

# **Workforce Innovation and Opportunity Act**

## **Local and Regional Workforce Development Area Plans**

### **Comprehensive Four-Year Title I Plan for PY 2020 July 1, 2020 – June 30, 2024**

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

## **Local Title I WIOA Instructions**

### **Introduction**

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. The WIOA Program Year (PY) 2020 Plan is to provide current information and be effective July 1, 2020 - June 30, 2024 and will include all current local policies. The local and regional 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, Workforce Development Boards shall comply with WIOA Sections 106 through 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 Workforce Development Boards should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: [www.doleta.gov](http://www.doleta.gov).

North Carolina policy information is available at <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Workforce Development Boards may reference the North Carolina [WIOA Unified State Plan](#).

### **Plan Submission and Due Date**

The Local Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. ***The due date is May 11, 2020.*** Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may be mailed to the local Board's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316. Hand delivered documents may be left at 313 Chapanoke Road, Suite 120, Raleigh, NC 27603.

## I. Workforce Development Board Overview

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

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

### Charlotte Works

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

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

<b>Name:</b> Danielle Frazier	<b>Title:</b> President & CEO
<b>Organization:</b> Charlotte Works	<b>Address:</b> 8601 McAlpine Park Drive, Suite 130, Charlotte, NC 28211
<b>Phone number:</b> 704-206-1343	<b>Email address:</b> dfrazier@charlotteworks.com

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

<b>Name:</b> Viola Lyles	<b>Elected Title:</b> Mayor
<b>Government:</b> City of Charlotte	<b>Address:</b> 600 East Fourth Street 15 <sup>th</sup> Floor, Charlotte, NC 28202
<b>Phone number:</b> 704-336-2241	<b>Email address:</b> mayor@charlottenc.gov

<b>Name:</b> George Dunlap	<b>Elected Title:</b> County Commissioner Chairman
<b>Government:</b> Mecklenburg County	<b>Address:</b> 600 East Fourth Street, 15 <sup>th</sup> Floor Charlotte, NC 28202
<b>Phone number:</b> 980-314-2873	<b>Email address:</b> George.Dunlap@mecklenburgcountync.gov

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

<b>Name:</b> Marcus	<b>Title:</b> Jones
<b>Business Name:</b> City of Charlotte	<b>Address:</b> 600 East Fourth Street, 15 <sup>th</sup> Floor Charlotte, NC 28202
<b>Phone number:</b> 704-336-2241	<b>Email address:</b> marcus.jones@charlottenc.gov

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

<b>Name:</b> Joan Campbell	<b>Title:</b> Assistant Director Neighborhood & Business Services
<b>Organization:</b> City of Charlotte	<b>Address:</b> 600 East Fourth Street Charlotte, NC 28202
<b>Phone number:</b> 704-336-2410	<b>Email address:</b> Joan.Campbell@ci.charlotte.nc.us

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

<b>Name:</b> Viola Lyles	<b>Title:</b> Mayor
<b>Organization:</b> City of Charlotte	<b>Address:</b> 600 East Fourth Street 15 <sup>th</sup> Floor, Charlotte, NC 28202
<b>Phone number:</b> 704-336-2241	<b>Email address:</b> mayor@charlottenc.gov

7. Attach a copy of the Administrative Entity/Fiscal Agent’s organizational chart with an ‘effective as of date’. Name document: *Administrative Entity Name Organizational Chart*.
8. Provide the Administrative Entity’s Data Universal Numbering System (DUNS) number and assurance that the ‘System for Award Management’ (SAM) status is current. Administrative Entities must register at least annually on the SAM website [www.sam.gov](http://www.sam.gov) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

*The Administrative Entity for Charlotte Works is the City of Charlotte. The City of Charlotte’s DUNS number 071064166 is registered/ active in SAM.gov.*

9. Provide the name of the local Workforce Development Board's equal opportunity officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (PS 07-2018)

*The equal opportunity officer for Charlotte Works is Eric Lewis, Chief Strategy Officer.*

*Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at [Appendix D](#).*

10. Provide each Workforce Development Board members' name, business title, business name and address, telephone number and e-mail address on the provided form. The first block is reserved to identify the Board chairperson ([form provided](#)). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List. See [Appendix D](#) for Local Area Workforce Development Boards membership requirements.

**Note:** Check the block on provided form certifying compliance with required WIOA local Workforce Development Board business nomination process. If the Board membership is not in compliance currently, provide the statement here.

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

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

11. Attach the Workforce Development Board by-laws including date adopted/amended. By-laws must include the required elements found in Appendix A. Name document: Local Area Name WDB by-laws.
12. To demonstrate that the attached Workforce Development Board By-laws comply, complete [By-Laws Required Elements – Crosswalk chart](#).

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

13. Describe how the Workforce Development Board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

*Charlotte Works will post the completed draft of the plan on the website at charlotteworks.com and have a hard copy available in the administrative entity's library for public viewing. Charlotte Works will comply Public Comment requirements outlined above.*

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

14. Attach a copy of the Local Workforce Development Board's organizational chart with an 'effective as of date.' Include position titles. Name document: Local WDB Name Organizational Chart.

15. Complete the following chart for the PY2020 Local Workforce Development Board’s planned meeting schedule to include time, dates and location. *[Expand form as needed.]*

<b>Date</b>	<b>Time</b>	<b>Location (include address and room #)</b>
<i>August 21, 2020</i>	<i>12:00-2:00PM</i>	<i>8601 McAlpine Park Drive Suite 110 Charlotte, NC 28211</i>
<i>October 23, 2020</i>	<i>12:00-2:00PM</i>	<i>same</i>
<i>December 18, 2020</i>	<i>12:00-2:00PM</i>	<i>same</i>
<i>Other dates TBD, but planned for February, April &amp; June 2021</i>		

**Note:** All local Workforce Development Board meetings will be held in accessible facilities. All materials and discussions should be available in an accessible format upon request.

16. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ (*form provided*). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants’ responsibilities.] Name document: Local Area Name Certification Form.

**Note:** Document must bear the original signature of the Administrative Entity signatory official. Mail the signed Certification form (page 27) original to Division Planner.

17. Submit the original Workforce Development Board and Chief Elected Official (CEO) Signatory Page (*form provided*), bearing the original signatures of the Chief Elected Official(s) and the Workforce Development Board Chairman, and attach a copy of the signed document. Name document: Local Area Name Signatory Page.

**Note:** Mail the signed original Signatory Form to the assigned Division Planner.

## II. Local Area Strategic Planning

*Each local Workforce Development Board (WDB) shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is required to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local 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 these 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 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. With low unemployment rates, Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.*

1. Describe how the local Workforce Development Boards and partners address local challenges for job growth and business expansions?

*Charlotte Works has convened a Workforce Providers Council (WPC) to discuss various issues within the workforce ecosystem. The Council consists of executives/ leaders from Charlotte Works, NCWorks Career Center, community partners, community college and local Economic Development. A key item of action for the WPC has been meeting business talent needs as Mecklenburg County experiences job growth and business expansions.*

*With guidance from the WPC, the Talent Source Network (TSN) was created. TSN was designed to directly assist local employers with talent acquisition for businesses undergoing job growth or expansion. TSN is housed under the Charlotte Works Business Engagement umbrella and provides employers access to eligible candidates within the network of partners.*

*The network has grown outside of the WPC and now includes numerous community-based organizations (CBO). CBO partnerships include (but are not limited to) the Men's Shelter and the Mecklenburg County Sheriff's Office. The local Workforce Providers and CBOs work together to provide essential skills training to their clients. Trainings for clients can be soft-skills training and/or hard-skills training, resulting in work-ready jobseekers.*

*Partnering with our NCWorks Career Center Business Solutions, Charlotte Works' Business Engagement provides employers business products that can offset costs of expansion. These resources include, but are not limited to, hiring incentives through wage reimbursements and grants to upskill and develop current employees. Charlotte Works aligns with local Economic Development partners which include City of Charlotte, Mecklenburg County and the Charlotte Regional Business Alliance (formerly Charlotte Chamber of Commerce), to coordinate training, source talent and provide crucial labor market data and analytics for new or expanding business.*

*Prior to COVID-19, the low unemployment rate & talent shortage created a platform for Charlotte Works to advocate for a quality untapped talent pool, such as returning citizens, with local employers. With the impact of COVID-19, Charlotte Works, through partnerships, will continue to address job growth and business expansions in a greater way by connecting employers to hiring incentives, training opportunities and access to qualified talent pools.*

2. Provide a description of the Workforce Development Board's strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

*The Charlotte Works board adopted a 3-year strategic plan that focuses on three areas: Connect & Convene (align the workforce ecosystem to grow & sustain a healthy economy and advance economic prosperity), Inform & Influence (drive workforce initiatives and financial investment decisions), and Design & Impact (lead the development of an accessible and inclusive workforce ecosystem that promotes equity).*

*This plan ensures that all individuals have access to resources, tools, education and support services that allow them to choose a career pathway, gain employment, and be self-sufficient. The same information is included for youth in addition to work-learn opportunities such as, job shadowing and internships which enables them to further explore their careers of interest and helps them make informed decisions about their future education and career.*

*All of the above directly affects the performance and outcomes of how we serve and prepare our talent to gain the skills, credentials and wages needed to obtain the maximum level of sustainability. Charlotte Works strategic vision and goals inform programming for youth and adults with barriers to employment, and all programming supports Charlotte Works WIOA common measure goals. This in turn positively affects our regional economic growth by having a skilled workforce that meets employer needs and allows for upward mobility.*

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

*The Charlotte Works board adopted a 3-year strategic plan that focuses on three areas: Connect & Convene (align the workforce ecosystem to grow & sustain a healthy economy and advance economic prosperity), Inform & Influence (drive workforce initiatives and financial investment decisions), and Design & Impact (lead the development of an accessible and inclusive workforce ecosystem that promotes equity).*

*One of Charlotte Works' Board committees is the Workforce Providers Council, a council that consists of the large workforce development partners in the Charlotte area. This includes all WIOA core partners as well as other community-based organizations. This group works to achieve the strategic vision and goals above ensuring that our collective services are aligned, leveraged and accessible to all job seekers and businesses.*

*Some of our strategies include:*

- *Healthcare Career Pathway initiative provides a local healthcare system direct access to a talent pipeline created by community partners and training providers. The healthcare system provides a direct liaison for candidates in the pipeline to receive feedback as they navigate the hiring process.*
- *Talent Source Network, a collaboration between Charlotte Works and the Workforce Provider's Council allows employers access to a centralized pool of talent through our community partners.*

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

*Charlotte Works takes an integrated service approach in providing all WIOA core program services in the two Mecklenburg County career centers. We have a strong working relationship with our local community college and K-12 system and created alignment of our programs, services and Occupations In Demand (OID) with the Career and Technical Education identified pathways (CTE).*

*Charlotte Works also supports work-based learning and convenes industry partners to support curriculum guidance and development with Charlotte Mecklenburg Schools (CMS) for CTE. We assist to align efforts between k-12 and postsecondary focusing on industries in demand which includes information technology, advanced manufacturing, engineering, healthcare, hospitality and tourism.*

5. Provide a description of how the Workforce Development Board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

*Charlotte Works, by way of its NCWorks Career Center and NCWorks NextGen program, have deployed career advisors to work inside of the Mecklenburg County Detention Center, Mecklenburg County Community Resource Center, as well as Goodwill Industries of the Southern Piedmont. These outreach career advisors provide WIOA Title I NCWorks and youth program services and activities to youth, young adults, and adults who are experiencing barriers to employment. Charlotte Works deployed these advisors in an attempt to meet people where they are and to expand services outside of the traditional career center and youth program brick and mortar. This is a way Charlotte Works is expanding access to employment, education and training, and supportive services to individuals with barriers to employment.*

*The Workforce Development Board will also:*

- *Continue to partner with the local community college and training providers to improve access to activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials. The local community college will continue to be actively involved at the locations where WIOA activities are provided, to be visible and readily available to the clients.*
  - *Continue to develop partnerships with employers and training providers to develop industry specific career pathways by having businesses to inform training providers/educational institutions on what skills and credentials are needed for jobs in that industry.*
  - *Leverage WIOA funds when applicable by co-enrolling individuals that are appropriate for both youth and adult programs to support training and career pathways.*
  - *Continue to provide supportive services such as transportation assistance, work uniforms, etc. to eligible individuals with barriers to employment.*
  - *Continue to work with existing approved education training institutions and develop new partnerships with training providers as appropriate to offer training scholarships for programs in demand, such as CDL and medical coding and billing. Individuals qualified through WIOA are provided training scholarships that cover books, certifications and uniforms and other tuition related fees.*
  - *Continue to provide post-secondary exposure paired with work-based learning opportunities such as job shadowing, workplace tours, and internships to help the youth determine their career interest. Youth are also provided with supportive services, such as transportation to and from program, training and employment activities.*
6. Describe the Workforce Development Board’s use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)].

*Charlotte Works convenes 2 sector partnerships (Hospitality/Tourism and Construction) and participates in an Advanced Manufacturing sector partnership. These convenings assist Charlotte Works in identifying business needs so we can better assist using the below incentives.*

- *Charlotte works uses the Incumbent Worker Training program (Upskill Charlotte) for business expansion, employee retention and/ or employee upward mobility and as a stabilization tool for businesses experiencing uncertainty. Employers are awarded up to \$10,000 per program year (with a \$100,00 lifetime limit) for the reimbursement of employee training costs.*
- *On-the-Job-Training (OJT) program is used as a hiring incentive for an employer to hire a job seeker who is still in need of developing necessary skills to be a qualified candidate. A training plan is devised based on the trainee’s skills gap and a contract is developed and signed by employer, trainee and a representative of the WDB. The employer receives reimbursement of 50%-75% of the trainee’s wages earned during the contract period (up to 6 months) after which the trainee continues as a full-time, permanent employee.*
- *Adult Work Experience (AWEX) is used as an incentive for an employer to hire a job seeker who lacks the skills and/or work history to be a qualified candidate. Employer and*

*trainee are enrolled in AWEX, via the process outlined above but wages are paid through Workforce Board service provider during the contract period (about 3 months). After the contract is expired, the employer is encouraged to direct hire or roll into a traditional OJT if additional training is needed.*

- *Charlotte Works convenes sector partnerships comprised of employers, educators, trade associations and community partners to identify and address workforce-related issues within that industry and to create regional career pathways.*
- *Healthcare Career Pathway initiative provides a local healthcare system direct access to a talent pipeline created by community partners and training providers. The healthcare system provides a direct liaison for candidates in the pipeline to receive feedback as they navigate the hiring process.*
- *Through our Talent Source Network, a collaboration between Charlotte Works and the Workforce Provider's Council, employers are provided access to a talent pool of individuals currently attending occupational skills training programs.*
- *Labor market intelligence & wage rate information are provided to employers to better understand current market conditions.*
- *Work Opportunity Tax Credit information is also provided to employers as an option.*
- *Business strategies are offered as needed, such as: employee retention tactics and layoff aversion strategies.*

1. Describe how the Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108(b)(5)]

*Charlotte Works is a member of a web portal called "Charlotte Business Resources". This portal represents a community-wide collaborative effort by a network of organizations committed to working together by providing business resources and information for starting a business. We also refer interested clients to the Central Piedmont Community College's Small Business Center, the Small Business Administration, SCORE, and the Employer's Association. Also, local entrepreneurs facilitate workshops in the NCWorks Career Center to promote entrepreneurial skills and to educate adult and youth clients.*

2. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals' career advancement. [WIOA Section 108(b)(5)]

*Apprenticeships are an important component to enhancing and supporting our regional economy. We support a pre-apprenticeship to apprenticeship pathway program with CATS (Charlotte Area Transportation System) in the area of diesel mechanics. This program allows in school and out of school youth to get classroom and hands on training in auto body, information technology, and how to repair buses and trolleys. This program has a direct link to Central Piedmont Community College's diesel mechanics apprenticeship program where the students can gain more experience and the credential needed to pursue a career.*

*Charlotte Works advocates for apprenticeships with businesses by:*

- *Convening partners and employers to expand apprenticeship knowledge in the business community*
  - *Support exposure of apprenticeship opportunities to jobseekers*
  - *Connecting businesses interested in apprenticeships to industry peers who have established apprenticeships for mentoring*
  - *Connecting businesses interested in apprenticeships to appropriate training providers and agencies to assist with apprenticeship development*
3. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)] In addition, specifically describe the coordination and delivery of services to businesses to include the following [WIOA Section 108(b)(8)]:
- a. Systems that are used to determine economic trends and partners within your Early Warning Network to help identify those businesses that are expanding and/or struggling.
  - b. Local resources that are provided to help struggling businesses avert or prevent layoffs, and
  - c. Explain coordination with TAA to maximize resources and prevent duplicative services.

