, sign, and return their Letter of Intent (sample at Attachment A) to the individual and address referenced below.The LOI will be considered complete when the following areas are addressed:The Career Center(s) in which to serve are specified by the One-Stop OperatorThe type of organization that is intending to bid is specified by the One-Stop OperatorThe location of the agency is specified by the One-Stop OperatorAcknowledgement that the period of performance is July 1, 2023 through June 30, 2024The LOI is signed by the authorized signatory of the agencyThe completed and signed LOI is received at the Southwestern Workforce Development Board offices by the required time/dateContact Information. Completed Letter of Intent should be sent to and received by:David Garrett, Workforce Development DirectorSouthwestern Workforce Development Board125 Bonnie Lane Sylva, NC 28779 NLT 4:00 PM EST on April 20, 2023 |

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| 1. Attach the Local Area WDB’s Adult/Dislocated Worker Service Provider list effective July 1, 2023 using the PY 2023 Adult/Dislocated Worker Service Provider List provided.
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| * Name document: Southwestern *PY23 WIOA Adult-Dislocated Worker Service Provider List*
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| 1. 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.
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| ***The Southwestern Workforce Development Board will attempt to meet or exceed all federal and stateAdult and Dislocated Worker Performance Measures for PY 2023. The SWDB understands thatsome things are beyond its ability to control such as human behavior, federal and state policies, andeconomic conditions. However, the SWDB has strategies in place to assist it in achieving allperformance outcomes and goals. In addition to the scheduled program and financial monitoring,the Program and Accountability Staff review all WIOA participant cases prior to enrollment todetermine compliance for eligibility and that proper documentation is maintained. After enrollmentcase notes are examined periodically to ensure they are thorough. Also, staff reviews the case to see ifthe participant is entered into the correct activities. The staff also uses the records in NCWorks toensure the participant is enrolled in intensive services prior to any expenditure of funds. Thecontractor’s monthly expenditures are also reviewed. The review of this data ensures that the LocalArea is on track with its overall performance and training expenditure rates. The Local Area’s focuson case management programmatic and financial practices should prove to be beneficial in ensuringthat WIOA program eligibility requirements are met, all program costs incurred are allowable costs,and that employment outcomes are reported/recorded in a timely and correct manner.Aside from monitoring the case management aspect of the Local Area case managers theSouthwestern Workforce Development Board will continue to regional WIOA case managermeetings in order to update case managers on the US DOL/state/local area policy changes andprocedures. Here program recruiting issues/successes are discussed by Local Area staff andcontractor staff and strategies are devised to assist the case managers in meeting their performancegoals. The local area staff, NCWorks Career Center Staff, and Local Area Case Managers will alsocontinue to initiate or participate in outreach activities that will promote the WIOA Adult andDislocated Worker training programs. This may take the form of recruiting events at local communitycolleges. Other outreach activity may include the printing of customized WIOA program literatureand brochures to be distributed that reference the Adult and Dislocated Worker programs along withspecific NCWorks Certified Career Pathways. Also, Local Area staff, WIOA Case Managers, andNCWorks Career Center staff will continue to promote Adult and Dislocated Worker programs asspeakers at local workforce partner meetings/events, government meetings, and at local non-profitagency meetings.Progress of performance, measures will be monitored by SWDB Program and AccountabilityManager. This individual will monitor current performance outcomes against negotiated performance measures using performance data provided from NCWorks Online/FutureWorks. TheWIOA Program and Accountability Manager and Workforce Development Director will review data,report outcomes to Board and contractors, and will then come up with strategies to address any gapsin performance outcomes. Strategies may include technical assistance to the contractorsupervisors/staff in the form of additional program/NCWorks Online training, WIOA Case Managermeetings to discuss issues/best practices, and assistance with outreach/marketing activities.Due to the pandemic, there has been a disruption in the workforce with a surge in Dislocated Workersover the past year. The SWDB Staff work with the Contracted Case Managers and NCWorks CareerCenter staff to target this group of potentially eligible Adults and Dislocated Workers to determineindividual needs. Many have been hesitant to go back to work because of the pandemic and a largernumber are unable to resume working because of childcare, remote learning, or caregiving for an elderrelative. We are gradually seeing this trend subside due to the gradual opening of childcare facilities,schools, and senior centers.For those who are unable to return to their previous jobs, we adapted to a virtual environment andcontinue to communicate the benefits of WIOA programs to individuals as well as local employersthrough one-on-one virtual discussions, promotional opportunities with workforce partners, virtualnetworking and the NCWorks Career Centers social media platforms.We have been fortunate to have access to Contingency, Enhancement Grant, and Business Servicesfunding to meet these additional needs and continue to utilize those funding sources to bolster ourWIOA efforts in a rural region.We also have partnered with other WDBs to tap additional outside funding to address the growingaddiction crisis in our region. Addictions are a terrible drain on our local people and in someinstances lead to incarceration. Additional funds will enable peer support specialists to provide thecounseling and guidance required to assist this part of our population back into the workforce.Click here to enter text.*** |