*The following summarizes the Rapid Response activities:*

*Notification*

*Pursuant to Worker Adjustment and Retraining Notification (WARN), the company provides an official notification to the state's Dislocated Worker Unit to announce closing or downsizing of their business.*

*Initial Response*

*An initial response is coordinated and facilitated by the state Governor's Rapid Response Team representative or Charlotte Works' Rapid Response Team Coordinator. The employers' officials also participate.*

*Employer Folder Resources*

*Company representatives are provided an Employer Folder which includes the following types of resources and topic-specific information:*

- *Worker Adjustment and Retraining Notification (WARN)*
- *Pension and Health Care Coverage, e-health insurance, Healthcheck/Healthchoice*
- *Smart Start*
- *NC Foreclosure Prevention Fund*
- *National Foundation for Credit Counseling*
- *How to Survive Financially After a Job Loss*
- *So, What's Next?*

- *NCWorks Career Centers*
- *NC Works Online*
- *Workforce Innovation and Opportunity Act Dislocated Worker Program*
- *Employee Surveys*
- *Finding the Work You Want After 50 booklet*
- *North Carolina Division of Employment Security information about Unemployment Insurance for Totally Separated Workers*

*Explanation of Services to Company*

*The NCWorks career center representative explains the one stop integrated system and WIOA services for the dislocated worker and NCWorks partner agencies that will be represented at the Rapid Response employee orientation sessions. A series of (7) videos giving an overview of the Unemployment Insurance process are played for the dislocated workers and a representative from the local NC Dept. of Commerce Division of Employment Security is made available to answer any questions following the presentation. If the dislocation includes Trade Adjustment Act criteria, the local TAA representative is included in the orientation to give an overview and answer questions.*

*Sample orientation packets are provided which include information similar to the Employer Folder along with NCWorks specific resources such as:*

- ❏ *Helpful Job-Seeker Resource Websites*
- ❏ *Occupations in Demand List*
- ❏ *On-the-Job Training Grants information*
- ❏ *How to Register on NC Works.gov/local career center locations information and hours of operation*
- ❏ *A Sampling of Workshops at the local NCWorks career centers*

*The following Federal, state and national partner information is also provided:*

- ❏ *NC Dept. of Commerce Division of Employment Security Unemployment Insurance Overview*
- ❏ *NC Dept. of Commerce Division of Employment Security Unemployment Insurance: Top 10 Things You Should Know...About the UI System When Filing Your Claim*
- ❏ *NC Dept. of Commerce Division of Employment Security Unemployment Insurance: Common Unemployment Insurance Mistakes*
- ❏ *NC Dept. of Commerce Division of Employment Security Unemployment Insurance: What Is Unemployment Insurance Fraud?*
- ❏ *The Financial Planning Association: How to Survive Financially after a Job Loss*
- ❏ *NC Foreclosure Prevention Fund information*
- ❏ *FINRA: Job Dislocation-Making Smart Financial Choices After a Job Loss*
- ❏ *U.S. DOL Retirement and Health Care Coverage: Questions and Answers for Dislocated Workers*
- ❏ *U.S. DOL Fact Sheet: Job Loss, Important Information Workers Need to Know to Protect Their Health Coverage and Retirement Benefits*
- ❏ *So, What's Next?: Your Workbook For Finding a New Job*
- ❏ *National Foundation For Credit Counseling information*

*The following additional brochures are made available at the Rapid Response Orientations for the dislocated workers:*

- ☐ *Smart Start*
- ☐ *AARP Are You Ready For Your next Chapter?*
- ☐ *AARP Finding The Work You Want After 50*
- ☐ *Department of Social Services information/resources*

*Early warning systems include Business Edge leads provided by NC Department of Commerce, using Lexis Nexis software to determine companies with high stress scores. Local resources include the Small Business and Technology Development Center. During the initial consultations with the stress-identified business, Trade Adjustment Assistance-affected jobs are discussed. If it's determined that positions have been trade affected, the local NCWorks Career Center TAA Representative will join the Rapid Response team at the employee information session.*

4. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

*All job seekers entering the career center begin with an orientation of services provided in the career center. This includes walk-in clients and those who are required to meet with a Career Advisor due to receiving unemployment benefits. After orientation job seekers then meet with a Talent Engagement Career Advisor, this is when interviews are conducted, objective assessments are completed, and a profile is created and/or updated in NC Works. If appropriate, the job seeker then meets with a Talent Development Career Advisor, if the job seeker is in need of talent development services in order to be considered job-ready or if the job seeker is interested in on-the-job training, paid work experience, or receiving a training scholarship. If the job seeker is considered job-ready then they meet with a Business Solutions team member and job referrals are then made. Job seekers flow between Talent Engagement, Talent Development, and Business Solutions depending on their unique needs and can at any point move from one to another.*

*To ensure there's not duplication of services provided through the EAI/RESEA process, all NCWorks Career Center staff members are cross trained to ensure appropriate services are provided to job seekers in a seamless and streamlined way. The staff members facilitate Wagner-Peyser EAI/RESEA appointments and make the appropriate referrals.*

*Additionally, the career centers have strategic partnerships with organizations in the community that provide additional services job seekers may need or services the career centers do not provide. Career Advisors make appropriate referrals for job seekers to ensure their needs are met and there is no unnecessary duplication of services.*

5. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

*The career centers have strong partnerships with area local colleges and universities including Central Piedmont Community College (CPCC) and University of North Carolina at Charlotte (UNCC). NCWorks Career centers provide training vouchers to qualified WIOA clients for tuition, books and fees for training that meet the needs of the labor market. In addition, CPCC has a weekly presence at the centers to ensure there is face to face representation for clients seeking information. Individuals who come in with High school or GED are referred to the local community college.*

*Charlotte Works partners with Central Piedmont to align its NCWorks Career Center services and Adult Education and Literacy. To support alignment, below are some of the current activities:*

- *Charlotte Works convenes regular meetings among all WIOA core partners, including Central Piedmont (Title II) to identify existing programs and services and determine ways in which those programs and services can be aligned and coordinated to expand capacity, improve access, and strengthen delivery to job seekers and employers.*
- *Specific to Title II, the following is a list of options that are being explored:*
  - *Increased referrals and support for Pathways to Employment for students not eligible for Basic Skills Plus waivers.*
  - *CPCC is one of Charlotte Works out-of-school youth providers which provides a comprehensive program that includes work -based learning with academic and occupational education components, integrated education and training programs resulting in postsecondary credentials aligned with in-demand industry sectors or occupations, financial literacy education, and entrepreneurial skills training.*
  - *Awareness training for designated staff members of the core programs to ensure that each agency is aware of the programs and services within the workforce ecosystem.*
  - *A NCWorks presence at CPCC to complete WIOA Title I enrollments and provide training vouchers and information and referrals to Career and College Readiness students.*
  - *Greater integration of HRD classes at the NCWorks Career Centers to maximize resources and improve access and quality of services for students.*
  - *Development of an outreach and implementation plan to inform employers of the benefits of hiring participants from NCWorks and partner programs.*
  - *Joint development of career pathways and career clusters that reflect the high demand jobs of the region.*
  - *Joint outreach of in-demand training programs offered through CPCC.*

6. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Workforce Development Board and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of

information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

*Charlotte Works continues to partner with the local Vocational Rehabilitation representatives. The local Vocational Rehabilitation representatives provide training and technical assistance to Career Center Staff to ensure appropriate services to individuals with disabilities. At one of our NCWorks Career Centers, Vocational Rehabilitation is in an adjacent suite that allows easy and convenient access to services for individuals with disabilities. In the other NCWorks Career Center, Vocational Rehabilitation has touchdown space to provide services as needed in the NCWorks Career Center. Also, Charlotte Works recently relocated one of our NCWorks Career Centers and we worked very closely with Vocational Rehabilitation to ensure all necessary accommodations were made to not only align with the American Disabilities Act.*

*We continue to look at ways to streamline our employer engagement strategy with the employer engagement team with Vocational Rehabilitation to reduce redundancy and to align employer engagement efforts for all clients. Vocational Rehabilitation Representatives also participate in Talent Source Network (TSN) as described earlier (in section II - Local Area Strategic Planning - question). Vocational Rehabilitation regularly presents to the NCWorks Career Center team during staff meetings to ensure both teams are aware of all programs and services provided by both organizations so appropriate referrals are made.*

7. Provide a detailed description of the competitive process used to award subgrants and contracts in the Local Area for activities carried out under WIOA Title I. [WIOA Section 108(b)(16)]

*PY19*

*The following is a summary of the timeline for our procurement process.*

- *January 9, 2019- RFP released*
- *January 17, 2019- RFP Bidders Conference*
  - *Charlotte Works staff facilitated a preproposal conference for interested bidders to provide an overview of the RFP, expectations, deadlines, etc. Charlotte Works staff were also available to interested bidders to answer any questions.*
- *January 23, 2019- Letter of intent to bid form due*
- *January 30, 2019- Questions accepted until*
- *March 1, 2019- RFP submittal*
- *March 29, 2019-Review Committee Meeting*
  - *The review committee was made up of a board member, Charlotte Works' staff, and City of Charlotte staff. The review committee members reviewed and scored each of the three proposals. Three bidders prepared a presentation to the review committee and presented to the review committee during the review committee meeting. This allowed the review*

*committee to ask questions and hear from the bidders directly. The review committee voted at the end of the review committee meeting, after all bidders presented, and were prepared to suggest to the Board of Directors. The Board of Directors voted on the One-Stop Operator during the board meeting on April 12, 2019.*

- *April 12, 2019- Charlotte Works WDB Approval*
- *April 2019- Award notification*
- *July 1, 2019- Contract Start Date*
- *The Operator and Adult/DW Service Provider will have annual contracts for up to four years. Charlotte Works RFP cycle is every four years.*

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

*Charlotte Works continues to strive in being the global leader of innovative workforce services for jobseekers and employers. We are constantly evaluating and tracking performance of our new and existing programs to make changes to meet the needs of job seekers and employers. We ensure that job seeker's training interests align with their skills and our industries in demand. We highly promote work-based learning with our programs and partners through different projects and initiatives so youth and young adults can experience real work and on the job training opportunities that allows them to make informed choices about their careers.*

*Over the last year, Charlotte Works has partnered with the workforce development work group of the Charlotte Executive Leadership Council, a group of the city's prominent chief executives that formed a leadership council to tackle issues such as economic mobility and education. Through this partnership, we work with these businesses to identify their opportunity jobs (not requiring bachelor's degree, but post-secondary credential) and to connect them with opportunity talent who have successfully completed vetted training programs.*

*Charlotte Works has developed sector strategies with employers and education partners in hospitality and tourism, manufacturing, IT, and construction. Charlotte Works has also developed career pathways that allow us to take a more comprehensive approach to identifying skill needs across key industries and allow us to better leverage community partnerships and resources to meet employer needs.*

### **III. Regional Strategic Planning**

*North Carolina is defined by an expansive geography that covers over 53,000 square miles and spans from the mountains in the west, to the piedmont region in the state's center to the coastal plain region in the east. This expansive geography contributes to the state's diverse mix of rural*

*communities, small towns, cities, metropolitan areas and regional economic centers, each with its own unique industrial composition. Part of North Carolina's economic development strategy includes organization of the state's 100 counties into eight multi-county regions called Prosperity Zones, which are intended to help ensure economic growth across all areas of the state, by leveraging regional economic, workforce and educational resources. Overlaying the eight prosperity zones are North Carolina's 23 Local Workforce Development Board areas that facilitate the delivery of workforce services to the state's citizens and employers.*

*Local Workforce Development Boards are to continue, or begin, formal interaction based on regional geography aligning with labor market areas. The following regional configurations will be used for submission of this Regional Plan:*

- ☐ Western Region: Southwestern and Mountain Areas WDBs;*
- ☐ Northwest Region: High Country, Western Piedmont, and Region C WDBs;*
- ☐ Piedmont Triad Region: Piedmont Triad Regional, Guilford County, DavidsonWorks, and Regional Partnership WDBs;*
- ☐ Southwest Region: Centralina, Charlotte Works, and Gaston County WDBs;*
- ☐ North Central Region: Kerr-Tar, Durham, and Capital Area WDBs;*
- ☐ Sandhills Region: Lumber River, Cumberland County, and Triangle South WDBs;*
- ☐ Northeast Region: Rivers East, Northeastern, and Turning Point WDBs; and*
- ☐ Southeast Region: Eastern Carolina and Cape Fear WDBs.*

1. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; as well as conditions that contribute to potential layoffs and closures and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

*The top 10 in-demand industry sectors in our region includes: Health Care and Social Assistance; Retail Trade, Accommodation and Food Services; Manufacturing; Administrative and Support and Waste Management and Remediation Services; Professional, Scientific, and Technical Services; Finance and Insurance; Educational Services; Construction; Transportation and Warehousing (JobsEQ Industry Snapshot).*

*All of these industries have been expanding employment and are expected to continue growing over the next year as they are currently paying an average wage of around \$56,000 combined. Given the current COVID-19 pandemic, we have seen layoffs in the health care and social assistance, administrative, support, waste management, and remediation services, accommodation and food services, and other services industries (US DOL Media Advisory Apr 9<sup>th</sup>). Since some of our top industries have been hit hardest by COVID-19, some of this growth is likely to be tempered until the economy has recovered. Charlotte continues to be one of the fastest growing cities with some of this growth also contributing to neighboring Concord ranking on the fastest growing cities as well (City lab job-ranking top cities 2019, Business Insider US cities with the best, fastest-growing economies). The most in demand skills in our region cuts*

across all industries and includes: Customer Service, Sales, Scheduling, Project Management, Budgeting, Repair, Customer Contact, and SQL (Burning Glass 2019 Skills in Demand). To ensure our aggregate data is aligned with business needs and our programs for developing talent we have regular conversations with business stakeholders in our region to verify our quantitative data through qualitative analysis.

2. Describe how the regional strategic vision aligns with the [NCWorks Commission's 2019-2021 Strategic Plan](#).

*The three pillars and strategies of Charlotte Works strategic vision parallels the vision and goals set for the entire state. The first pillar of our strategic plan is "to Align the workforce ecosystem to grow & sustain a healthy economy and advance economic prosperity". This clearly aligns with Goal 4 of the NCWorks plan (Promote system access, alignment, integration, and modernization), but also shows our focus on promoting partnerships as we view NCWorks Goal 1 (Prepare workers to succeed in the North Carolina economy by increasing skills and education attainment) & Goal 2 (Create a workforce system that is responsive to the needs of the economy by fostering employer leadership) as strategies under this pillar to ensure that we are good stewards of our limited resources and focused on maximizing our impact in Mecklenburg.*

*The second pillar of our strategic plan: Drive workforce initiatives and financial investment decisions is how we plan to implement NCWorks Goal 3 (Promote replication of creative solutions to challenging workforce problems by supporting local innovation). A heavy focus here is on being informed by data, getting direct feedback from employers and job seekers to foster innovation*

*Our third and final pillar is a lens that we filter all of our actions through: Lead the development of an accessible and inclusive workforce ecosystem that promotes equity. As we understand the need for using an equity lens to serve those with barriers to employment, as well as the need to make resources more accessible as we all work towards the statewide MyFutureNC goal of 2 million college graduates statewide.*

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

*Our designated Southwest Region is comprised mainly of a seven (7) county MSA although 3 counties in our MSA are in SC. The three (3) counties outside of MSA (Cleveland County, Stanly County, and Anson County) all share manufacturing as the leading industry in their county.*

*While activities of our boards are at times confined to our representative region's ten counties, many times our activities include the representative counties and impact other counties listed in our MSA, including Region C WDB's Cleveland County; Western Piedmont WDB's Alexander and Catawba counties; upstate South Carolina's Catawba Workforce Investment Board's Chester, Lancaster, and York counties; and the South Carolina Pee Dee Board's Chesterfield County.*



- *Southwest Region Data Book:*  
[https://files.nc.gov/nccommerce/documents/LEAD/PZ-Data-Books/2018Southwest\\_data\\_book.pdf](https://files.nc.gov/nccommerce/documents/LEAD/PZ-Data-Books/2018Southwest_data_book.pdf)

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

*Charlotte Works:*

- *partners closely with the City of Charlotte, Charlotte Regional Business Alliance and Mecklenburg County;*
- *is a member of various business resource committees;*
- *participates in: career fairs, business expos, local chamber events, speaking engagements.*

*These activities increase exposure to Charlotte Work’s business service offerings and lead to one-on-one discussions with small and entrepreneurial businesses, minority-owned companies and employers in growing industries. Identifying employer needs is critical in providing the appropriate support. Employer support may include access to a quality talent pool, employee retention strategies, labor market information and training for current employees to upgrade their skillset.*

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

*Through our Workforce Providers Council that consists of the large workforce and economic development partners in the Charlotte area, we will continue to collaborate to ensure our job seekers and businesses gain access to the services and programs needed to address their workforce and talent challenges.*

*Some of those strategies are:*

- *Healthcare Career Pathway initiative provides a local healthcare system direct access to a talent pipeline created by community partners and training providers. The healthcare system provides a direct liaison for candidates in the pipeline to receive feedback as they navigate the hiring process.*
- *Talent Source Network, a collaboration between Charlotte Works and the Workforce Provider’s Council allows employers access to a centralized pool of talent through our community partners.*

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

*Charlotte ranks 30 out of 50 cities for one of the worst commute times in America with an average commute time of 26.6 Minutes (ACS 2018, Business Insider 2019 rankings using 2017 ACS data). While Charlotte has light rail with planned future expansion lines, an inefficient bus system contributes to Charlotte ranking 97<sup>th</sup> out of 100 Metro areas for public transportation (metro-magazine 2020). Charlotte is making additional investments in transportation infrastructure to counteract our unprecedented growth with an additional light rail route approved. Commuting patterns show a net gain of over 185,000 people that travel to Mecklenburg County for work but live outside of the County (ACS 2017). There are more people employed in Mecklenburg County that live outside of the county (309,735) than there are people living in the county that are employed here (287,502) with an additional 124,893 residents leaving the county for their job.*

*Charlotte Works is also represented on the newly formed Charlotte Moves Committee. This Committee was formed by Mayor Vi Lyles and is led by Mayor Harvey Gantt to address regional transportation needs to create a comprehensive mobility plan includes investments in public transit, traffic improvements, signalization, bikes, trails and other means of people connecting within our city.*

7. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services. [WIOA Section 108(b)(10)].

*Employers frequently state that access to talent is their most important site-selection factor. Having a skilled workforce can be a key factor in determining whether industries will thrive in a region or if they will migrate to other locations. Rapid changes in technology, scientific discovery, global economics, business strategy, and human demographics require regions to have an educational ecosystem in place that ensures worker availability and skill sets to keep pace with business needs.*

*Having a world-class educational system is a critical requirement for growing jobs in all the Charlotte region's target industries and competencies. It is the foundation for future economic success. The workforce development boards in our region collaborate to ensure alignment around strategizing education providers and programs and service delivery.*

*Charlotte Works, Centralina, and Gaston WDB approve training providers and programs regionally. We know that job seekers cross county lines in order to participate in training programs and employers hire job seekers from other counties in order to fill talent needs. Each workforce board approves training providers and programs for their local area and shares the list of approved programs with the other workforce boards in the prosperity zone so job seekers from all three local areas are able to obtain training scholarships for programs from across the region. These training providers include community colleges and universities. All three workforce boards also work with their local k-12/secondary school system(s) to ensure alignment between graduation and employment opportunities and/or alignment between pathways in secondary and post-secondary, as well as to create articulation agreements between secondary and post-secondary to ensure a seamless transition for students. This helps us to avoid duplication across the region.*

8. Provide details on how the region addresses workforce issues specifically related to its a) cities and/or towns; b) suburban areas; and c) rural areas.

*Our region has been increasingly focused on promoting regional and cross-function collaboration to address these issues across urban, suburban, and rural communities. Our Chamber of Commerce and Regional Economic Development entity were recently merged to better serve our region considering our rapid population growth there is less of an economic distinction between our urban and suburban area, and our rural areas are rapidly becoming suburban areas. While we are working to address workforce issues regionally through improved transportation with I-77 expansion, light rail expansion and new routes, along with increased availability of affordable housing, these activities alone are often insufficient.*

*In addition to these factors, there are a number of complex issues surrounding this question. Many of the factors impacting the answer are outside of our direct control, including.*

- *High Levels of Illiteracy*
- *Extreme Poverty*
- *Drug Dependency*
- *Low Education Levels*
- *Low Levels of Workforce Participation*

*A variety of ongoing strategies are used that are neither programmatic nor episodic.*

*Overall, our number-one way of impacting workforce issues beyond our direct control in city/town, suburban, rural settings is to become an advocate for answering their needs.*

*To be effective, our plan of advocacy will require having buy-in from our elected leaders to support our advocacy and getting coherent position messaging out to the public and our stakeholders.*

*An advocacy strategy will require collaborating with community action agencies to enlist their support. In many cases, their strategic plans contain the strategies we need to have a positive effect on outcomes.*

*While cities/towns, suburbs, and rural areas are each distinct and different, they all are connected through common themes/issues. The difference is in the constituents and in whom they trust and have confidence to listen and respond to their needs.*

*Our region is not unique from any other in the state. We have distinctions that one can see are specifically city/town, suburb, and rural: assets and resources are more abundant in the city/town and suburban areas than they are in rural areas. Rural areas have much larger swaths of open land for farming and timber. Rural areas often don't have access to some items we take for granted, such access to broadband, which can make it easier for both businesses and job seekers to find one another.*

*City/towns and suburban populations have better access to assets and resources than their rural counterparts due to their density. Many times, people in need move closer to where services are readily available and thus place a higher demand on the capacity to deliver such services.*

*In our region, access to public transportation is more readily available to our city/town residents, while it is less available in the suburbs and almost non-existent in the rural areas. This places an undue burden on those living further from the city/towns to have access to dependable private transportation or community action agencies that provide transportation.*

*We will continue address many of these unique issues by:*

- *Advocating through our partnerships, stakeholders and media outlets to bring attention and resource to critical workforce issues*

- *Meeting with local elected officials to influence funding and public policy development*
- *Meeting with our national legislative delegations to influence their support for good public policy and legislation*
- *Partnering with our community action agencies to align resources and strategic actions to benefit those impacted by the social factors outlined earlier*
- *Conducting listening tours with our constituents in cities, towns and rural settings to better understand their needs and to validate our responses to those needs*
- *Working closely with our rural centers and extension services offices to understand their strategic intents and actions so that we can collaborate together*

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

*Our NCWorks Career Centers serves veterans through the traditional services route and ensures veterans receive priority of service. We also have a veteran specific serving team, made up of a DVOP and LVER who provide services to employers to increase the number of veteran's employers are hiring as well as provide services to veterans who have service-related barriers or disabilities. A veteran can receive services by all career advisors within the NCWorks Career Center but if they have a veteran specific barrier or disability, they are also able to be served by the veteran team to receive more intentional veteran specific services.*

*Our NCWorks team also partners with other community-based organizations and veteran-specific organizations to host veteran-specific job fairs and hiring events.*

*Charlotte Works and NCWorks is also part of a veteran collaborative who use a common database called NC Serves to serve veterans seamlessly. This database allows a veteran to share their information one time and all participating organizations have access to the information they've shared so the veteran does not have to go through multiple intake processes for each organization. This has proven to be very helpful and successful in serving this population. The system is also able to track the veteran's outcomes as it relates to their specific housing, employment, and community life functioning needs.*

10. Provide details on how the region is prepared to respond to serve victims of national emergencies or hurricane disasters.

- *During the current national emergency of COVID-19, Charlotte Works has had to act quickly to pivot in meeting the needs of our jobseekers and businesses in an all virtual environment. We transitioned to ensuring our internal teams had the necessary equipment, tools and resources to continue providing workforce development services at such a crucial time.*
- *How we have prepared for C-19 and future emergencies is to leverage our partnerships with the below organizations/entities to ensure we are addressing the community needs in a collective and collaborative way by leveraging resources, funding and services.*
  - *Gaston and Centralina workforce development boards*
  - *Government entities*
  - *Business and industry*

- *Community based organizations*
- *Education*
- *Economic Development*
- *We will apply for additional funding as it becomes available*

*Hurricane disasters:*

*Our region is home to E4E a national employee relief fund that helps companies support their workers after a natural disaster to help stabilize their family and prepare them to resume work. With their local presence, many companies in our region offer this benefit to employees to help minimize the impact of natural disasters on our workforce. Our relationships with local philanthropic partners such as the Foundation for the Carolinas (entity that houses e4e) and others helps us to be aware of those impacted by disaster, meet their immediate needs, and then connect them to workforce and reemployment services.*

#### **IV. NCWorks Commission**

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

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

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

*The NCWorks Commission developed its **2019-2021 Strategic Plan** based on four overall goals:*

***GOAL 1: Prepare workers to succeed in the North Carolina economy by increasing skills and education attainment.***

*Education is the foundation to a strong workforce. As the skill requirements of jobs increase and change rapidly, businesses need to find people with the right skills for the jobs they create, and North Carolinians need access to training so they can be ready for those jobs.*

1. Briefly describe how the local Workforce Development Board plans to prepare workers to succeed in the North Carolina economy by increasing skills and education attainment. Think about the [myFutureNC](#) goal of increasing the total number of **additional** post-secondary credentials by 400,000 by the year 2030. What strategy does the local Workforce Development Board have to support this goal?

*Based on the current percentages as of March 2020 received from myFutureNC, Mecklenburg, county needs 40,788 more adults ages 25-44 to earn a degree or credential by 2030. This is an ambitious goal to achieve and in order to do this, we will look at a skills based career pathway approach we hope to show students the economic value of education, meet employers most prevalent skill needs, while also providing resources to potential students that may have barriers to entering college to ensure our workforce ecosystem is equitable and accessible. Mapping out the jobs that are available at all levels of the education continuum and the transferability of skills.*

*Charlotte Works will also continue to prioritize using WIOA Title I funds to provide training scholarships to youth, young adults, and adults to ensure increased access to programs that lead to industry recognized credentials and diplomas and increased attainment of such degrees and credentials.*

2. Briefly describe how the local Workforce Development Board plans to promote access to job training for high-demand fields.

*For the last two years Charlotte Works has increased outreach in the community with an outreach campaign about our NCWorks Career Center and NCWorks NextGen programs and services. All outreach items drive job seekers and employers to the Charlotte Works website where all programs and services are outlined. Some examples of outreach materials/activities include: a Charlotte Works podcast titled “Engaged, Empowered, Employed,” Charlotte Area Transit Systems bus wraps, posters in the light rail trains, social media ads, social media posts, radio ads, and other tangible outreach materials. Charlotte Works will continue these efforts in the coming years.*

*NCWorks Career Center Career Advisors assist jobseekers (youth and adults) by providing information that will help them make informed decisions about their education and careers. This information consists of labor market data, job opportunities and the approved training providers and programs that are in industries in demand.*

3. Briefly describe how the local Workforce Development Board plans to increase access to education for individuals with barriers.

*Charlotte Works provides outreach in the community to make our services and training programs are available to individuals who may not be aware and often have multiple barriers. Our providers regularly do outreach to other community-based organizations that provide supportive services to address the barriers that hinder individuals from upward mobility. In addition, we have partnered with community partners like the Mecklenburg County Sheriff’s Office, Mecklenburg County’s Community Resource Center, Goodwill and our community college by deploying career advisors at those locations which fosters awareness and access to not only education and training scholarships but employment opportunities as well.*

***GOAL 2: Create a workforce development system that is responsive to the needs of the economy by fostering employer leadership.***

*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.*

4. Briefly describe how the local Workforce Development Board makes local employers aware of the wide array of business services offered.

*Charlotte Works partners with economic development, Charlotte chambers, industry, business associations, city/county government, and education organizations to communicate the variety of resources we offer to businesses in the region.*

*Charlotte Works provides collateral detailing our business services initiatives and programs through a variety of mediums, including social media, print, broadcast and outdoor advertising.*

*Our outreach initiatives help to increase awareness about open training opportunities for new and existing employees throughout the region. In addition, through our Talent Source Network, we work with employers to help fill open positions by leveraging our community workforce partner's talent pools.*

*Additionally, we participate in and/or provide sponsorship to a wide range of workforce and community events and professional association meetings. Speaking to individual business owners and business groups facilitates one-on-one meetings with local employers giving Charlotte Works the opportunity to learn about their workforce needs and help develop customized solutions.*

5. Briefly describe how the local Workforce Development Board plans to enhance work-based learning projects to a broader range of local employers.

*Charlotte Works partners with both businesses and youth, young adult, and adult serving organizations along with our NCWorks Career Centers and NCWorks NextGen programs to help develop and increase the number of work-based learning opportunities. Charlotte Works helps businesses develop different types of work-based learning opportunities such as classroom speaking, job shadowing, work experiences/internships, apprenticeships and pre apprenticeships, and workplace tours.*

*Charlotte Works in-school and out-of-school youth programs participate in post-secondary tours throughout the program year to ensure participants are exposed to the various post-secondary options to connect the classroom to careers. Charlotte Works promotes the local and regional expansion of apprenticeship opportunities through collaborations with our regional workforce development boards and with Charlotte Mecklenburg Schools and Central Piedmont Community College.*

6. Briefly describe how the local Workforce Development Board works with local elected officials to ensure viable local business representatives are appointed to the local Workforce Development Board?

*Charlotte Works collaborates with our local elected officials when business seats are open on to discuss viable candidates based on industry representation. The Chief Local Elected Official(s) may appoint an individual or suggest that Charlotte Works go through the local chambers, associations and Board of Directors for input and suggestions for viable candidates based on the Board needs.*

7. Does the local Workforce Development Board currently have any sector partnerships established with local or regional businesses? If so, please cite an example.

*Charlotte Works has formed sector partnerships in the construction, hospitality, and advanced manufacturing industries, fostering collaboration among employers and workforce partners to find solutions to the workforce development challenges facing their industries.*

*Advanced Manufacturing: extensive outreach campaign aimed at jobseekers and employers to increase awareness about advanced manufacturing and career and training opportunities.*

*Construction: created of the Coalition for Construction Careers (C3) website, to attract and retain employees; develop a talent pipeline of skilled workers to close labor shortage gaps; and rebrand and market careers in the construction industry.*

*Hospitality: launched sector partnerships in the hospitality focus on solutions to industry issues, particularly ones related to labor shortages and the lack of skilled workers. Example: Hilton Center City Hotel Pilot where the Talent Source Network helped to recruit talent for Hilton Center City Hotel and all positions were deemed career pathway positions with incentives in place for job seekers who were hired and retained employment for 6 months and one year.*

***GOAL 3: Promote replication of creative solutions to challenging workforce problems by supporting local innovation.***

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

8. Briefly describe how the local Workforce Development Board provides new and innovative solutions to support growth of the local workforce system.
- *Continue virtual services for both jobseekers and businesses to expand service opportunities*
  - *Increase business partnerships through our Talent Source Network*
  - *Connect more talent to workforce development services needed to advance education and careers by building new relationships with community partners and education providers*
  - *Create more career paths within specific industries and occupations that address skills and talent gaps*

- *Continue to use data and labor market information as a guide to determine the growth opportunity areas*
9. Has the local Workforce Development Board received any (Federal, State or Local) funding for local innovative projects? If so, please list these grants.

*Yes, below are the additional grants received.*

*Finish Line Grant - Provides assistance to students facing unforeseen financial emergencies to complete education - \$380K*

*Local Innovation Fund- Good Jobs Charlotte - 100K*

*Maximize Carolina Grant funds internships in healthcare and IT - \$45,000 / \$66,000 with match*

*Enhancement Grant - Provides job training for Construction and Trades, Customer Service and Call Center WIOA - \$500K*

*Business Services Work Based Learning Funds - To increase work-based learning and employment opportunities - \$75K*

*BOSCH Rexroth grant supports IamSTEM - \$5K*

**GOAL 4: Promote system access, alignment, integration, and modernization.**

*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.*

10. Briefly describe how the local Workforce Development Board plans to increase NCWorks brand awareness.

*Our Communications team is intentional about including the NCWorks updated logo and branding on all communication around our career centers. By using consistent messaging, imagery, and increasing the presence of NCWorks co-branding with Charlotte Works items we are able to increase brand awareness and better serve jobseekers by building the connection between "NCWorks" and career services.*

*For the last two years Charlotte Works has increased outreach in the community with an outreach campaign about our NCWorks Career Center and NCWorks NextGen programs and services. All outreach items drive job seekers and employers to the Charlotte Works website where all programs and services are outlined. Some examples of outreach materials/activities include: a Charlotte Works podcast titled "Engaged, Empowered, Employed," Charlotte Area Transit Systems bus wraps, posters in the light rail trains, social media ads, social media posts, radio ads, and other tangible outreach materials. Charlotte Works will continue these efforts in the coming years.*

11. Briefly describe any local area best practices on modernization of local career centers.

*We have outreach Career Advisors located at our community partner locations to increase access to our services and programs. Locations include Goodwill, Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Center and Mecklenburg County Sheriff's Office. These career advisors provide career coaching to ensure work readiness which includes Working Smart softs-skills training, enrollment in our approved training programs to foster education and training development, and referral to partners that address barriers as needed.*

*We are addressing emergency needs/barriers that would hinder our local community college students from completing their training via the finish line grant.*

*We provide construction and customer service job training opportunities in partnership with Goodwill via an enhancement grant. We have partnered with the Mecklenburg Sheriff's Office in hosting two of the first ever career fairs at the detention center for residents that were 60 days from release. The results of the career fair were 36 residents participating and 24 hired. In addition, we have also partnered with the Mecklenburg sheriff's office to provide digital literacy training to residents in the detention centers to ensure they have the digital literacy skills needed for employment and education opportunities. The residents will receive basic computer skills, understanding of digital media and email. for successful completion of the training, upon release, residents are provided laptops. Deploying Career Advisors in the community has been extremely successful with meeting individuals where they are in the community and connecting them with NCWorks services outside of the career centers.*

*The COVID-19 pandemic has forced Charlotte Works/NCWorks to rapidly adjust to the changing needs of how we provide services to expand our offerings virtually. This modernization of services is likely to continue to beyond post COVID-19 as this has exposed the need for an increased ability to deliver services virtually to help eliminate barriers for job seekers and businesses.*

12. Briefly describe how the local Workforce Development Board plans work toward increased alignment with other local workforce system partners. How will you work together to ensure North Carolinians receive more comprehensive services across a broader range?

*Our weekly meetings with community workforce partners, regular engagement with workforce group of the Charlotte Executive Leadership Council, as well as our Workforce Providers Council helps to ensure that we are all aligned by staying abreast of programs and services to reduce redundancy, and to streamline and enhance the client experience.*

*We have strong partnerships with housing (Invlivian, Charlotte Family Housing), transportation (Charlotte Area Transit System), emergency needs payments (Crisis Assistance Ministries), public assistance services (Mecklenburg County) and many others, whom we work with to ensure clients receive the wrap around support needed.*

13. Briefly describe how the local Workforce Development Board is supporting [Executive Order No. 92--Employment First for North Carolinians with Disabilities](#). Employment First is a national movement which recognizes that all citizens, including individuals with

significant disabilities, are capable of full participation in integrated employment and community life.

*Charlotte Works maintains strong alliances with The Division of Vocational Rehabilitation Services and DisabilityIN Charlotte; the participation and feedback these organizations provide are intrinsic to every program and initiative we have. Both organizations serve on/in the Charlotte Works Board of Directors and Programs Committee of the Board of Directors.*

*Charlotte Works partners with both organizations to ensure individuals with significant disabilities are capable of full participation in integrated employment by supporting the job seeker as well as provide support and technical assistance to the employer. Charlotte Works also partners with Vocational Rehabilitation and appropriate training providers to ensure job seekers with significant disabilities have the necessary accommodations to be successful in the completion of the training program which leads to employment.*

## **V. NCWorks Career Centers**

1. Identify NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use the NCWorks [Career Center Chart](#). [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.
2. Provide the date and process for when the competitive procurement of the One-Stop Operators(s) occurred. Include the expected length of the contract (one-four years).

*The following is a summary of the timeline for our 2019 procurement process:*

- *January 9, 2019- RFP released*
- *17, 2019- RFP Bidders Conference*
  - *Charlotte Works staff facilitated a preproposal conference for interested bidders to provide an overview of the RFP, expectations, deadlines, etc. Charlotte Works staff were also available to interested bidders to answer any questions.*
- *January 23, 2019- Letter of intent to bid form due*
- *January 30, 2019- Questions accepted until*
- *March 1, 2019- RFP submittal*
- *March 29, 2019-Review Committee Meeting*

*The review committee was made up of a board member, Charlotte Works' staff, and City of Charlotte staff. The review committee members reviewed and scored each of the three proposals. Three bidders prepared a presentation to the review committee and presented to the review committee during the review committee meeting. This allowed the review committee to ask*

questions and hear from the bidders directly. The review committee voted at the end of the review committee meeting, after all bidders presented, and were prepared to suggest to the Board of Directors. The Board of Directors voted on the One-Stop Operator during the board meeting on April 12, 2019.

- April 12, 2019 - Charlotte Works WDB Approval
- April 2019- Award notification
- July 1, 2019- Anticipated Contract Start Date
- The Operator and Adult/DW Service Provider will have annual contracts for up to four years. Charlotte Works RFP cycle is every four years.

3. What strategies have been used to better meet the needs of individuals with barriers to employment and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills, and leveraging resources and capacity within the local workforce development system?

*We have outreach Career Advisors located at our community partner locations to increase access to our services and programs. Locations include Goodwill, Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Center and Mecklenburg County Sheriff's Office. These career advisors provide career coaching to ensure work readiness which includes working smart-softs skills training, enrollment in our approved training programs to foster education and training development, and referral to partners that address barriers as needed. We are addressing emergency needs/barriers that would hinder our local community college students from completing their training via the finish line grant. We provide construction and customer service job training opportunities in partnership with Goodwill via an enhancement grant.*

*We have partnered with the Mecklenburg sheriff's office in hosting two of the first ever career fairs at the detention center for residents that were 60 days from release. The results of the career fair were 36 residents participating and 24 hired. In addition, we have also partnered with the Mecklenburg sheriff's office and the Mecklenburg County Community Resource Center to provide digital literacy training to residents in the detention centers and individuals receiving public assistance services to ensure they have the digital literacy skills needed for employment and education opportunities. The residents will receive basic computer skills, understanding of digital media and email. for successful completion of the training, upon release, residents are provided laptops. Deploying Career Advisors in the community has been extremely successful with meeting individuals where they are in the community and connecting them with NCWorks services outside of the career centers.*

4. How are training programs such as apprenticeship, incumbent worker training, on-the-job training, and other work-based learning opportunities leading to industry-recognized credentials aligned with employers' needs, and marketed to support talent development?