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| 1. 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)]
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| ***Case managers assess an individual to see if they qualify for WIOA intensive services and fall within or under one of the priority of services. Individuals that are over income have to be approval by SWDB Director.***  |

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| 1. Describe follow-up services provided to Adults and Dislocated Workers.
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| ***As a part of the WIOA Adult and Dislocated Worker Contract, WIOA service providers must ensure that comprehensive career guidance and follow-up services are integrated into the overall Adult and Dislocated Worker program design. WIOA Adult and Dislocated Worker service providers are responsible for conducting follow-up services on a monthly basis for all participants for a minimum of twelve months after exit. The Program and Accountability Manager/Coordinator reviews participant files to ensure that follow-up is being provided and recorded properly.***  |

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| *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.* |

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| 1. 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.
 |
| ***Financial Monitoring is conducted by Lisa Ledford the WIOA Program and Accountability Manager. To determine compliance with provisions of the Act, and other applicable laws and regulations, the Local Area monitors both its internal and external systems. A monitoring schedule is developed annually for periodic review of all contracts. The Local Area monitors program, fiscal, personnel, and management activities under each contract to assure that programmatic performance goals are being met; that appropriate administrative procedure, controls, and records are maintained; that contract terms and conditions are being fulfilled, and that personnel and equal employment opportunity requirements are being met. Desk review for compliance and performance of contractor activity is conducted throughout the year. The reviews allow the Local Area to identify potential performance issues, as well as to monitor its internal processes such as eligibility determination, documentation, and certification. On-site visits with contractors are conducted once a year for financial monitoring along with desk reviews conducted each quarter. Desk review consists of examining participant files for receipts for purchases, supportive services costs, ITA vouchers, training schedules, along with any other participant expenditures incurred. On-site reviews consist of examining payroll records, invoices and checks, receipts for purchases, and, if necessary, bank account reconciliation. On-site review of all equipment purchased under contract with the Local Area is done annually.Programmatic monitoring is ongoing throughout the year. Programmatic monitoring is conducted by Laura Grindstaff. Programmatic monitoring is an internal review of participants on a WIOA case load. Each case manager is monitored. After monitoring a email consisting of the findings is emailed to the case manager and the contractor. If the finding is correctable the case manager will correct it and send a email with corrections made back to the monitor. During programmatic monitoring we review the following:EligibilityParticipation and dates of servicesCSS activities - Check for provider and if one is being completed for each Supportive Service providedPell and Financial Award AnalysisCase Notes and if a service has been provided with in the 90 days.Check for system closed activities.Review ITA's and cost authorizationsReview supportive service invoicesReview IEP'sGo over documentation scanned into NCWorks. Check to see all documentation is in NCWorks. Check to see if follow up is being provided.Check for measurable skills gain. Work ExperienceCheck for 2 and 4 quarter wages during follow up.Monitor reports to the Workforce Development Director.***  |

1. **Youth Services**

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

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| 1. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area WDB, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)]
 |
| **Youth Workforce Activity** | **For Persons with Disabilities?** | **Brief Assessment/Model Used** | **Success Rating** |
| WEX, short term training, High School equivalency, High School diploma  | Yes | Virtual Job Shadow, TABE | IEP assessment Negotiated Performance tracking |

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| 1. Describe how the Local Area WDB’s broad Young Adult (NextGen) Program design is unique to include:
2. providing objective assessments;
3. supportive services needed; and
4. developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]
 |
| ***Virtual job shadow for career exploration. TABE on Casas to measure basic skills need.HSE testing fees, bonus, incentive, supplies for class, tuition, books, for short term training, transportation, emergency services approved by director.Case Managers have close referral relationships with the NCWorks Career Centers, Vocational Rehabilitation, and Department of Social Services to refer participants to services that might be needed for their success. An IEP (Individual Employment Plan) is developed personally with each Youth client based on their needs, interest, and barriers.*** |

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| 1. 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?
 |
| ***WIOA requires that all youth participants have an Individual Service Strategy (ISS) which identifies the participant’s educational goals, employment goals including, when appropriate, non-traditional employment, suitable achievement objectives, and needs. Case managers meet with youth one-on-one to develop individual plans based on the needs/goals of the participant. Individual Service Strategies are constantly updated when goals are met. ISS is an ongoing process to track achievements and to update new goals as needed.***  |

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| 1. 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)]
 |
| ***Once a youth is enrolled in an academic program, we offer a work experience in a field that they are interested in working in. We work with the youth towards career and college goals. Case Manager and participant create an ISS with goals and objectives. If participant is basic skills deficient or struggling with a subject, we can provide tutoring. We work with partners, local employers, and the career center to help the youth with employment and work experience sites.*** |

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| 1. Describe how follow-up services will be provided for (NextGen) youth.
 |
| ***As a part of the WIOA Youth Contract, WIOA service providers must ensure that comprehensive career guidance and follow-up services are integrated into the overall youth program design. Youth service providers are responsible for conducting follow-up services for all youth for a minimum of twelve months to ensure continued success.***  |

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

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

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| --- |
| 1. Attach the Local Area WDB Youth Service Provider’s chart, effective July 1, 2023, using the PY 2023 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided.
 |
| * Name the document: *Southwestern PY23 WIOA Youth Service Provider List*
 |

|  |
| --- |
| 1. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions and the current year of the contract (e.g., first of possible three years).
 |
| ***An RFP for the Youth WIOA Programs in Cherokee, Clay, Graham, Jackson, Macon, and Swain counties was advertised in the Asheville Citizen Times and Cherokee Scout on March 2, 3, and 4, 2023. The local area’s competitive procurement policy was followed. A 2nd extension was approved for PY 22-23 youth programs in Haywood County. Youth programs in Cherokee, Clay, Graham, Jackson, Macon, and Swain counties were combined into this year’s RFP.*** |

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| *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%.* |

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| 1. Provide the Local Area WDB’s approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. *If the WDB is choosing to implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2023, please state N/A for this question and respond appropriately to all questions listed below.*

Did the Local Area WDB implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2022?Local Area WDBs choosing to implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2023 must respond to each item listed below. *If the WDB does not desire to implement the waiver, please state N/A for questions a, b, and c and respond to the questions listed above.*1. State how the WDB will achieve the 50% OSY expenditure rate and describe the steps that will be taken to comply with the WDB's programmatic goals and outcomes.
2. Describe why there is a need to serve additional ISY in the local area region and state how the WDB will achieve the 50% ISY expenditure rate.
3. Describe how the local area region will be able to meet the demand for youth services by using the waiver.

[WIOA Section 129(a)(4)(A)] (CPS 09-2021) (OG 07-2022) |
| ***Years of experience in offering services to disconnected youth, a thorough review of relevant research, and the consideration of data which has been collected from past and present youth participants, has produced a set of data points which contribute to the reasoning why some program elements are more successful than others; offering valuable insights that build on the best of what has been learned on ways to increase youth engagement, which we believe is the most critical factor to success. First, we do recognize that there is a noted difference to serving out-of-school youth as opposed to in-school youth; the most noted is the fact that in-school youth promote a “captive audience” in that they are easily found within the walls of their assigned school. Out-of-school youth offer a different challenge; to serve them, first you must locate them. Our efforts to locate and serve out-of-school youth will be enhanced by the implementation of a youth referral policy; recognized and adopted for use by local schools, service agencies, and social support networks; which advertise and promote available service activities and how they are secured. This referral model is a vital addition to our outreach plan. However, once engagement has been established, the next challenge is to maintain it on a consistent basis. To facilitate increased engagement, we will implement enhancements to the following: Program Operations: recruiting youth by marketing the benefits of participation; motivating youth to enroll in programs and commit to personal development. Youth programs need to be viewed as valuable by young people; through service delivery which they easily respond, such as opportunities to belong to a community, build their skills, hold paid jobs, receive paid hands-on training in high-growth occupations, have contact with caring adults, and express themselves through the arts and sports. Therefore, the programs must offer components related to jobs, training, computer and financial literacy, the arts, and recreation to recruit young people. “Playing school” is not enough and is often the primary reason youth become disengaged in the first place.Outreach: will include all referral sources in reaching disconnected youth ― who typically do not enroll in education and training programs. As a priority, we will implement new forms of outreach and sources of referrals to capture the interest of young people who are outside the mainstream and may not be motivated solely by pragmatic goals like attaining an education credential, learning new skills related to employment, or even getting a job.Establishing a brand different from schools and service networks which, may have in the past, alienated disconnected youth. Research proves they may respond more positively to community-based organizations.Program design: which promotes environments that provide structure and limits while also facilitating personal growth and responsibility, self-expression, and mutual respectFlexibility: Hours and location are important factors: the programs will be in accessible locations; providing services: at “off-track” learning times such as afternoons, evenings, and weekends.Resource sharing: providing effective use of scarce resources and often unique talents to serve all youth; dual enrollment to achieve results.Reinforcement of family engagement as appropriate and/or engagement with caring adultsTransitional services; promoting movement from one training component to another.Click here to enter text.*** |