*Charlotte Works has identified seven industries in demand in our region and aligns our training programs and work-based learning opportunities around those sectors. Additionally, we have developed two career pathways within Advanced Manufacturing and Healthcare and have identified the skills and educational requirements of those jobs with our regional education and industry partners.*

*The Charlotte Works Board of Director's Programs Committee works to align the skills and credentials employers require for specific occupations in demand with courses offered by local training providers.*

*Using data and analytics, labor market intelligence and information collected from our business partners, we remain pro-active and predictive, forecasting the future of workforce in our region while addressing present needs and align our programs to meet industry needs. We provide this information to jobseekers and youth to assist them with making informed decisions about their education and careers.*

5. Provide a brief description of the NCWorks Career Center system in your local area and include how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

*The NCWorks Career Center system are one stop centers for individuals seeking employment and training as well as a resource to employers seeking qualified job candidates. The career center is a user-friendly facility that provides job seekers with the opportunities to attend workshops and meet with a career advisor to explore obtaining funding for training as well as on-the-job training and work experience opportunities. The career center offers access to computers, faxes and copying at no cost to aid job seekers in their job search.*

*The process is as follows:*

- *Job seekers attend orientation via an 8-minute orientation video*
- *After completing orientation, the job seeker meets with a Talent Engagement Career Advisor to complete NCWorks Online registration and assessments to determine whether they are work-ready or in need of talent development services*
- *If the participant is in need of Talent Development services they meet with a Talent Development Career Advisor to enroll in WIOA Title I and receive career advising, training scholarships, on-the-job training, paid work experience opportunities, etc.*
- *The Business Solutions team supports job seekers with job referrals as well as employers with recruiting qualified talent. The Business Solutions team supports job seekers who are work ready, whether that is when they first begin NCWorks services or after completing training services*

6. Describe how local Workforce Development Boards determine the need for enrollment in Training Services.

*As a part of clients' orientation to the NCWorks Career Center Services, clients meet with a career advisor. The career advisor:*

- *Ensures the client registers in NCWorks online*
- *Assists each client in completing an assessment or objective assessment*
- *Determines if the client needs training to build more relevant skills to obtain sustainable employment or workshops to become work-ready*

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

*When a client obtains unsubsidized employment, the career advisor follows up with the client to ensure they are maintaining employment quarterly for one year. The goal is to support the client in maintaining employment assess if any additional services are needed to help the client sustain or advance in employment.*

8. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system model and at what point do they have full access to [NCWorks.gov](https://www.ncworks.gov) and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

*A comprehensive onboarding plan is created for each team member who joins the organization. This includes the Integrated Services Delivery strategy, one on one meetings with colleagues and NCWorks.gov training. Staff receive full access to NCWorks.gov when they have completed training with the Charlotte Works Super User within the first two weeks of their employment. In addition, training occurs regularly in bi-weekly and monthly team meetings across the career centers where changes in policies, processes, procedures and service delivery areas are discussed.*

9. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.

*The NCWorks Career Center operator manages both the operations and services provided. The following outlines techniques used to ensure accountability of the operator by Charlotte Works:*

- *Charlotte Works sets program goals with the operator and other contractors on an annual basis when developing the contract for the program year.*
- *Charlotte Works holds the operator and other contractors accountable on a monthly basis by requiring the operator/other contractors to submit a monthly dashboard tracking progress toward annual goals*
- *Charlotte Works monitors the WIOA performance measures on a quarterly basis Future Works and NCWorks.*
- *The compliance manager facilitates a monthly training session for career center and other contractor staff to ensure standards are met.*
- *The Charlotte Works compliance manager performs monthly onsite visits to each career center and contractor location to review current programming and processes to support activities and customer outcomes.*
- *The compliance manager does a random sampling monthly and reviews/monitors hard copies of client files as well as online files in NCWorks to ensure programming supports compliance and all files are in compliance with WIOA.*

10. Describe how the Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system, including remote areas, using technology and through other means. [WIOA Section 108(b)(6)(B)]

*Charlotte Works uses an intentional strategy to bring services into the community for hard to reach populations. Two primary methods are used, community Information Sessions and*

*outreach career advisors that are located and embedded in the programs and services of community partners.*

*Charlotte Works delivers information sessions in the community. Examples include The McLeod Center, Uptown Men's shelter, Department of Social Services and Center for Community Transitions.*

*Facilitating the sessions in the varied locations helps to eliminate barriers such as transportation and limited income. All standard orientation documentation is provided and a laptop is used to demonstrate online resources and registration on NCWorks.*

*The information session creates awareness of available services such as the job search functionality in NCWorks, career advising, workshops, etc. Participants are then invited to visit the NCWorks Career Center for intake, eligibility and suitability, one-on-one meetings and to potentially take advantage of other services that are offered.*

*Charlotte Works has also used intentional media strategies to reach targeted audiences (ex: The Spanish-Language newspaper, La Noticia), and other outlets to reach various communities.*

*We have outreach Career Advisors located at our community partner locations to increase access to our services and programs. Locations include Goodwill, Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Center and Mecklenburg County Sheriff's Office. These career advisors provide career coaching to ensure work readiness which includes Working Smart softs-skills training, enrollment in our approved training programs to foster education and training development, and referral to partners that address barriers as needed.*

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

*Each career center schedules and conducts Reemployment and Eligibility Assessments (RESEA) and Employability Assessment Interviews (EAI) for individuals who are collecting unemployment insurance and delivers regularly scheduled case management services to claimants. Participants are required to report to the career center to ensure their benefits are not affected. During the assessment interviews, staff provides the individual with job leads or refers them to other services including orientation to programs and services, workshops to assist them in their employment search, career coaches or for potential funding to return to school.*

*Job seekers who participate in RESEA/EAI appointments go through the same experience/client process flow as all other job seekers entering the NCWorks Career Center and this ensures all job seekers receive the same services and opportunities. Charlotte Works WDB staff participate in monthly NCWorks Career Center leadership team meetings as well as monthly NCWorks all team meetings to ensure the NCWorks Career Center team and Charlotte Works WDB staff have*

*a strong linkage and the Charlotte Works WDB staff provide consistent and regular technical assistance, guidance, labor market intelligence, etc. This supports alignment between the workforce board, NCWorks Career Center team, and unemployment insurance programs. To ensure alignment, the DWS Regional Operations Director also participates in all of these activities, meetings, trainings, etc.*

12. Describe how the Local Workforce Development Board has implemented a business services team and how they are supported by NCWorks Career Center integrated services staff.

*Charlotte Works' Business Engagement team partners with employers on a sector level to address workforce issues that are paramount to a specific industry and fulfills the Workforce Development Board's charge to the region's business community. A Business Solutions team within the NCWorks Career Center administers work-based learning programs and universal business services to connect employers with qualified talent.*

*Both business services teams are supported by the NCWorks Career Center integrated staff who connect job seekers to employment opportunities and/ or work-based learning opportunities developed by the business services teams. Career Center staff provide face-to-face services to job seekers daily. The daily interaction with job seekers provides Career Center staff the opportunity to assess skill-set and match to employment opportunities developed by the business service team.*

*Charlotte Works also leads the Talent Source Network, which is a collaboration of community partners including the NCWorks Business Solutions team, connecting skilled/qualified talent directly to employers.*

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

*Charlotte Works ensures ADA compliance and provides the following type of support to individuals with disabilities to make services available:*

1. *Sign-language via a translation service who can provide real-time video solutions*
2. *Computers with the ability to enlarge data for visual impairments*
3. *Closed captioning on computers*
4. *Accessible general public building entrance*
5. *Push to Open door entry button at building entrance*
6. *Accessible Career Center entrance*
7. *Accessible paths of travel within the facility*
8. *Accessible Resource Center/Computer Lab workstations*
9. *Accessible restroom*
10. *Accessible drinking fountain*
11. *Accessible parking*
12. *ADA compliant under sink wraps cover exposed pipes in all bathrooms*

13. *Height adjustable table in the computer lab for wheelchair access*

*The emergency evacuation plan also includes provisions for protecting and/or evacuating clients and staff with disabilities.*

*Charlotte Works also works alongside Vocational Rehabilitation and DisabilityIN NC to make additional accommodations as appropriate.*

14. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Local Area Name Service Flow Chart 2020.

### PY16 Flowchart

15. If applicable, attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix X). [WIOA Section 121(b)(A)(iii)]. Name document: Local Area Name NCWorks Career Center MOU.

16. Describe how the Workforce Development Board uses a portion of funds available to the Local Area to maintain the NCWorks Career Center system, including payment of the infrastructure costs of Career Centers. [WIOA Section 121(b)(1)(A)(ii) and (h)]

*Charlotte Works is committed to using the funds to maintain the NCWorks Career Center systems. The following outlines examples of how funds are used:*

- *Lease holder for one of the career centers (Note: One career center office is leased by the Department of Workforce Solution)*
- *Security guard services at one career center*
- *Security alarm system at two career centers*
- *Equipment/furniture in the career centers (this is a shared cost)*
- *Job seeker brochures*
- *Training and team development for NCWorks career center staff*
- *Office supplies in the career center (this is a shared cost)*

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

*Note: Per USDOL FAQ January 28, 2016, local agreements for funding one-stop infrastructure costs must be in place by Program Year 2017 and must satisfy the requirements of WIOA Section 121(h).*

- *Postsecondary (Central Piedmont Community College, CPCC) facilitates HRD classes on site at the Career Center.*
- *CPCC is on site once per week for outreach and recruitment efforts for classes and training programs and opportunities, as well as Adult Basic Education programs at CPCC.*
- *DWS staff is part of the Integrated Service Delivery model in the NCWorks Career Center. Staff are cross-trained to provide career center services, to ensure job seekers receive appropriate services to meet their needs and there is limited duplication of services/efforts.*
- *We continue to partner with Vocational Rehabilitation to provide training and guidance to our staff on working with individuals with disabilities. The training is also used to equip staff with the skills to dialogue with employers about addressing the needs of clients with disabilities.*
- *Charlotte Works and NCWorks also meet with all WIOA partners regularly (at least monthly) to discuss partnership and collaboration opportunities as well as cross-training opportunities and referrals to and from each organization.*
- *Charlotte Works also has an infrastructure cost sharing agreement (IFA) in place with all required partners, which is submitted to Dept. of Commerce DWS each year.*
- *Partner organizations have access to touch-down space within both NCWorks Career Centers to serve customers on-site.*

18. Describe the Workforce Development Board’s method for planning oversight, review process and frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service. [WIOA Section 121(a)(3)]

#### *Oversight*

*The following is a summary of the Charlotte Work’s official language for oversight of all vendors, performance and corrective action policies:*

*“WHEREAS, the Board desires to engage the Contractor to render certain services in connection with activities to be operated and funded under Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA), and the Charlotte Works Three Year Strategic Plan.”*

#### *Monitoring, Oversight, and Investigations*

*The Board has the right to monitor program, fiscal, personnel and management activities under this contract to assure that performance goals are being met, that appropriate administrative procedures, controls and records are maintained, that Contract terms and conditions are being fulfilled and that personnel and equal employment opportunity requirements are being met. The Contractor for itself and for its subrecipients does hereby authorize and agree to permit on-site visits by the Board, City, State, USDOL, or their designees, private questioning of employees and participants, and access for review or copying of Contractor or subrecipient records maintained under this Contract, including*

*but not limited to the pertinent on-site records of On-the-Job Training (OJT), work experience and customized training programs. The Contractor shall attend and shall require its subrecipients to attend such meetings as requested by the Board regarding the monitoring or evaluation of programs.*

*The Board will provide technical assistance, as available, to the Contractor and its subrecipients through periodic written guidelines and training sessions and in such other manner as may be reasonably requested.*

*The Board will provide the Contractor with written notification of deficiencies discovered in review of its activities and will endeavor to provide the Contractor with reasonable time to take corrective action regarding the deficiencies.*

*The failure of the Board or the City to discover or notify the Contractor in writing of deficiencies does not relieve the Contractor of its obligation to meet performance standards, maintain sound administrative and fiscal management, assure equitable personnel policies and non-discrimination, and satisfy statutory, regulatory and contractual requirements.*

#### *Notification of Fraud or Abuse*

*The Contractor shall immediately notify the Board in writing of any charges or allegations of criminal misconduct, fraud, or negligence in connection with the program or any administering agency.”*

#### *Programmatic and Fiscal Monitoring*

*The Workforce Development Monitor will perform an on-site monitoring visit with each contractor to assure compliance with programmatic and fiscal areas of the WIOA laws and regulations as they pertain to the Adult and Dislocated Worker Employment and Training Programs. Each Contractor will be visited at least once during the operation of the program. The monitor will check compliance with WIOA laws and regulations.*

*Contractors will be notified of the monitoring visit at least five (5) working days prior to the visit. Contractors are expected to assist the monitor during the visit and provide any information that is requested. At the conclusion of the monitoring, the contractor and the WIOA monitor will engage in an exit interview. At this time, the findings of the visit will be discussed and, if necessary, suggestions will be made for corrections or improvements in the programmatic and fiscal systems.*

*A written report will be prepared by the monitor to be disseminated to the contractor, WIOA Program Administrator, Workforce Development Board Executive Committee. If required, a written response stating corrective action taken by the contractor must be submitted to the WIOA Program Administrator within ten (10) working days from receipt of the written monitoring report. A follow-up visit will be conducted by the monitor to determine if corrective actions have been implemented. A written report of that visit will then be submitted to the WIOA Program Administrator.*

*The contractor’s corrective action and the monitor’s follow-up will be shared with the Workforce Development Board Chairman and the Executive Committee. If further corrective action is necessary, the Executive Committee will meet and discuss recommendations for action to be taken by the full Workforce Development Board.*

#### *1) Cost Oversight*

*Every monthly voucher for cost reimbursement submitted to the Board is reviewed by the WDB staff and line-item budgets are compared to the actual costs. If the costs are deemed to be appropriate, legal, properly documented and within the budget guidelines as set forth in the individual subcontracts, the voucher is approved by the Director for payment by the fiscal agent.*

*2) On-going Compliance*

*WDB staff informs contractors of any changes in reporting, data management or policy requirements as issued by the State Division of Workforce Solutions. Contract managers and career advisors meet regularly (monthly) with staff to provide continuous training, free flow of information and ensure an open dialogue and effective communication.*

*3) Technical Assistance/Corrective Action*

*Any instances of fraud, abuse or non-compliance of any form are acted upon immediately by staff and the Board. In addition to written notification, the Director, appropriate Board members and staff meet with the contractor in person to address any situation. Typically, corrective action is expected to be made within ten business days or less.*

*Evaluation*

*Evaluations are used to measure customer satisfaction as a part of the ongoing improvement process. The following is a list of phases in the process where surveys are completed to obtain feedback:*

- Career Advising*
- Workshops*
- Employers Receiving Support from the NCWorks Career Center*

*One-on-one meetings provide additional opportunities to capture feedback with clients (ex: WIOA Training Exit Interviews). Career Center management reviews evaluation data to assist in assessing future needs and measuring overall effectiveness.*

**19. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]**

*Job seekers are instructed to self-register with NCWorks Online. If not completed by the job seeker at the time of initial meeting, the information is entered by the Career Advisors on the Talent Engagement Team. Career Advisors enter all additional information when it is determined that the job seeker will enroll in WIOA Title I services. Career Advisors maintain case management information, including development of IEP, assessment, training enrollment, and completion of all activities. Staff can complete objective assessments, upload resumes, access the ONET and utilize other job seeking resources available via NCWork Online.*

*Staff is able to see activity codes and case notes of services provided by NCWorks Career Center partners such as Veteran's assistance, Reemployment Services and Eligibility Assessments (RESEA), Employability Assessment Interview (EAI) and Trade Adjustment Act (TAA).*

## VI. Employer Services

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

- Promoting work-based learning opportunities to employers
- Exploring/ promoting sector strategies with employers
- Utilizing employer data to inform priorities
- Making employer referrals to Agricultural Services and/or Foreign Labor staff

*Charlotte Works Business Engagement and NCWorks Business Solutions teams conduct employer outreach activities within Mecklenburg County leading to one-on-one meetings. Business Services Representatives conduct a business needs assessment and provide customized solutions to their business needs.*

*Customized solutions include (but not limited to):*

- o Training Enhancement – includes all work-based learning opportunities/ programs (OJT, AWEX, ITA, IWT & apprenticeships)*
- o Information & Research – provide opportunities for employers to participate in sector partnerships and Business Representatives offer Labor Market Intelligence to drive decision making, prioritizing of programmatic funds, and assist employers with filling their talent pipeline needs*
- o Mecklenburg County has few opportunities make referrals to Agricultural Services and due to current immigration restrictions, no employer referrals are being made to foreign labor staff*

2. Please describe the efforts the Workforce Development Board has made to deliver business services on a regional basis. (possibly duplicative of items above)

*Charlotte Works has collaborated with other workforce boards to promote business services across jurisdictions. Work-based learning policies, such as work experience and the on-the-job training policy, have been amended to ease restrictions in order to provide the above-mentioned business services in a regional approach.*

*Charlotte Works and the NCWorks Business Engagement/Business Solutions teams also work alongside the Gaston WDB and Centralina WDB Business Solutions and Business Engagement teams and Economic Development when recruiting businesses to the Charlotte region and when providing information regarding talent during economic development projects for the region.*

3. Describe how the Board partners with employers and other organizations to promote work-based learning activities.

*Aligning with city and county economic development, as well as the Charlotte Regional Business Alliance, secondary and post-secondary education, and other community-based organizations, the Board presents information to promote all services & resources available, which includes work-based learning activities.*

*Charlotte Works also participates in Business Resource committees, the Board presents information to promote all services & resources available, which includes work-based learning activities. Charlotte Works also provides work-based learning opportunity information in one-on-one employer meetings and conducts a business needs assessment and promotes work-based learning activities as a customizable solution for talent pipeline needs.*

*Charlotte Works also provides information to employer-based associations and presents information to promote all services & resources available, which includes work-based learning activities.*

*Work-based learning is discussed and developed with Charlotte Works sector strategy partners and part of each service provider contract. Work-based learning is a priority for Charlotte Works and is threaded throughout all business engagement efforts.*

4. Please describe business services partnership efforts in the areas of education, economic development and with employers.

*Charlotte Works strategically partners with economic development, business, community, city and county government, and education organizations to design workforce initiatives that prepare Mecklenburg County's workforce for the jobs of today and the future. Charlotte Works and education partners both participate in economic development meetings and projects in order to meet the needs of the business and ensure talent development activities are included in economic development efforts. Charlotte Works also has regularly scheduled meetings with education partners such as UNC-Charlotte, Charlotte Mecklenburg Schools, and Central Piedmont to ensure alignment among partners. All three education institutions also have a seat on Charlotte Works Board of Directors.*

*Charlotte Works provides opportunities to connect, train and educate residents for careers that help businesses and our local economy thrive. Charlotte Works also provides support such as incumbent worker training grants in partnership with Central Piedmont as well as other educational institutions to assist with economic development efforts.*

## **VII. Performance**

1. Examine the local Board's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2019 and previous Program Years (reports available via FutureWorks).
  - a. What are some of the factors in the local area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment rate, factory closures/openings, weather events & natural disasters that may have impacted the area, as well as internal operational factors that may impact the local area's performance.

*Much of the target population we are serving has significant barriers to employment. Strategies to serve this population include going out into the community to serve clients where they are, which can impact enrollment numbers, credential attainment, and wages*

*earned. Economic factors such as job demand and the unemployment rate can also impact performance depending on jobs and wages offered to those who have significant barriers to employment. Individuals with significant barriers and challenges to employment may experience delays in meeting some of the benchmarks for the performance measures and this can cause challenges for Charlotte Works meeting some of the performance measures. Charlotte Works understands the need to partner with other community-based organizations and public assistance providing organizations to ensure job seekers with challenges and barriers have the necessary wrap around support services to be successful with employment and training.*

*Ongoing, consistent and comprehensive training for career advisors and all program provider staff is extremely important as this impacts performance levels as well. A challenge for meeting common measures/performance measures is ensuring all data is entered in NCWorks Online regarding skills gain and credential attainment.*

*Ongoing and consistent training from Charlotte Works programmatic monitor and performance and accountability team with Dept. Of Commerce Division of Workforce Solutions is very much needed in order to meet performance measures as well. Charlotte Works would appreciate ongoing training and technical assistance to help meet performance measures.*

*Charlotte Works also works alongside the other 22 workforce boards in NC to share best practices and learn in order to meet measures as well.*

**b. What strategies are in place to maintain or improve performance?**

*At the start of each program year, Charlotte Works and its Board of Directors create annual goals for Charlotte Works and its program providers. To monitor and maintain performance, each contractor submits a monthly dashboard which tracks toward annual goals. Key metrics are reported in an overall organizational dashboard that is submitted to the Charlotte Works Board of Directors and to contractor management teams each month. The Adult/Dislocated Worker contractor has hired a Retention Specialist and Quality Assurance Analyst to ensure follow-up with each client and confirm employment and/or credential attainment. Additionally, the Charlotte Works board staff hosted an all-day training session for the Adult/Dislocated Worker contractor to review definitions of performance indicators, compliance processes, NCWorks data entry, and more.*

*Progress toward WIOA common measures are tracked quarterly through the Future Works system and other goals are tracked monthly through the submission of a dashboard from each contractor.*

**c. In the event the local board is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.**

*Charlotte Works monitors performance on a monthly basis, tracking each contractor toward meeting their annual goals. Charlotte Works, in partnership with the contractor, works to identify strategies to improve the indicator goal; current strategies include*

*running reports from NCWorks Online or Future Works Rosters reports to identify clients that fall into the performance cohort to confirm all necessary and appropriate data has been entered into NCWorks Online. Charlotte Works also puts the contractor on a corrective action plan if this is necessary. Charlotte Works provides technical assistance and discusses various strategies to get on back with meeting performance and assists the contractor in putting these practices in places. Charlotte Works has a quarterly meeting with each contractor to review performance and spending to ensure the contractor is on track with spending and meeting performance.*

- d. How is performance information shared throughout the hierarchy of staff? Please detail how the Board addresses performance data in its relationship with its contractor(s) and how case managers are using performance data to drive local area performance.

*To monitor and maintain performance, each contractor submits a monthly report. Key metrics are reported in an overall organizational dashboard that is submitted to the Charlotte Works Board of Directors and to contractor management teams each month. The contractor reviews the dashboard with their teams to benchmark performance and identify any metrics where they are behind goal. Contractors create monthly and quarterly benchmarks to ensure they meet their annual goals. Contractors review their spreadsheet/dashboard with their full team monthly during staff meetings and more often if necessary, to ensure they are on track to meet their goals. Contractors also increase their goals throughout the year if they exceed goals and funding/service delivery allows them to increase a goal. This is done in partnership and with the approval of Charlotte Works.*

2. In recent years, many Workforce Development Boards have seen decreasing population counts for the number of Dislocated Workers served. Please describe the strategies the Board has in place to ensure this population is sufficiently (proportionately) represented in the performance pool. Be sure to include whether the Board makes use of the nontraditional Dislocated Worker definitions (such as any individuals who are long-term unemployed and can, therefore, be considered Dislocated Workers) in the response.

*Charlotte Works does make use of the nontraditional Dislocated Worker definition to enroll individuals in the DW program who have been long-term unemployed. Charlotte Works NCWorks and OSY providers consistently do outreach in the community to make services available to individuals who may not be aware. The providers also regularly do outreach to other community-based organizations and develop referral processes to ensure other organizations are making appropriate referrals for Charlotte Works WIOA funded programs for individuals who are in need.*

*Due to the current COVID-19 pandemic, there have been thousands of individuals laid off from their place of employment. Charlotte Works is prepared for a significant increase in the number of dislocated workers. There are currently thousands of additional dislocated workers in Mecklenburg County and the number of layoffs and displacements continue to increase daily.*

3. The Measurable Skill Gains measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe

how the Board makes use of the information the Measurable Skill Gains measure provides as a means of ensuring the Board reaches its Credential Attainment indicator goal.

*Charlotte Works Board staff has provided training and guidance for each contractor on reporting Measurable Skill Gains. Each contractor has been given specific examples of what counts as a Measurable Skill Gain and has learned how to enter the activity into NCWorks Online.*

*Charlotte Works contractors track job seekers performance toward skills gains and aid job seekers in meeting necessary benchmarks in programs that lead toward credentials and diplomas. One example of this is a high school diploma or high school equivalency, career advisors assist job seekers and youth in meeting benchmarks in order to successfully earn a high school diploma or high school equivalency.*

4. Please describe the process for monitoring service providers in the local area. Include details such as how it is conducted, who is involved, how often, et cetera.

*Monitoring service providers in our local area happens in a few different ways. We provide ongoing (monthly) monitoring/direction for each of our providers where potential findings/issues are addressed via email and/or during scheduled monthly meetings with our providers. Charlotte Works Compliance Manager also conducts an annual monitoring of all service providers and service provider locations to ensure the program is in compliance with WIOA both programmatically and financially. Charlotte Works uses two monitoring tools, one provided with this plan (monthly monitoring) and uses the same field services oversight monitoring tool as DWS for the annual monitoring process.*

*Monitoring may focus in on specific compliance related areas (i.e. correct redactions, scanning, WEX documentation, OJT contracts) for a select group of participants or may center around the review of an entire case, from intake to exit.*

*With our transitioning to a paperless system, monitoring of participant files is now being conducted via the NC Works website as all documentation is now scanned in and can be viewed electronically.*

*On the youth side, each youth participant who enters the program will have his/her file reviewed and certified prior to the young adult being enrolled in WIOA services to ensure the participant is eligible (and suitable) for services.*

*Regarding our providing feedback from monitoring reviews, this is generally provided to the Program Managers/Quality Assurance staff of each program with recommendations on potential issues that may have been found in review of the chosen case(s). Corrective action plans are also put in place if necessary.*

## **VIII. Equal Opportunity**

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

*Equal Opportunity Is the Law - WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)  
EQUAL OPPORTUNITY IS THE LAW NOTICE The laws enforced by WIOA makes it unlawful for*

*Federal agencies to discriminate against employees and job applicants on the bases of race, color, religion, sex, national origin, disability, or age. A person who files a complaint or participates in an investigation of an EEO complaint, or who opposes an employment practice made illegal under any of the laws that EEO enforces is protected from retaliation.*

*We follow EEO regulations by training our hiring managers, our staff, our providers and by updating important policies and hiring processes as well as all programmatic process and procedures.*

- *Make fair employment decisions*
- *Grant reasonable accommodations*
- *Craft unbiased policies*
- *Stop workplace harassment*
- *Provide equal pay*
- *Respond to discrimination complaints appropriately*
- *Display discrimination laws*
- *Train/inform managers, staff, and providers on EEO policies and procedures*
- *Keep employment records as appropriate and in accordance to all HR laws, rules, and regulations.*

2. Attach the Local Area's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Local Area Name EO Complaint Grievance Procedure 2020.
3. Describe methods to ensure local Equal Opportunity procedures are updated.

***Equal Opportunity Procedures Update Method:***

*Charlotte Works developed a schedule for making necessary updates and revisions Schedule is as follows:*

1. *Update/revise policies and procedures annually (at least)*
2. *Document dates when procedures were updated/revise*
3. *Facilitate annual EO monitoring*
  - a. *Review any known problem areas or audit findings associated with procedures and correct any deficiencies*
4. *Review / update changes in staff that may alter approval updates (names and titles).*
5. *Compare federal guidance to current policies and procedures to ensure local policies and procedures align with both state and federal requirements*

**IX. Adult and Dislocated Worker Services**

1. Describe the local Workforce Development Board's vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies,

service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

### ***High Level Goals***

- *Provide Adult/DW job seekers with industry knowledge through labor market info, career pathways, and other resources to align their skills and experience with industries in demand*
- *Provide career development and wrap around services to job seekers to remove all barriers to obtaining sustainable employment.*
- *Advise job seekers on training opportunities that lead to industry recognized credentials that are stackable and transferrable among employers*

### ***Outreach Strategies***

- *Orientation and information sessions with local community partners/community-based organizations providing information about career development services provided through the NCWorks Career Centers*
- *Conduct more outreach to employers to gain a better perspective on the skills needed to fill their jobs.*
- *For the last two years Charlotte Works has increased outreach in the community with an outreach campaign about our NCWorks Career Center and NCWorks NextGen programs and services. All outreach items drive job seekers and employers to the Charlotte Works website where all programs and services are outlined. Some examples of outreach materials/activities include: a Charlotte Works podcast titled “Engaged, Empowered, Employed,” Charlotte Area Transit Systems bus wraps, posters in the light rail trains, social media ads, social media posts, radio ads, and other tangible outreach materials. Charlotte Works will continue these efforts in the coming years.*
- *We have outreach Career Advisors located at our community partner locations to increase access to our services and programs. Locations include Goodwill, Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Center and Mecklenburg County Sheriff’s Office. These career advisors provide career coaching to ensure work readiness which includes Working Smart softs-skills training, enrollment in our approved training programs to foster education and training development, and referral to partners that address barriers as needed.*

### ***Service Delivery***

- *Continue the integrated services delivery model in our NCWorks Career Centers to ensure job seekers are getting the services needed to obtain sustainable employment as quick as possible.*

### ***Expected outcomes***

- *Job seekers will continue be job ready and qualified for local jobs and career paths*
- *Supply local industry with qualified and skilled talent*
- *Convene industry and education to ensure training programs meet the need of local industry and career pathways are aligned for industries in demand*

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

*Since Charlotte-Mecklenburg is a large metropolitan area, the opportunities for employment and training activities are extensive and diverse. Public and private, faith-based, community-based, are all represented and “approved” in NC Works Online by Charlotte Works, with assistance from the Programs Committee of the Board of Directors. Charlotte Works and its Programs Committee monitor approved training programs to ensure they are vetted by industry and lead to an industry recognized credential.*

*NCWorks Career Center offers a listing of job ready workshops to adult and dislocated workers that support such areas as job placement, employment preparation, work readiness and work searches for example. Volunteers are leveraged with private sector expertise to deliver curriculum, bringing a high-level of experience and expertise to clients. The NCWorks Career Center offerings include such events/workshops as:*

- *Interviewing Strategies workshop*
- *Resume Development workshop*
- *Charlotte Works Orientation/WIOA Information Session*
- *Mock Interviews*
- *Resume Coaching*
- *How to Use OJT Eligibility in your Job Search*
- *LinkedIn on Training Wheels*
- *Job Search Teams*
- *Career Readiness Certification (CRC) preparation labs*
- *Working Smart – Soft Skills Certification*

*To assist clients with identifying education and training providers for high demand jobs, we continue to provide online/offline career paths. The interactive tool allows clients to search for training providers by industry. This robust solution empowers clients to explore training options that may meet their needs.*

*An Occupations In Demand list is provided to career advisors to assist job seekers in identifying potential training and career opportunities in high growth career fields.*

*Charlotte Works and its contractors consistently review workshops and talent development offerings to ensure they are still meeting the needs of the job seekers and providing industry led information as appropriate. Charlotte Works also regularly seeks feedback from job seekers, youth, and employers and provides additional offerings when requested.*

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

*The following is a summary of the timeline for our procurement process.*

- *January 9, 2019- RFP released*
- *January 17, 2019- RFP Bidders Conference*
  - ▣ *Charlotte Works staff facilitated a preproposal conference for interested bidders to provide an overview of the RFP, expectations, deadlines, etc. Charlotte Works staff were also available to interested bidders to answer any questions.*
- *January 23, 2019- Letter of intent to bid form due*
- *January 30, 2019- Questions accepted until*
- *March 1, 2019- RFP submittal*
- *March 29, 2019-Review Committee Meeting*
  - ▣ *The review committee was made up of a board member, Charlotte Works' staff, and City of Charlotte staff. The review committee members reviewed and scored each of the three proposals. Three bidders prepared a presentation to the review committee and presented to the review committee during the review committee meeting. This allowed the review committee to ask questions and hear from the bidders directly. The review committee voted at the end of the review committee meeting, after all bidders presented, and were prepared to suggest to the Board of Directors. The Board of Directors voted on the Adult and Dislocated Worker Services Provider during the board meeting on April 12, 2019.*
- *April 12, 2019- Charlotte Works WDB Approval*
- *April 2019- Award notification*
- *July 1, 2019- Contract Start Date*
- *The Operator and Adult/DW Service Provider will have annual contracts for up to four years. Charlotte Works RFP cycle is every four years.*

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

4. Attach the Local Workforce Development Board's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2020 using the [Adult/Dislocated](#)

[Worker Service Provider List](#) provided. Name document: Local Area Name Adult and DW Providers 2020.

*Refer to Attachment Checklist*

5. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what “significant number of competent providers” means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers Policy. [PS 06-2019]

*Refer to Attachment Labeled “Southwest Region Workforce Development Boards Training Provider/Program Approval Policy”*

*A regional policy is used as a guide to identify training providers. Charlotte Works reviews eligible training providers annually and/or when a program comes up for recertification. Each provider and program is reviewed by our Programs Committee made up of industry leaders that serve on our Board of Directors. This committee decides whether to approve or reject providers and their programs based on local demand and criteria set in the local policy. Charlotte Works reviews provider performance information to ensure they meet the 70% requirement for job placement. This process ensures training providers meet performance expectations.*

*Charlotte Works also has a variety of training providers that span several industries and have providers that train in most of our region’s occupations in demand. We have at least three training providers that offer numerous programs in each of our target industries with the exception of manufacturing. In that industry, we have verified that one training provider, Central Piedmont Community College, is widely accepted by employers and are promoting training there through the certified career pathway.*

*Significant numbers of competent providers can vary in meaning. At Charlotte Works it means that job seekers have several options to choose from when selecting training for their desired career path.*

*During career advisor meetings, clients are informed of available training providers and their associated programs. Additionally, clients may use the NCWorks website to perform independent research on other training programs available for WIOA funding. Customer choice is important for Charlotte Works. Job seekers are given all of the resources that are needed to make an informed decision about their training.*

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

*Per Training and Employment Guidance Letter (TEGL) 19-16 and Section 134(C)(2)(A), funds described shall be used to provide career services, which shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include - ...(xiii) follow up services, including counseling regarding the workplace, for*

*participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.*

*When a participant obtains unsubsidized employment and no longer needs program services, the career advisor follows up with the client to ensure they are maintaining employment and that they do not have any needs, the career advisor does this quarterly for one year. The goal is to support the client in maintaining employment and assess if any additional services are needed to help the client sustain employment.*

## **X. Youth Services**

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

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

*USDOL also focuses on the following WIOA Performance Indicators:*

- ☐ *Employment, education, or training during the 2<sup>nd</sup> quarter after exit*
- ☐ *Employment, education, or training during the 4<sup>th</sup> quarter after exit*
- ☐ *Median earnings during the 2<sup>nd</sup> quarter after exit*
- ☐ *Credential Attainment Rate*
- ☐ *Measurable Skill Gains*
- ☐ *Effectiveness in serving employers (system-wide measure, not program specific)*

*NOTE: Performance is Section VII.*

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

### **In-School Youth Analysis**

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

- c. Approximately, what number of these Youth are in the current school dropout statistics?

<u>In-School Youth Analysis</u>	
a. Number of Youth ages 14-21	160
b. Youth ages 14-21 represent what % of the population?	10.49%
c. What percentage of these youth are low-income (eligible for WIOA In-school program)?	54% of CMS students are “economically disadvantaged”; federal poverty rate for county is 20.2% of young adults
d. Current school dropout statistics	2.31% dropout rate; 88% graduation rate

**Out-of-School Analysis**

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

<u>Out-of-School Analysis</u>	
a. Number of Youth ages 16-24	476
b. Youth ages 16-24 represent what % of the population?	12.28%
c. What are the general educational levels of this age group?	Less than high school / high school diploma
d. What is the general employment status of this age group?	Unemployed

2. Based on the assessment above, does the local Workforce Development Board plan to serve In-School Youth?

*Yes.*

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

*The organizations providing workforce activities in the Charlotte-Mecklenburg area include ResCare Workforce Services, Mayor’s Youth Employment Program, The Relatives, Urban League of Central Carolinas, Charlotte Works, MeckEd Career Pathways Program, YMCA of Greater Charlotte, and Vocational Rehabilitation, and others.*

*Each of these organizations provides selected workforce activities to youth with barriers to employment and/or youth with disabilities. The organizations provide resources and workforce activities to youth with barriers such as homelessness, criminal background, pregnant or*

*parenting, youth with disabilities, youth that are basic skills deficient, high school dropout, youth in foster care or who have aged out of the foster care system, etc. The activities include soft skills training, job-readiness training, tutoring, drop-out prevention activities, financial literacy, as well as the other required elements of the Workforce Innovation and Opportunity Act (WIOA).*

*Charlotte Works has three WIOA youth program providers, ResCare, Central Piedmont Community College, and MeckEd who provide all of the required elements of WIOA, or have a referral source for each of the elements. While program providers may change over the time, the level of services and types of activities will be maintained.*

*ResCare Workforce Services and Central Piedmont Community College provides workforce activities to the out-of-school youth population and MeckEd provides workforce activities to the in-school population being served in the Charlotte-Mecklenburg area. Vocational Rehabilitation provides employment and independent living services for individuals with disabilities-physical, mental, or intellectual.*

*Successful workforce investment models for in-school youth include pairing secondary education with work-based learning opportunities and post-secondary exposure. This type of model provides the opportunity for career pathway development while the youth is in high school, during their junior and senior year. High school juniors and seniors are able to participate in work-based learning opportunities such as subsidized work experience, job shadowing opportunities, work-place tours, etc. to assist in the development of their career plan.*

*Successful workforce investment models for out-of-school youth include re-engaging disconnected youth who have dropped out of high school or obtained their high school diploma or recognized equivalent. The out-of-school youth are exposed to post-secondary opportunities such as occupational skills training, two-year and four-year degrees, and participate in work-based learning opportunities to determine their career interest. Youth create a career plan based on their desired career pathway and are given the necessary tools and resources to accomplish their plan.*