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| 1. 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)
 |
| ***Work-based training, or student work experiences, will be offered within a comprehensive package of opportunities that includes the commitment of skilled and caring adults, education (including computer literacy), mental health, and drug abuse services; and will be offered as an incentive to remain productively engaged and avoid (or make progress in avoiding) risk-taking behaviors. Local and regional partnerships have been formed which are eager to provide work sites which will be committed to the development of positive skills and attitudes. Financial gains will be promoted as an offset to the perception of lost wages while in academic training and at other times as a method of self-sustainability.  Work-based training is a component which is written into all participants’ individual service strategy and is used when appropriate. The Local Area has developed and implemented a systemic method to accurately track employee and participant time spent in work-based activities to meet the requirements of the law.*** |

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| 1. Does the Local Area WDB have a dedicated full-time Youth Business Services Representative (or similar title) at the Local Area WDB level or at the Provider level, and if so, state which level and how many?
 |
| **No** |

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| 1. 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.
 |
| **No** |

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| 1. Describe how the Local Area WDB partners, aligns, and leverages, as appropriate with:
2. Title II Adult Education and Family Literacy Act program resources and policies.
3. Title IV Vocational Rehabilitation program resources and policies.
4. 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]
 |
| ***The Southwestern Workforce Development Board works closely with its regional community colleges through its NCWorks Career Centers to promote Adult Education and Family Literacy programs. The NCWorks Career Centers assess the job readiness of customers and refer them to the appropriate partners to include the community college Adult Education and Literacy programs: Adult High School Diploma, High School Equivalency, and (HRD) Human Resources Development.  Local community college staff may also refer their students to the NCWorks Career Centers for partner assistance with supportive services. Local Area Business Consultant staff, Business Consultant, Veterans staff, and NCWorks Career Center staff regularly engage businesses to offer services and solutions to their employment needs. This staff is mindful of the importance HRD instruction plays in the hiring and training aspects of businesses. To that end NCWorks partner staff promotes the values of customized HRD programs.******WIOA Youth Specialists also work closely with local high schools and local community colleges to promote WIOA Youth Program services and supportive services. Youth qualifying for WIOA participation are enrolled into the WIOA Youth program and are assisted with supportive services while attending high school credit recovery, High School Equivalency Test instruction or the Adult High School Diploma Program.******The Southwestern Workforce Development Board also works closely with its Vocational Rehabilitation Unit Offices through its NCWorks Career Centers to promote Vocational Rehabilitation programs and services. All customers are assessed for job readiness and then referred to the appropriate agency/agency staff for information and services. Vocational Rehabilitation staff may also refer clients to the NCWorks Career Centers for job search assistance or other services. Vocational Rehabilitation staff regularly visit the NCWorks Career Centers to meet with clients who may also request employment information and assistance from center staff.******The Southwestern Workforce Development Board understands the importance of integrating the components of adult education, occupational education, training and workforce preparation and the creation of youth career pathways in order to provide youth with the most comprehensive approach to career and workforce readiness. Our WIOA Youth programs are focused on serving out-of-school youth throughout the region as they participate in high school credit recovery activities, high school equivalency test instruction or the adult high school diploma program. The Local Area enhances the youth educational experience through the availability of paid work experience opportunities. With this in mind WIOA Youth Specialists work with youth to provide career exploration activities to include the use of Virtual Job Shadow software and a discussion of local LMI. From that point soft skills are addressed via HRD classes that may be taught in-house or via our local community colleges. Once a youth is considered job ready, he/she applies for work, interviews with the employer, and then begins his/her training. Currently NCWorks partners are working together to implement NCWorks Certified Career Pathways that provide an entry/exit ramp for regional youth to enter postsecondary training pertaining to jobs in high demand sectors of the regional economy.*** |

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| 1. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth.

If yes, attach the Youth Incentive Policy to include:1. criteria to be used to award incentives;
2. type(s) of incentive awards to be made available;
3. whether WIOA funds will be used; and
4. the Local Area WDB’s internal controls to safeguard cash/gift cards.
 |
| * Name document: *Southwestern Youth Incentive Policy*
 |

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

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| --- |
| 1. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why.
 |
| Not applicable. |

|  |
| --- |
| 1. 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)]
 |
| ***Youth Work Experience is:******• An opportunity for young adults to develop good work habits and basic employment skills with local area employers.******• Provides an opportunity to explore occupations firsthand and gain limited job experience with industry that is prevalent in our region.******• A chance to develop and reinforce soft skills.******• Opportunity to build responsibility and confidence.******• A means of promoting a stronger workforce and a chance for local employers to develop future   talent.*** |

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| 1. Please complete the Youth Program Elements chart provided to demonstrate how the Local Area WDB ensures each of the 14 youth program elements is made available to youth participants. Be certain to complete both columns to demonstrate partnerships and potential use of shared funding. Please specify partners. [WIOA Section 129(c)(2)(A)]
 |
| * Name document: *Southwestern PY23 WIOA Youth Program Elements Chart*
 |

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| 1. 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)]
 |
| 1. If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided.
 |
| ***Request for Proposals and Statements of Work are reviewed by the executive committee of the SWDB where recommendations are made to the Board as a whole. Performance levels are constantly review and presented at quarterly Board meetings. Internal programmatic monitoring is conducted by SWDB staff monthly. Quarterly financial meetings are conducted with each contractor to monitor budgets throughout the year. SWDB staff are active in area CTE meetings and utilize these meetings to stay abreast of local youth issues. We are in the process of creating groups tied to our Title II partners (Tri-County CC, Southwestern CC, and Haywood CC) for local area youth planning.*** |
| 1. If yes, please provide a response to the following
 |
| 1. Provide the committee’s purpose/vision.
 |
| Not applicable |
| 1. Provide the youth committee’s top three goals or objectives for PY 2023.
 |
| Not applicable. |
| 1. Provide a list of youth committee members to include members’ agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee’s Chair information in the first block (*who must be a Local Area WDB member*).
 |
| * Name document: *Local Area WDB Name Youth Committee Members* [WIOA Section 107(b)(4)(A)(ii)]
 |
| 1. Complete the following chart for the PY 2023 Youth Committee’s planned meeting schedule to include dates, time, and location. (Expand form as needed or mark Not-Applicable.)
 |

| **Date** | **Time** | **Location (include address and room #)** |
| --- | --- | --- |
| Not applicable |  |  |

1. **Local Area WDB Innovations**

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

| **GrantName/Kind** | **BriefDescription** | **Beginningand End date** | **Source and Amount** | **Partner Organization (if applicable)** |
| --- | --- | --- | --- | --- |
|  ARPA  |  Small Business Grant  | Jan 2023-Dec 2025 | DOL-ARPA $276,000 |  Click here to enter text.  |
| Dogwood Health Trust  |  Peer Support.  |  June 2022-June 2024.  |  Dogwood Health-. $429,515.00  |  Click here to enter text.  |
| Business Service  |  Business service grant  |  Dec 2022-June 2023  |  NC Commerce $25,000.  |  Click here to enter text.  |

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| 1. Describe one of the Local Area WDB’s best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.
 |
| ***NCWorks Career Centers adopted new methods to successfully accomplish outreach for services during the pandemic with drive-thru and walk-thru in the park type career fairs. Additional partners within the community were included to incorporate valuable resources for those in need. RESEA continues to be conducted remotely to help serve any dislocated workers. WIOA Case Managers use these outreach opportunities to recruit new participants.*** |