4. Describe the local area's broad Young Adult (NextGen) Program design to include:
  - a. Providing objective assessments;
  - b. Supportive service's needs;
  - c. and developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]

*The local area design for youth is an ongoing process that begins with outreach efforts in/around the community to identify young adults who may have an interest in WIOA services. These outreach efforts oftentimes lead to youth engagement through word of mouth and/or walk ins to our youth programs. The intake staff in our youth programs then work to provide the interested young adult with additional information as it pertains to the WIOA youth program and all that will be expected of the young adult while receiving services. The actual step by step process can be found below.*

#### *1. Intake (File Certification)*

*Ensuring that the youth entering our youth programs are both eligible as well as suitable for WIOA services. Following the completion of the intake, each youth file is reviewed by Charlotte Works staff to ensure all documents are in order, at which point the file is certified.*

## *2. Enrollment*

*Following the certification of the file, the young adult is assigned a career advisor who meets with the young adult to complete the enrollment process (i.e. Objective Assessment, IEP). During the enrollment process, the career advisor facilitates the necessary assessments and determines what the youth's interest are and assists the youth in developing a plan for their participation and discusses next steps in order to begin meeting necessary benchmarks on their plan.*

## *3. Plan Implementation/Program Participation*

*Once enrollment is completed, the young adult is deemed a WIOA participant and funds (i.e. supportive services, training, incentives etc.) can begin being provided to the young adult. The career advisor supports the youth/young adult in providing necessary wrap around support, guidance, direction, technical assistance, career advising, etc. The participant participates in the 14 WIOA elements, whichever elements are appropriate and necessary for that participant to meet their goals.*

## *4. Exit*

*Once the young adult attains the goals that have been put in place for him/her during the enrollment process (IEP), the exit process begins where the assigned career advisor completes all exit paperwork and discusses next steps with the young adult.*

## *5. Follow Up*

*Career Advisors follow up with young adults who have exited on a quarterly basis post exit to ensure they remain on the right track/path as they work toward greater independence and self-sufficiency in their lives. Career advisors do provide supportive services as needed during the follow up period.*

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

*Once the youth/young adult is enrolled into the program, the career advisor is responsible for completing the assessment process and developing an Individual Service Strategy (ISS) with the participant. The assessment is a process that identifies service needs, academic levels, goals, interests, skills levels, abilities, aptitudes, and supportive service needs; it also measures barriers and strengths. The assessment also includes a review of basic and occupational skills, prior work experience, employability potential, and developmental needs. The ISS is the plan that identifies the employment goals, educational objectives, and prescribes appropriate activities and services for the participant. The ISS is essential in identifying the needs of the participants and determining the services to provide to the participant. The ISS is a roadmap for how the participant will engage in the program to achieve the desired results and outcomes. The career advisor and participant review the ISS every 30 days to ensure the participant is on track to meet his/her goals and to ensure the participant is navigating activities within the program that align with their service strategy and goals.*

6. Describe the local area's broad Young Adult (NextGen) Program design to include:
- a. Employment Goals, and
  - b. Education Goals.

*In each of our youth programs (In School and Out of School) we work to ensure that each of our young adults will have the opportunity to exit the program having attained his/her High School Diploma or its equivalent or a recognized post-secondary credential and post-secondary education and training opportunities. We're able to make this happen through our partnerships/connections in the community with organizations (i.e. Charlotte Mecklenburg Schools, Central Piedmont Community College) that provide educational and/or training related credentials. We have also compiled a list of approved training providers who meet set standards to offer training opportunities to the young adults we serve that allow for industry recognized credentials following the completion of training. Attainment of the HSE or High School Diploma is priority for participants who enroll in the program without one or the other. This is also a priority within their ISS.*

*The following is a summary of the types of planned interactions with youth programming participants that prepare youth for unsubsidized employment:*

- Once enrolled, participants meet with a career advisor to complete an objective assessment and career employment plan. Participants participate in a comprehensive 2-week work readiness program which includes soft skills and entrepreneurship training. Soft skills training is offered as a 6 module 24-hour curriculum that addresses such areas as communication and problem solving.*
- Youth work 1:1 with a career advisor to obtain guidance on solutions to align to their needs such as High School equivalency training, job shadowing, workplace tours, work-based learning opportunities and apprenticeships.*
- Career advisors provide case management to address the specific needs of each participant such as: supportive services, support through High School equivalency training and success in occupational skills training to receive industry recognized credentials. Services are provided as long as the participant remains active until all program goals are reached or it is determined that services are no longer needed for sustainable employment.*
- Bus passes are provided to assist youth in participating in youth programming.*
- Industry recognized credentials are offered based on occupations in demand such as: IT, advanced manufacturing, healthcare, supply chain management, supply chain and logistics.*
- Career ladders are defined to help participants understand steps towards employment.*
  - Expected Outcomes: By offering workplace learning opportunities, we build interest in youth in the industries in demand and support the skills gap through programming.*
  - By offering youth programming, we equip youth for sustainable/unsubsidized employment*

7. Where does the local area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service Provider Offices, or Hybrid situations. Explain if it is both NCWorks Career Centers and Provider Offices or some other option.

*We have in school and out of school NextGen youth programs which we serve both in our NCWorks Career Center and contracted providers locations:*

- *NCWorks Career Center Tier 1 (out of school)*
- *Central Piedmont Community College (out of school)*
- *MeckEd (in school) in 4 high schools – Garinger, Harding, Vance and West Charlotte*

8. What new local higher-level goals (not traditional performance measures) are in place to serve the young adult (NextGen) population to include new outreach strategies and interactions with this population outside of the office/NCWorks Career Center setting? Do these improve employment outcomes and retention (or other identified local needs) for this population?

### **High Level Goals**

- To engage disconnected youth and young adults in career development activities, work-based learning, and post-secondary exposure to expand education and career potential.
- To equip disconnected youth and young adults with industry recognized credentials that lead to training related, sustainable employment.

### **Outreach Strategies**

*Youth programming is promoted through partnerships and events, including the following:*

- *Relationship and presence at Department of Social Services, Mecklenburg County Sheriff's Office, CMS (K-12 system), community college, at-risk neighborhoods*
- *CMS – Guidance counselors and school social workers – students who drop out*
- *Outreach tables for HS college and career fairs*
- *DSS refers youth that are in foster care or aged out*
- *Transitional living from DSS*
- *Recruitment*
- *HS graduations*
- *Department of Juvenile justice*
- *Teen Health Connection*
- *Refugee Association*
- *Latin American Coalition*
- *Court System and Judges*
- *Uptown Men's Shelter*
- *Center of Hope for Women and Children*

- *The Relatives – Center for Homeless Youth*

### ***Planned Interactions***

*The following is a summary of the types of planned interactions with youth programming participants.*

- *Youth work 1:1 with a career advisor to obtain guidance on solutions to align to their needs such as High School equivalency training, job shadowing, workplace tours, work-based learning opportunities and apprenticeships.*
- *Career advisors provide case management to address the specific needs of each participant such as: supportive services, support through High School equivalency training and success in occupational skills training to receive industry recognized credentials. Services are provided as long as the participant remains active until all program goals are reached or it is determined that services are no longer needed for sustainable employment.*
- *Once a participant exits the program, quarterly follow-up continues for 1 year.*
- *Participants are invited to participate in job club activities which offer a youth-led forum for discussing employment. Career advisors provide support.*
- *Bus passes are provided to assist youth in participating in youth programming.*
- *Industry recognized credentials are offered based on occupations in demand such as: IT, advanced manufacturing, healthcare, supply chain management, supply chain and logistics. Career ladders are also defined to help participants understand steps towards employment.*

### ***Service Delivery***

- *Once enrolled, participants meet with a career advisor to complete an objective assessment and career employment plan. Participants participate in a comprehensive 2-week work readiness program which includes soft skills and entrepreneurship training. Soft skills training is offered as a 6 module 24 hour curriculum that addresses such areas as communication and problem solving.*
- *The 14 elements are also integrated into the service delivery model. Refer to the [attachment checklist](#).*

### ***Expected Outcomes:***

- *By offering workplace learning opportunities, we build interest in youth in the industries in demand and support the skills gap through programming.*
  - *By offering youth programming, we equip youth for sustainable employment.*
9. Provide a description and assessment of the type and availability of youth (NextGen) workforce activities in the Local Area, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108(b)(9)]

*The organizations providing workforce activities in the Charlotte-Mecklenburg area include ResCare Workforce Services, Mayor's Youth Employment Program, The Relatives, Urban League of Central Carolinas, Charlotte Works, MeckEd Career Pathways Program, YMCA of Greater Charlotte, and Vocational Rehabilitation, and others.*

*Each of these organizations provides selected workforce activities to youth with barriers to employment and/or youth with disabilities. The organizations provide resources and workforce activities to youth with barriers such as homelessness, criminal background, pregnant or parenting, youth with disabilities, youth that are basic skills deficient, high school dropout, youth in foster care or who have aged out of the foster care system, etc. The activities include soft skills training, job-readiness training, tutoring, drop-out prevention activities, financial literacy, as well as the other required elements of the Workforce Innovation and Opportunity Act (WIOA).*

*Charlotte Works has three WIOA youth program providers, ResCare, Central Piedmont Community College, and MeckEd who provide all of the required elements of WIOA, or have a referral source for each of the elements. While program providers may change over the time, the level of services and types of activities will be maintained.*

*ResCare Workforce Services and Central Piedmont Community College provides workforce activities to the out-of-school youth population and MeckEd provides workforce activities to the in-school population being served in the Charlotte-Mecklenburg area. Vocational Rehabilitation provides employment and independent living services for individuals with disabilities-physical, mental, or intellectual.*

*Successful workforce investment models for in-school youth include pairing secondary education with work-based learning opportunities and post-secondary exposure. This type of model provides the opportunity for career pathway development while the youth is in high school, during their junior and senior year. High school juniors and seniors are able to participate in work-based learning opportunities such as subsidized work experience, job shadowing opportunities, work-place tours, etc. to assist in the development of their career plan.*

*Successful workforce investment models for out-of-school youth include re-engaging disconnected youth who have dropped out of high school or obtained their high school diploma or recognized equivalent. The out-of-school youth are exposed to post-secondary opportunities such as occupational skills training, two-year and four-year degrees, and participate in work-based learning opportunities to determine their career interest. Youth create a career plan based on their desired career pathway and are given the necessary tools and resources to accomplish their plan.*

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

*Charlotte Works is currently at a rate of at least 75% of youth expenditures for out of school youth and 25% for in school youth. Charlotte Works calculates how much 75% of the budget is for OSY and 25% of the budget for ISY and only allows the ISY budget to be up to 25%. The*

*maximum amount the ISY contractor receives is 25% of the youth budget to ensure at least 75% of the budget is spent on OSY.*

*Charlotte Works and its contractors do significant outreach for the in-school youth and out-of-school youth programs and develops the budget and programming for both programs to ensure the in-school youth program never exceeds 25% of the youth budget and the out-of-school youth program meets or exceeds 75% of the youth budget.*

11. Describe how the local Workforce Development Board partners, aligns, and leverages, as appropriate with:
    - a. Title II Adult Education and Family Literacy Act program resources and policies;
    - b. Title IV Vocational Rehabilitation program resources and policies;
    - c. Integrates adult education with occupational education and training and workforce preparation, as Boards as the creation of career pathways for youth. [USDOL TEGL 8-15]
- *Title II Adult Education and Family Literacy Act program resources and policies; Refer to question D.9 for statistical data. The Workforce Development Board partners with the Title II Adult Education and Family Literacy Act program by making referrals to Central Piedmont Community College's (CPCC) Adult Education program as well as Central Piedmont Community College providing Human Resources Development (HRD) classes in our NCWorks Career Centers. Clients are referred to CPCC if they are determined to be Basic Skills Deficient after completing The Adult Basic Education (TABE) assessment. Clients are also referred to CPCC for the Adult High School Diploma and the High School Equivalency Program. HRD classes such as basic computer skills and resume development are offered in our NCWorks Career Centers.*
  - *Title IV Vocational Rehabilitation program resources and policies;*

*The following is a summary of the programming resources/approach:*

    - *Career advisors provide real-time referral support for youth and adults.*
    - *Out of school program career advisors partner with the transition specialists (Vocational Rehabilitation) to support the program activities.*
    - *The WDB Youth Leads attend conferences with Vocational Rehabilitation to create an alliance and build a strong network of collaboration and referral support.*
    - *Employer engagement occurs to align work based efforts in the community across the WDB and Vocational Rehabilitation.*
  - *Integrates adult education with occupational education and training and workforce preparation, as well as the creation of career pathways for youth. [USDOL TEGL 8-15]*
  - *Pre-apprenticeships are designed to offer more comprehensive and intense work place opportunities. Employers provide hands on industry-specific training and classroom training (ex: Charlotte Area Transit System)*

- *Charlotte Works facilitates a process with secondary and post-secondary industry partners to develop career pathways for industries in demand within the region. This process provides a foundation. This process helps ensure youth programming offers credible certifications and solutions that are recognized and align to employer needs. Solutions are designed to meet the participants at their point of entry and exit from the program.*
- *Career ladders/maps are updated annually to ensure alignment to industries in demand and employer requirements.*
- *Occupational skills training is directly related to industries in demand and career ladders.*
- *Through the development of an individual service strategy, the career advisor helps the youth create a career pathway.*

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

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

*Career Advisors contact participants at least once per quarter after the youth exits the program to check in on the activities they are participating in (employment, work-based learning, advanced training, post-secondary education, military etc...). All participants are invited back to be a part of other workforce innovation and opportunity act activities, including but not limited to work-based learning, workshops and soft-skills training. Career Advisors also check in with participants quarterly to make sure they are self-sufficient and assist with any life skills needed (financial literacy). Participants who have employment participate in a job club that meets quarterly to share advice and support on maintaining and retaining employment. Supportive services are provided if necessary, during follow up.*

13. Specify if the Local Workforce Development Board plans to offer incentives for (NextGen) youth. If yes, attach the Youth Incentive Policy to include: a) criteria to be used to award incentives; b) type(s) of incentive awards to be made available; c) whether WIOA funds will be used and d) the Local Workforce Development Board has internal controls to safeguard cash/gift cards. Name document: Local Area Name Youth Incentive Policy.

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

*Yes, the Local Area offers incentives for youth.*

14. If the Local Workforce Development Board does not offer incentives for (NextGen) youth, please explain why.

*The Local Area does offer incentives for youth.*

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

*In each of our youth programs (In School and Out of School) we work to ensure that each of our young adults will have the opportunity to exit the program having attained his/her High School Diploma or its equivalent or a recognized post-secondary credential and post-secondary education and training opportunities. We're able to make this happen through our partnerships/connections in the community with organizations (i.e. Charlotte Mecklenburg Schools, Central Piedmont Community College) that provide educational and/or training related credentials. We have also compiled a list of approved training providers who meet set standards to offer training opportunities to the young adults we serve that allow for industry recognized credentials following the completion of training. Attainment of the HSE or High School Diploma is priority for participants who enroll in the program without one or the other. This is also a priority within their ISS.*

*The goal for the in-school youth program is to support students through the completion of their high school diploma as well as providing wrap around support, career advising, post-secondary and career exposure, and assist them with developing a career pathway and post-secondary plan.*

*For the out-of-school youth program, youth and young adults who enroll and do not have their high school diploma or its recognized equivalency, they immediately begin high school equivalency classes with Central Piedmont Community College or another high school equivalency preparation program. Young adults participate in work-based learning opportunities as well as workshops and other career development activities while they are completing their high school diploma or high school equivalency.*

*Youth and young adults are able to start participating in post-secondary programs while completing their high school diploma or high school equivalency, as part of college and career readiness activities within the high school and/or community college. As soon as they complete their high school diploma or high school equivalency they are able to begin or continue post-secondary programs to ensure they earn credentials. The youth programming is set up in such a way that youth are able to work on their high school diploma, high school equivalency, and post-secondary credentials in a career pathway approach along with work-based learning and other career development activities to ensure the youth is on a path to self-sufficiency.*

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

*The following is a summary of the types of planned interactions with youth programming participants that prepare youth for unsubsidized employment:*

- *Once enrolled, participants meet with a career advisor to complete an objective assessment and career employment plan. Participants participate in a comprehensive 2-week work readiness program which includes soft skills and entrepreneurship training. Soft skills training is offered as a 6 module 24-hour curriculum that addresses such areas as communication and problem solving.*

- *Youth work 1:1 with a career advisor to obtain guidance on solutions to align to their needs such as High School equivalency training, job shadowing, workplace tours, work-based learning opportunities and apprenticeships.*
  - *Career advisors provide case management to address the specific needs of each participant such as: supportive services, support through High School equivalency training and success in occupational skills training to receive industry recognized credentials. Services are provided as long as the participant remains active until all program goals are reached or it is determined that services are no longer needed for sustainable employment.*
  - *Bus passes are provided to assist youth in participating in youth programming.*
  - *Industry recognized credentials are offered based on occupations in demand such as: IT, advanced manufacturing, healthcare, supply chain management, supply chain and logistics.*
  - *Career ladders are defined to help participants understand steps towards employment.*
  - *Expected Outcomes: By offering workplace learning opportunities, we build interest in youth in the industries in demand and support the skills gap through programming.*
- By offering youth programming, we equip youth for sustainable/unsubsidized*

17. Please complete the [Youth Program Elements chart](#) provided to demonstrate how the local Workforce Development Board ensures each of the 14 youth program elements is made available to youth participants.[WIOA Section 129(c)(2)(A)] Name document: Local Area Name Youth Program Elements

	<b>WIOA Youth Program Elements</b>	<b>WIOA Funded</b> (Specify Provider)	<b>Referral by Agreement</b> (Specify Provider)
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	<i>ResCare Workforce Services (WFS), MeckEd, CPCC</i>	<i>Charlotte Mecklenburg Schools (CMS), Central Piedmont Community College (CPCC)</i>
2.	Alternative secondary school services, or dropout recovery services, as appropriate	<i>ResCare WFS, MeckEd, CPCC</i>	<i>CPCC</i>
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	<i>ResCare WFS, MeckEd, CPCC</i>	<i>Sardis Oaks, Charlotte Medical Center (CMC), Prologistics, CVS, Marshalls, ResCare WFS, TJMaxx, Second Helping, Goodwill Industries, Eagles Nest, Habitat for Humanity, Progressive Care, Friendship Gardens</i>
4.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized	<i>Rescare WFS, MeckEd,</i>	<i>HVAC Career Services,</i>

	postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved	<i>CPCC</i>	<i>Special Inspections Institute, ResCare WFS, York Tech Community College, Divine Health Academy, Serenity Health Academy</i>
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	<i>ResCare WFS, MeckEd, CPCC</i>	<i>Charlotte Area Transit System and Central Piedmont Community College</i>
6.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	<i>ResCare WFS, MeckEd, CPCC</i>	<i>Teen Impact Fund, Habitat for Humanity, Urban League of Central Carolinas</i>
7.	Supportive services	<i>ResCare WFS, MeckEd, CPCC</i>	<i>DSS, Dept. of Health</i>
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	<i>ResCare WFS, MeckEd, CPCC</i>	<i>CPCC, Mayor's Mentoring Alliance, Urban League of the Central Carolinas</i>
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate	<i>ResCare WFS, MeckEd, CPCC</i>	<i>Dept. of Health, Primary Care</i>
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	<i>ResCare WFS, MeckEd, CPCC</i>	<i>Meck. Promise, Anuvia, Alexander Youth Network,</i>