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| 1. Describe one of the Local Area WDB’s best or promising Youth program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.
 |
| ***Youth participants participate in local community college job fairs introducing our youth to employers, the school environment, and followed up with employability skills training.*** |

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| 1. Describe one of the Local Area WDB’s best or promising regional strategy that has yielded positive results and describe how the WDB informs other local WDBs of the best or promising regional workforce practices. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.
 |
| ***Linda Lamp (Business Service Representative) worked with the Regional CTE Director Linda Hair to provide training and job site tours for our regional CTE Directors at multiple employers including Harrah’s Cherokee Resort and Casino and Highland Falls Country Club. This is a long term project to develop our homegrown talent and to make sure that CTE Directors understand the career opportunities right here in our region.***  |

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| 1. Describe one of the Local Area WDB’s innovative business services strategies. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.
 |
| ***The Incumbent Worker program in our region is called Train Up.  The goal of Train Up has been to provide funding to help eligible businesses gain the resources needed to effectively train and retain existing employees with skills upgrades.  Moving forward in a post-pandemic environment, it will become even more important for businesses to invest in their current workforce, so continued consistent funding for this program moving forward is necessary.  Train Up provides the financial resources to assist businesses in creating an environment of continued learning for employees to gain knowledge for process improvement through crisis management, new technologies, new services or product lines, organizational restructuring, expansion, communications, leadership, and team development.******In the coming year, as opportunities expand to hire vulnerable populations in recovery or re-entry, Train Up funding can be used to assist businesses in receiving the training they need to understand how to support and be successful with this potential workforce.*** |

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| 1. Describe one of the Local Area WDB’s best or promising virtual services strategies that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.
 |
| ***We have been able to get signatures in a timely manner through DocuSign. This eased the intake process and helped case managers keep track of their participants. Board meetings expanded to more partners since we have been able to do them virtually.***  |

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| 1. Describe one of the Local Area WDB’s business engagement practices that demonstrated employers taking charge and driving the agenda.
 |
| ***Construction Career Day is an employer lead event that introduces area high school students to the construction industry with employer lead demonstrations of masontry, forklift, bucket truck, and hands on work demonstrations and workshops.***  |

1. **Program Year 2023 Local Area WDB Plan Required Policy Attachments**

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| 1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2023 Local Area Plan. The Local Area Plan is not complete without these documents.
 |
| * Name Each Document: *Local Area WDB Name, Policy Name.*
 |

* In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
* In the second column mark “Yes” ***only*** if the policy has been changed/revised for the PY 2023 Plan and requires a review for PY 2023 and has not been previously submitted to the DWS.
* Do not add an empty document in WISE as a “placeholder”.

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

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| --- |
| 1. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the Local Area Plan or write “N/A” implying “Not Applicable”, if the Local Area WDB does not have this policy and; therefore, does not use these services.
 |

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

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

| **Optional Local Area WDB Policies** | **Yes- the Local Area WDB has a policy or N/A****(Not Applicable)** | **Revised for PY 2023 (Add Yes or N/A for this column)** |
| --- | --- | --- |
| 1. Local Area WDB Guidance for Local Incumbent Worker Grants-Guidance for ARPA Local Incumbent Worker Grant
 | Yes | No for regular policy. Yes for the ARPA specific policy. |
| 1. Local Area WDB Needs-Related Policy
 | N/A | No |
| 1. Local Area WDB Transitional Jobs Policy
 | N/A | No |
| 1. Local Area WDB Youth Incentive Policy
 | Yes | No |

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| 1. Individual Training Accounts (ITAs) are required [Regulations Section 680.300] to pay the cost of training provided with Adult and Dislocated Worker funds and limitations on duration and amount may be included [Regulations Section 680.320]. Please provide the following ITA elements in summary:
 |

| **Individual Training Accounts (ITA) Summary** |
| --- |
| Dollar Amounts | $3,500 per year $10,500 per lifetime. |
| Time Limits | **NA** |
| Degree or Certificates allowed (Associate, Bachelor’s, other) | Certificate, Diploma, Associate Degree. We are looking into covering the last year of the Nursing RIBN program where they will have earned a Bachelor of Nursing. |
| Procedures for determining case-by-case exceptions for training that may be allowed | Request must be made to the Director |
| Period for which ITAs are issued (semester, school year, short-term, etc.) | Semester, short-term |
| Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.) | N/A We have a separate policy to cover supportive services |
| Other | Click here to enter text. |