			<i>Family First, Family Innovations</i>
11.	Financial literacy education	<i>MeckEd, ResCare WFS, CPCC</i>	<i>Junior Achievement</i>
12.	Entrepreneurial skills training	<i>ResCare WFS, MeckEd, CPCC</i>	<i>DRIVE program, currently seeking additional partners</i>
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	<i>Charlotte Works, ResCare WFS, MeckEd, CPCC</i>	<i>N/A</i>
14.	Activities that help youth prepare for and transition to postsecondary education and training	<i>ResCare WFS, MeckEd, CPCC</i>	<i>N/A</i>

18. How does the local area ensure that the minimum of 20% of funds is spent on work experience and is the local area expending the 20% minimum on work experience to include an estimate of expenditures that will be paid wages to youth.? [WIOA Section 129(c)(4)]

*During the annual budgeting process, Charlotte Works ensures 20% is allocated to work experience related expenses. Charlotte works monitors this line item on a quarterly basis to ensure the required 20% is achieved.*

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

- a. If no, describe how oversight to planning, operational and other issues relating to the provision of services to youth will be provided.
- b. If yes, please provide a response to the following:
- c. Provide the committee's purpose/vision.
- d. Provide the committee's top three goals or objectives for PY 2020.
- e. Attach the list of members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in

the first block (who must be a Workforce Development Board member.) Name document: Local Area Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

*While a separate committee does not exist, the programs committee assists with oversight of our youth and adult programs.*

*The purpose/mission and top 3 goals of the Programs Committee for PY2020 is to*

- *Approve eligible training providers,*
- *Evaluate our Adult/Dislocated Worker and youth providers performance*
- *RFP review (every 4 years)*

*See Attached List under Charlotte Works Programs Committee Members*

- f. Complete the following chart for the PY 2020 Youth Committee’s planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

*The Programs Committee will be meet once a month for PY20. Monthly meetings will tentatively be held at the end of every month contingent upon board members availability.*

<b>Date</b>	<b>Time</b>	<b>Location (include address and room #)</b>
<i>May 27, 2020</i>	<i>1:00-2:00</i>	<i>Zoom</i>
<i>June 25, 2020</i>	<i>2:00-3:00</i>	<i>Zoom</i>
<i>August 12, 2020</i>	<i>3:00-4:00</i>	<i>Zoom</i>
<i>September 9, 2020</i>	<i>3:00-4:00</i>	<i>Zoom</i>
<i>October 7, 2020</i>	<i>3:00-4:00</i>	<i>1900 Crossbeam Drive Charlotte NC 28217</i>
<i>December 9, 2020</i>	<i>3:00-4:00</i>	<i>1900 Crossbeam Drive Charlotte NC 28217</i>
<i>2021 TBD, but planning to continue our monthly schedule</i>		

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

*The following is a summary of the timeline for our procurement process.*

- *January 9, 2019- RFP released*
- *January 17, 2019- RFP Bidders Conference*
  - *Charlotte Works staff facilitated a pre proposal conference for interested bidders to provide an overview of the RFP, expectations, deadlines, etc. Charlotte Works staff were also available to interested bidders to answer any questions.*
- *January 23, 2019- Letter of intent to bid form due*
- *January 30, 2019- Questions accepted until*
- *March 1, 2019- RFP submittal*

- *March 29, 2019-Review Committee Meeting*
  - *The review committee was made up of a board member, Charlotte Works' staff, and City of Charlotte staff. The review committee members reviewed and scored each of the three proposals. The three bidders prepared a presentation to the review committee and presented to the review committee during the review committee meeting. This allowed the review committee to ask questions and hear from the bidders directly. The review committee voted at the end of the review committee meeting, after all bidders presented, and were prepared to make the suggestion to the Board of Directors. The Board of Directors voted on the One-Stop Operator during the board meeting on April 12, 2019.*
- *April 12, 2019- Charlotte Works WDB Approval*
- *April 2019- Award notification*
- *July 1, 2019- Contract Start Date*
- *The Operator and Adult/DW Service Provider will have annual contracts for up to three*

21. Attach the Local Workforce Development Board Youth service provider's chart, effective July 1, 2020, using the [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers 2020.

**XI. Local Innovations**

1. List additional funding received by the local Workforce Development Board to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, Foundation, outside funding and others to include a brief description the source and the amount.

<b>Grant Name/Kind</b>	<b>Description</b>	<b>Beginning and End date</b>	<b>Source and Amount</b>
<i>Enhancement Grant</i>	<i>Provides job training for CNA's Customer Service and Call Center and Construction and Trades</i>		<i>WIOA \$500K</i>
<i>Finish Line Grant</i>	<i>Provides assistance to students facing unforeseen financial emergencies to complete education</i>		<i>WIOA \$380K</i>
<i>Local Innovation Fund-Good Jobs Charlotte</i>	<i>Education partners collective approach to data that advances economic mobility</i>		<i>WIOA \$100K</i>
<i>Maximize Carolina Grant</i>	<i>Funds internships in Healthcare and IT</i>		<i>WIOA \$45K/\$66K with match</i>

<i>Business Services Work Based Learning</i>	<i>To increase work-based learning and employment opportunities</i>		<i>WIOA \$75K</i>
<i>Bosch</i>	<i>Supports IamSTEAM</i>		<i>\$5K</i>

2. Describe one local Workforce Development Board best adult/dislocated worker program practice.

*Completion of Working Smart, Charlotte Works' soft skills curriculum was made mandatory for all adult and dislocated workers seeking training services. Employers are consistently sharing their workforce challenges around talent not having the soft skills such as, communication and conflict resolution. Because of this, we have required Working Smart for these individuals to ensure everyone enrolled into training has these essential skills to obtain and retain employment after credential attainment.*

*Working Smart essential skills training has been adopted by Charlotte Mecklenburg Schools and the North Carolina Community College System and is being facilitated to high school students, middle school students, and community college students across North Carolina.*

*Talent Source Network (TSN) is an initiative that is sponsored by the Workforce Development Partners Council, executed by Charlotte Works as a hub organization and supported by community partners in the referral of job seekers. The mission of TSN is to partner with employers to identify and develop talent to match an employers' current and future labor needs in the Charlotte-Mecklenburg region. Job Coordination Unit members include workforce developers, economic developers, educational providers and other service providers.*

3. Describe one local Workforce Development Board best youth program practice.

*Charlotte Works in partnership with the City of Charlotte and the Charlotte Area Transit System developed a pre-apprenticeship and apprenticeship program in diesel auto mechanics for WIOA youth program participants. In the pre-apprenticeship program, the young people learn about diesel mechanics as well as gain work experience through an internship. The youth then transition into the registered apprenticeship program where they gain full time permanent employment and enroll in Central Piedmont Community College's diesel mechanics program.*

*Produced the first iamSTEMCLT Expo for 240 middle-schoolers as well as ISY and OSY program participants and 35 counselors/educators, exposing them to STEM opportunities in fun, creative and hands-on-the-tools-and-equipment ways. Over 40 professional partners, representing 15 businesses, community groups, environmentalists and city services, provided interactive exhibits and experiments, Q & A sessions and most importantly, enthusiasm for STEM that sparked curiosity and interest in the youth.*

4. Describe one local Workforce Development Board regional strategy that has yielded positive results.

*Charlotte Works in partnership with Centralina and Gaston workforce development boards as well as regional educational and industry partners developed two certified career pathways in advanced manufacturing and healthcare. Since the development of these pathways, Charlotte Works has partnered with the workforce boards with implementing the pathways through development of outreach materials and training community partners on how to use the pathways*

*when advising students and career seekers. The results of this effort allow educators and advisors to share these career pathways that help students and adults make informed decisions about their education and careers.*

5. Describe one local Workforce Development Board Incumbent Worker or other business services best strategy.

*The formation and facilitation of three sector partnerships (Advanced Manufacturing, Construction, Hospitality) has been a particularly fruitful strategy wherein workforce pain points have been identified and addressed in innovative ways.*

- *Advanced Manufacturing: extensive outreach campaign aimed at jobseekers and employers to increase awareness about advanced manufacturing and career and training opportunities.*
- *Construction: created of the Coalition for Construction Careers (C3) website, to attract and retain employees; develop a talent pipeline of skilled workers to close labor shortage gaps; and rebrand and market careers in the construction industry.*
- *Hospitality: launched sector partnerships in the hospitality focus on solutions to industry issues, particularly ones related to labor shortages and the lack of skilled workers. Example: Hilton Center City Hotel Pilot*
  - *September 6, 2018-The hospitality sector partnership launched a pilot program with the Hilton Center City Hotel through the Job Coordination Unit to fill 5 hotel positions. The pilot resulted in 30 candidates referred, 14 considered and 5 candidates hired which resulted in 100% placement rate.*

**XII. Program Year 2020 Local Workforce Development Board Plan Required Policy Attachments**

- The following policies are required to be attached as separate documents in WISE as part of the PY2020 Comprehensive Regional Plan. Name documents: *Local Area Name, Policy Name*.

In the first column, state if it is attached or why it is missing and when it can be expected.

In the second column mark *only* if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

Required Local Policies and DWS Reference	Attached (Yes/No)	Revised for PY2020 (Yes/No)
1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)	Yes	No
2. Competitive Procurement Policy (PS 19-2017, Change 1)	Yes	No
3. Conflict of Interest Policy (PS 18-2017)	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy (PS 04-2015, Change 1)	Yes	Yes
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy (PS 03-2017)	Yes	No
10. Youth Work Experience Policy (PS 10-2017)	Yes	No
11. Local Supportive Services Policy	Yes	No
12. Local Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	No	No

- Designate whether the following local Optional Policy is included and used at the local Workforce Development Board and is included in the Plan or write “N/A” implying “Not Applicable”, the Workforce Development Board does not have this policy and therefore does not use these services.

In the second column mark **only** if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

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

<b>Optional Local Policies</b>	<b>Yes- the Board has a policy or N/A (Not Applicable)</b>	<b>Revised for PY2020</b>
1. Local Area Incumbent Worker Training Policy (PS 17-2017, Change 1)	<i>Yes</i>	<i>No</i>
2. Local Area Needs-Related Policy	<i>N/A</i>	<i>N/A</i>
3. Local Area Transitional Jobs Policy	<i>Yes</i>	<i>No</i>
4. Local Area Youth Incentive Policy	<i>Yes</i>	<i>No</i>

- 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:

<b>Individual Training Accounts (ITA) Summary</b>	
<b>Dollar Amounts</b>	<i>\$4,000/year, \$8,000 lifetime max</i>
<b>Time Limits</b>	<i>2 years</i>
<b>Degree or Certificates allowed (Associate’s, Bachelor’s, other)</b>	<i>Certificates, Certifications, Bachelor’s and Associate’s (where there is 2 or less semesters required to complete).</i>

<p><b>Procedures for determining case-by-case exceptions for training that may be allowed</b></p>	<p><i>Any case-by-case exceptions are based upon the type of training the client is seeking and expected employment outcomes. If the client can justify needing the training to move up, if they have years of experience in the field and just need certification, if they have a written note from an employer stating the training will help them get hired or promoted, those are all factors we consider. We have also done special approvals for clients seeking training outside of Mecklenburg County and the surrounding area as long as the training they are seeking leads to an occupation in demand. For example, last year, we approved a client seeking training at Davidson Community College because the program was not offered in the Charlotte area.</i></p>
<p><b>Period for which ITAs are issued (semester, school year, short term, etc.)</b></p>	<p><i>Short term and semester</i></p>
<p><b>Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)</b></p>	<p><i>ITAs cover supportive services such as books, tools, drug screens, background checks, driving records, uniforms and appropriate shoes/boots, and physical exams.</i></p>
<p><b>Other</b></p>	

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

<b>Transportation</b>	<b>Childcare</b>	<b>Supplies (include examples)</b>	<b>Emergency (include examples)</b>	<b>Other (include examples)</b>
<i>Public transportation passes (bus passes)</i>	<i>Child care assistance</i>	<i>Special services/supplies for persons with disabilities</i>	<i>Emergency housing/utilities</i>	<i>Employment related clothing and other required items</i>
<i>Taxi/uber when appropriate or car pool/van pool fees</i>		<i>Uniforms, shoes, boots</i>	<i>Car repairs</i>	<i>Training related uniforms or required items (tools, supplies, safety equipment)</i>
<i>NC vehicle registration fee</i>		<i>Job specific/job related supplies</i>	<i>Medical (eye glasses, dentist, etc.)</i>	<i>Records required for employment (birth certificate, background check)</i>
<i>Vehicle inspection fee</i>		<i>Training-related supplies</i>	<i>Car repairs</i>	
<i>NC driver's license</i>				
<i>Parking Fees</i>				
<i>Mileage reimbursement</i>				

## Required Attachment Checklist from Plan Instructions

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

- ☐ Signed copy of Consortium Agreement (*if applicable*)
- ☐ Local Administrative Entity Organizational Chart
- ☐ Local Workforce Development Board List ([form provided](#))
- ☐ Local Workforce Development Board By-laws
- ☐ Local Workforce Development Board By-laws Required Elements Crosswalk ([form provided](#))
- ☐ Local Workforce Development Board Organizational Chart
- ☐ Local Administrative Entity Certification Regarding Debarment \* ([form provided](#))
- ☐ Local Workforce Development Area Signatory Form\* ([form provided](#))
- ☐ Workforce Development Board NCWorks Career Center System ([form provided](#))
- ☐ Local Area Adult and Dislocated Worker Services Providers ([form provided](#))
- ☐ Local Area Eligible Training Provider Policy
- ☐ 14 Youth Program Elements Chart ([form provided](#))
- ☐ Local Workforce Development Board Youth Committee Meeting Schedule (*optional*)
- ☐ Local Workforce Development Board Youth Committee Members (*optional*)
- ☐ Local Workforce Development Board Youth Services Providers ([form provided](#))
- ☐ Local Workforce Development Board Youth Incentive Policy (*optional*)
- ☐ Local Innovations Template/Outline

\* Mail signed and unfolded *originals* to assigned Division Planner at N.C. Division of Workforce Solutions at: 313 Chapanoke Road, Suite 120, 4316 Mail Services Center, Raleigh, NC 27699-4316.

**RESOLUTION APPROVING AMENDED AND RESTATED CHARLOTTE  
REGIONAL WORKFORCE CONSORTIUM AGREEMENT**

**WHEREAS**, in 1985, the City of Charlotte and Mecklenburg County entered into an agreement allowing the City to act as administrative and fiscal agent for the Job Training Partnership Act; and

**WHEREAS**, on August 7, 1998, the Workforce Investment Act (WIA) replaced the Job Training Partnership Act; and

**WHEREAS**, on April 6, 1999, the Board of Commissioners approved the Charlotte-Mecklenburg Workforce Investment Consortium Agreement with the City of Charlotte as a replacement for the December 1985 Charlotte-Mecklenburg Job Training Consortium Agreement and authorized the Chairman to execute the new agreement; and

**WHEREAS**, the goal of the Charlotte-Mecklenburg Workforce Investment Consortium Agreement is to establish a comprehensive service delivery system for various job training and job placement programs thereby eliminating or reducing the possibility of duplicating services between the City of Charlotte and Mecklenburg County; and

**WHEREAS**, the WIA and WIOA require local elected officials to appoint a Workforce Investment Board to govern the local program; and

**WHEREAS**, recent changes to federal workforce law requires the amendment and restatement of the Workforce Consortium Agreement; and

**WHEREAS**, a copy of the Amended and Restated Charlotte Regional Workforce Consortium Agreement is attached; **NOW, therefore be it**

**RESOLVED**, that the Mecklenburg Board of County Commissioners approves the Amended and Restated Charlotte Regional Workforce Consortium Agreement and authorizes the Chairman to execute the new agreement.

Adopted the 20th day of October, 2015

  
Clerk to the Board of Commissioners

Approved as to form:

  
County Attorney



# AMENDED AND RESTATED CHARLOTTE REGIONAL WORKFORCE CONSORTIUM AGREEMENT

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## ARTICLE I. TITLE AND PURPOSE

The contiguous units of local government listed below agree to establish a consortium to act jointly as a local Workforce Development Area under the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128 as enacted July 22, 2014. This consortium shall be known as the Charlotte Regional Workforce Consortium.

## ARTICLE II. MEMBERSHIP

The Consortium shall be composed of the following independent and contiguous units of general purpose local government:

City of Charlotte  
Mecklenburg County

## ARTICLE III. CERTIFICATION AND AUTHORITY

### 1. AUTHORITY UNDER STATE AND LOCAL LAW

The member units of government certify that they possess full legal authority, as provided by state and local law, to enter into this agreement and to fulfill the legal and financial requirements of operating as a local Workforce Development Area under the WIOA for the entire geographic area covered by this agreement.

### 2. SPECIFIC RESOLUTIONS TO ENTER INTO AGREEMENT

A copy of each resolution giving the City and County specific authority to enter into this consortium agreement is attached to this document.

### 3. DESIGNATION OF CHIEF ELECTED OFFICIALS FROM EACH MEMBER UNIT OF GOVERNMENT

The Mayor of the City of Charlotte and the Mecklenburg County Commission Chair shall be designated as the Chief Local Elected Officials (CLEOs) for the Charlotte Regional Workforce Area for purposes of the WIOA and upon whose representation the State, the workforce development board and the other member unit may rely. All actions of the CLEOs authorized or required by the WIOA shall be exercised jointly by them and such persons shall be the signatories of this agreement and shall be authorized to execute such other agreements as are necessary for the WIOA.

### 4. DESIGNATION OF CHIEF ELECTED OFFICIAL FOR LOCAL WORKFORCE DEVELOPMENT AREA

In accordance with N.C.G.S. 160A-463(b), and except as set forth herein, the member units provide that the Mayor of the City of Charlotte shall be authorized to exercise the functions of the local area chief elected official which are required under the Workforce Innovation and Opportunity Act.

# AMENDED AND RESTATED CHARLOTTE REGIONAL WORKFORCE CONSORTIUM AGREEMENT

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## ARTICLE IV. DURATION

This agreement will become effective on July 1, 2015 or the date of the last chief elected official's signature (whichever is the later date) and shall continue in effect until the local Workforce Development Area is re-designated by the Governor of North Carolina or by termination of this Agreement by a member unit of government as provided for in Article XI.