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| 1. 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** | **Yes-required materials** | **Yes-tires** | Click here to enter text. |
| Click here to enter text. | Click here to enter text. | Click here to enter text. | Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. | Click here to enter text. | Click here to enter text. | Click here to enter text. |

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

**Attachment Checklist from Local Area Plan Instructions**

|  |
| --- |
| Please confirm all attachments are loaded in WISE. If not, provide an expected date of arrival for required documents. |
| Click here to enter text. |

[x]  Local Area WDB Signed copy of Consortium Agreement (if applicable)

[x]  Local Area WDB Administrative Entity Organizational Chart

[x]  Local Area WDB Board Members (*form* *provided*)

[x]  Local Area WDB By-Laws

[x]  Local Area WDB By-Laws Required Elements Crosswalk (*form provided)*

[x]  Local Area WDB Organizational Chart

[x]  Local Area WDB Administrative Entity Certification Regarding Debarment\* (*form provided*)

[x]  Local Area WDB Workforce Development Area Signatory Form\* (*form provided*)

[x]  Local Area WDB NCWorks Career Centers (*form* *provided*)

[x]  Local Area WDB Adult and Dislocated Worker Service Provider (*form* *provided*)

[x]  Local Area WDB Eligible Training Provider Policy

[x]  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*)

[x]  Local Area WDB Youth Service Provider (*form* *provided*)

[x]  Local Area WDB Youth Incentive Policy *(optional)*

[x]  Local Area WDB WIOA and TAA Co-enrollment Policy (*required*)

[ ]  Local Area Adult/Dislocated Worker Work Experience Policy

[x]  Competitive Procurement Policy

[x]  Conflict of Interest Policy

[x]  Nondiscrimination/Equal Opportunity Standards and Complaint Procedures

[x]  Financial Management Policy for Workforce Innovation and Opportunity Act Title I

[x]  Local Area WDB Individualized Training Account Policy

[x]  On-the-Job Training Policy

[x]  Local Area WDB Oversight Monitoring Policy, Tool, and Schedule

[x]  Priority of Service Policy

[x]  Youth Work Experience Policy

[x]  Local Area WDB Supportive Services Policy

[x]  Local Area WDB Incumbent Worker Training Policy and ARPA specific policy *(optional)*

[ ]  Local Area WDB Needs-Related Policy *(optional)*

**Attachment Checklist from Local Area Plan Instructions**

[ ]  Local Area WDB Transitional Jobs Policy *(optional)*

[x]  Local Area WDB Youth Incentive Policy *(optional)*

[x]  Memorandum of Understanding

[x]  Customer Flow Chart

\*Mail signed and unfolded originals to assigned DWS Planner at

N.C. Division of Workforce Solutions

313 Chapanoke Road, Suite 120

4316 Mail Service Center

Raleigh, NC 27699-4316

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

**Appendices**

|  |  |
| --- | --- |
| NC Local Area WDB By-Laws Required Elements | [Appendix A](#Appendix_A) |
| By-Laws Guidance | [Appendix B](#Appendix_B) |
| Guidance Regarding Meetings and Conferencing via Electronic Means | [Appendix C](#Appendix_C) |
| Local Area WDB Membership Requirements | [Appendix D](#Appendix_D) |

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:

1. shall include representatives of labor organizations, who have been nominated by local labor federations, or other representatives of employees;
2. 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.
3. 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
4. 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:

1. shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
2. shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
3. 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:

1. shall include a representative of economic and community development entities;
2. shall include an appropriate representative from the State Employment Service Office under the Wagner-Peyser Act serving the local area;
3. shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;
4. may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
5. 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. Quorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

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

1. Information about the Local Area Plan, or modification to the Local Area Plan, before submission of the Local Area Plan;
2. List and affiliation of Local Area WDB members;
3. Selection of one-stop operators;
4. Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;
5. Minutes of formal meetings of the Local Area Board; and
6. 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:

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 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.

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

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| *Board Chair, Printed Name and Signature*  |  | *Date* |

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:

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. The procedures outlined above shall also apply to each Board and its Committee members.

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| **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.

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| **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;

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| *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.* |

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

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

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

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

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

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| *Community College representatives would not be appropriate for this category.* |

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| **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 provideradministering **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.

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.

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| ***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.*** |