## ARTICLE V. ASSURANCES AND CERTIFICATIONS

The member units will comply with the requirements of the WIOA, and regulations promulgated thereunder, all other applicable federal regulations, the statutes of the State of North Carolina, and, written directives and instructions relevant to local workforce development area operation from the Governor of North Carolina or his/her designee.

## ARTICLE VI. FINANCING

1. It is anticipated that funding necessary to implement this agreement will be derived from federal grant funds received through the State of North Carolina.
2. The units of local government acknowledge that they are jointly and severally accountable for liabilities arising out of activities under the WIOA, and all funds received by the local workforce development area pursuant to WIOA. Liability includes, but is not limited to, responsibility for prompt repayment from non-program funds of any disallowed costs by the administrative entity of the local workforce development area, or any of its sub-recipients or contractors, or the Workforce Development Board.
3. Any entity or joint agency created or designated by this local workforce development area, including the Workforce Development Board, and Administrative Entity, shall be considered a public agency for the purposes of the Local Government Budget and Fiscal Control Act.

## ARTICLE VII. ESTABLISHMENT OF A WORKFORCE DEVELOPMENT BOARD

1. The member units of government agree that the Workforce Development Board has been established in accordance with Section 107 of the Workforce Innovation and Opportunity Act and applicable State of North Carolina laws.
2. Pursuant to Section 107(a) of the WIOA, Charlotte Works is designated to be the Local Workforce Development Board (Local Board) for the local area. Pursuant to Section 107(c)(2) of WIOA, the Local Board will be certified by the Governor every two years. Pursuant to Section 107(b) of the WIOA, the Mayor and the Commission Chair shall jointly appoint members to the Local Board and forward those appointments to the Governor of the State of North Carolina for certification.
3. In accordance with the WIOA, the Mayor and Commission Chair shall each appoint members to the Local Board who meet the composition requirements of Section 107(b)(2) of the WIOA. The actual Local Board appointments by the City and County shall approximate the population ratio of the City and County. Using U.S. Census projections, the current Local Board appointment breakdown shall be as follows:

# AMENDED AND RESTATED CHARLOTTE REGIONAL WORKFORCE CONSORTIUM AGREEMENT

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80% City of Charlotte  
20% Mecklenburg County

4. Members of the Local Board may be removed in accordance with the Local Board's adopted bylaws.
5. The Local Board, CLEO and the Governor shall negotiate local performance accountability measures pursuant to Section 107(d)(9) of the WIOA and any amendment thereto.
6. The Local Board shall conduct program oversight of local youth workforce investment activities, local employment and training activities and the one-stop delivery system in the Local Area, all as authorized and required by the WIOA.
7. The Local Board shall provide oversight of workforce development activities to ensure appropriate use, management and investment of funds to maximize performance outcomes.

## ARTICLE VIII. DESIGNATION OF LOCAL GRANT SUBRECIPIENT AND LOCAL FISCAL AGENT

In accordance with Section 107(d)(12)(B) of the WIOA, the City of Charlotte will be designated as the local fiscal agent. The fiscal agent will disburse all funds for workforce investment activities at the discretion of the Local Board, in accordance with requirements of the WIOA.

## ARTICLE IX. DISTRIBUTION OF FINANCIAL LIABILITY FOR DISALLOWED COSTS

The CLEOs shall be liable for misuse of grant funds allocated to the Local Area, pursuant to Section 107(d)(12)(B)(i)(I) of the WIOA. Designation of a local fiscal agent does not diminish such liability. In the event that any expenditure of funds is disallowed by the U.S. Department of Labor or the State of North Carolina, repayment of such funds shall occur in the following priority:

- a. The Local Board or its designee shall take all reasonable steps, including the institution of suit, to recover such funds from the agency or individual creating the misuse.
- b. The Local Board or its designee shall take all reasonable steps, including the institution of suit, to recover such funds from any applicable insurance carrier or bond issuer.
- c. The CLEOs, with the assistance and cooperation of the Local Board, will seek a waiver of liability pursuant to the WIOA.
- d. The funds may be recouped in one or more future program years, as permitted by law.

**AMENDED AND RESTATED CHARLOTTE REGIONAL  
WORKFORCE CONSORTIUM AGREEMENT**

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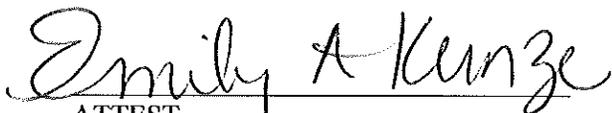
- e. The City and the County will repay such funds in amounts equal to the percentage of board appointments allotted to each CLEO.

**ARTICLE X. AMENDMENTS**

The agreement may be amended at any time upon the consent of all of the parties as evidenced by resolution of the governing bodies of each member government and as approved by the State.

**ARTICLE XI. TERMINATION**

The parties to this agreement may request termination at any time upon six months prior written notice, such termination to be effective when the Governor considers local Workforce Development Area re-designations or at the end of the then current grant administration agreement program year.

  
ATTEST

  
ATTEST

 October 26, 2015  
(Signature) Date

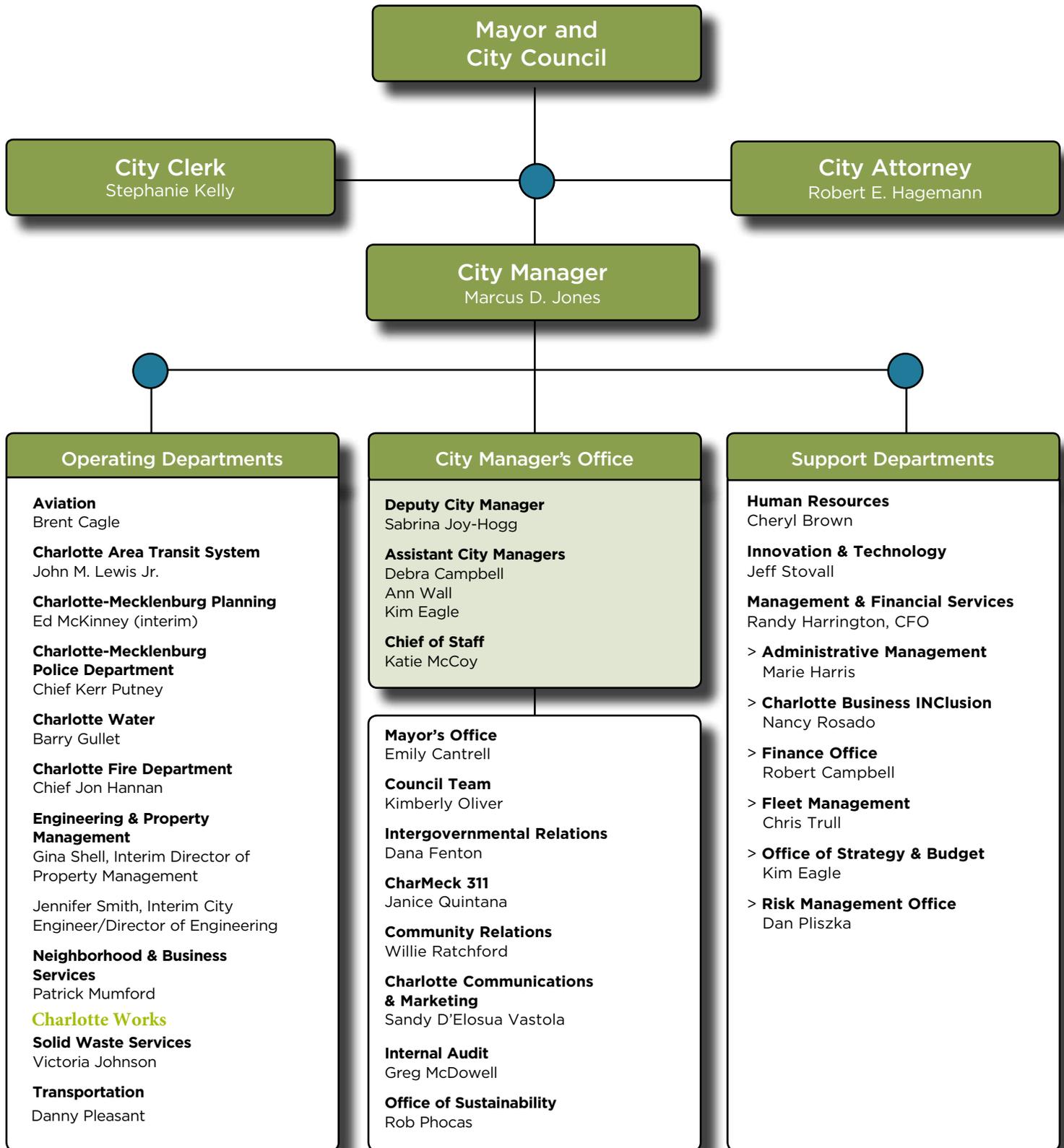
Daniel Clodfelter  
Mayor,  
City of Charlotte

 10-26-2015  
(Signature) Date

Trevor Fuller  
Chairman,  
Mecklenburg County Board of Commissioners



# City Organizational Chart



**Charlotte Works WIOA Board List\***  
**Effective July 1, 2020**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
1.	Business, Chair <i>(Can be one of the required small business seats.)</i>	<b>Chris Payton</b> Senior VP, Global Talent Acquisition <b>(Chairman)</b>	<b>Bank of America</b> 401 North Tryon St Charlotte, NC 28202	980-683-6917 980-428-4787 (m)	<a href="mailto:chris.payton@bankofamerica.com">chris.payton@bankofamerica.com</a>	6/2023
2.	Business	<b>James Bolling</b> Principal Group Engineering Manager	<b>Microsoft Corporation</b> 8050 Microsoft Way Charlotte, NC 28273	980-776-7513 704-607-9893 (m)	<a href="mailto:jbolling@microsoft.com">jbolling@microsoft.com</a>	6/2022
3.	Business	<b>Jerome Festa</b> Managing Director	<b>Wells Fargo Bank</b> 550 S. Tryon St Charlotte, NC 28288	704-715-7963 980-322-4833 (m)	<a href="mailto:jerome.festa@wellsfargo.com">jerome.festa@wellsfargo.com</a>	6/2021
4.	Business	<b>Raki McGregor</b> VP, COO Consumer Strategy & Products	<b>Novant Health</b> 108 Providence Road, 3rd floor Charlotte, NC 28207	704-340-7157 (m)	<a href="mailto:rrmcgregor@novanthealth.org">rrmcgregor@novanthealth.org</a>	6/2022
5.	Business	<b>Zaira Goodman</b> Chief Human Resources Officer	<b>Charlotte Regional Visitors Authority</b> 501 S. College Street Charlotte, NC 28202	704-414-4145 704-607-5734 (m)	<a href="mailto:Zaira.Goodman@crva.com">Zaira.Goodman@crva.com</a>	6/2023
6.	Business	<b>Carol Morris</b> VP Community Leadership and Civic Leadership	<b>Foundation for the Carolinas</b> 220 North Tryon Street Charlotte NC 28202	704-973-4550 704-277-4405 (m)	<a href="mailto:cmorris@fftc.org">cmorris@fftc.org</a>	6/2021
7.	Business	<b>Matt Bradley</b> Specialist Master <b>(Vice Chairman)</b>	<b>Deloitte Consulting, LLP</b> 7614 Tarland Lane Charlotte, NC 28269	704-491-1770 (m)	<a href="mailto:mabradley@deloitte.com">mabradley@deloitte.com</a>	6/2021

**Charlotte Works WIOA Board List\***  
**Effective July 1, 2020**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
8.	Business	<b>Chad Schuchmann</b> Vice President & Managing Director, Americas & EMEA	<b>Daramic, LLC</b> 11430 N. Community House Road, Suite 350 Charlotte, NC 28277	704-430-2745(m)	<a href="mailto:ceschuchmann@gmail.com">ceschuchmann@gmail.com</a>	6/2021
9.	Business	<b>Chris Hage</b> Director, Workforce Planning & Development	<b>Duke Energy</b> 550 South Tryon Street DEC37A Charlotte, NC 28202	704-382-0870 803-628-8475 (m)	<a href="mailto:Chris.Hage@duke-energy.com">Chris.Hage@duke-energy.com</a>	6/2021
10.	Business	<b>Cassandra Triggs-Tucker</b> Audit Director Corporate Internal Audit <b>(Treasurer/Secretary)</b>	<b>Hearst Communications</b> 214 North Tryon Street Charlotte, NC 28202	704-348-8523	<a href="mailto:ctriggs@hearstsc.com">ctriggs@hearstsc.com</a>	6/2022
11.	Business	<b>Matt Newton</b> Attorney	<b>Newton &amp; Arroyo, PLLC</b> 2015 Ayrley Town Blvd #202 Charlotte, NC 28273	704-280-8493	<a href="mailto:Matt.Newton@ci.charlotte.nc.us">Matt.Newton@ci.charlotte.nc.us</a>	6/2022
12.	Business	<b>James Mitchell</b> Senior Business Development Manager	<b>JE Dunn Construction</b> 1616 Camden Road Suite 400 Charlotte, NC 28203	704-336-3430	<a href="mailto:james.mitchell@charlottenc.gov">james.mitchell@charlottenc.gov</a>	6/2023
13.	Small Business	<b>Dan Roselli</b> Owner and Co-Founder <b>(Former Chairman)</b>	<b>Packard Place</b> 222 S. Church Street Charlotte, NC 28202	704-227-0733 704-277-6052 (m)	<a href="mailto:droselli@packardplace.us">droselli@packardplace.us</a>	6/2021

**Charlotte Works WIOA Board List\***  
**Effective July 1, 2020**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
14.	Small Business	<b>Merribeth Butler</b> Executive Director	<b>Disability: IN North Carolina</b> 9815 Sam Furr Road, Suite J-90 Huntersville, NC 28078	980-422-5544 (m)	<a href="mailto:beth@disabilityin.org">beth@disabilityin.org</a>	6/2020
15.	Labor Organization, or where none exists, other representative of employees <i>(Identify representative's affiliation- select one)</i>	<b>Isael Mejia</b> Community Organizer	<b>Ironworkers District Council</b> 1911 Associates Ln., Suite F Charlotte, NC 28217	704-909-1032 (m)	<a href="mailto:IMejia@iwintl.org">IMejia@iwintl.org</a>	6/2021
16.	Labor Organization, or where none exists, other representative of employees <i>(Identify representative's affiliation)</i>	<b>Scott Thrower</b> Assistant Business Manager	<b>Southern Piedmont Central Labor Council</b> 1900 Cross Beam Dr. Charlotte, NC 28217	704-773-3568 (m)	<a href="mailto:strower@ibew379.org">strower@ibew379.org</a>	6/2022
17.	Joint Labor-Management, or union affiliated, registered apprenticeship program. Or where none exists, representative of registered apprenticeship program <i>(Identify representative's affiliation)</i>	<b>Roger Collins</b> Technical Training Specialist and Apprenticeship Coordinator	<b>Siemens</b> 5101 Westinghouse Blvd Charlotte, NC 28273	704 551-5116 704-806-0299 (m)	<a href="mailto:roger.collins@siemens.com">roger.collins@siemens.com</a>	6/2022

**Charlotte Works WIOA Board List\***  
**Effective July 1, 2020**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
18.	Labor <i>or</i> Apprenticeship <i>or</i> <b>Community Based Organization</b> or organizations addressing needs of eligible youth <i>(Identify choice of category represented)</i>	<b>Chris Jackson</b> President/CEO	<b>Goodwill Industries of the Southern Piedmont</b> 5301 Wilkinson Blvd Charlotte, NC 28208	704-332-0264 704-236-6173 (m)	<a href="mailto:Chris.Jackson@goodwillsp.org">Chris.Jackson@goodwillsp.org</a>	6/2022
19.	Labor <i>or</i> Apprenticeship <i>or</i> <b>Community Based Organization</b> or organizations addressing needs of eligible youth <i>(Identify choice of category represented)</i>	<b>Akeshia Craven-Howell</b> Assistant Superintendent for School Options	<b>Charlotte Mecklenburg Schools (CMS)</b> 1430 Alleghany Street Charlotte, NC 28208	980-343-2736 704-616-6496 (m/CMS) 847-219-6860 (m)	<a href="mailto:ae.craven-howell@cms.k12.nc.us">ae.craven-howell@cms.k12.nc.us</a>	6/2020
20.	Labor <i>or</i> Apprenticeship <i>or</i> <b>Community Based Organization</b> or organizations addressing needs of eligible youth <i>(Identify choice of category represented)</i>	<b>Anthony Trotman</b> Assistant County Manager	<b>Mecklenburg County Health &amp; Human Services</b> 600 E. 4 <sup>th</sup> Street, 11 <sup>th</sup> Floor Charlotte, NC 28202	980-314-2911 704 572-3490 (m)	<a href="mailto:Anthony.Trotman@mecklenburgcountync.gov">Anthony.Trotman@mecklenburgcountync.gov</a>	6/2021
21.	Labor <i>or</i> Apprenticeship <i>or</i> <b>Community Based Organization</b> or organizations addressing	<b>A. Fulton Meachem</b> President & CEO	<b>INLIVIAN</b> 400 East Blvd. Charlotte, NC 28203	704-336-5221	<a href="mailto:fmeachem@cha-nc.org">fmeachem@cha-nc.org</a>	6/2020

**Charlotte Works WIOA Board List\***  
**Effective July 1, 2020**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
	needs of eligible youth <i>(Identify choice of category represented)</i>					
22.	Adult Education and Literacy eligible under WIOA Title II	<b>Karen Pauly</b> Dean, College & Career Readiness	<b>Central Piedmont Community College</b> Central Campus, D3 PO Box 35009 Charlotte, NC 28235	704-330-6976 828-989-4662 (m)	<a href="mailto:karen.pauly@cpcc.edu">karen.pauly@cpcc.edu</a> <u>u</u>	6/2022
23.	Higher Education	<b>Clay Andrews</b> Assistant Director for Corporate Partnership	<b>University of North Carolina at Charlotte</b> 9201 University City Blvd, Grigg 254 Charlotte, NC 28223-0001	704-687-8234 704-737-6542 (m)	<a href="mailto:wandrew4@uncc.edu">wandrew4@uncc.edu</a> <u>u</u>	6/2022
24.	Vocational Rehabilitation Program	Vocational Rehabilitation Program	<b>VACANT*</b> *Position to be filled when Charlotte Unit Chief position filled by Voc. Rehab.	<b>Division of Vocational Rehabilitation, Charlotte Unit North Carolina Department of Health and Human Services</b>		

**[Local Area Name] WIOA Board List**

	<b>Category</b>	<b>Name and Business Title</b>	<b>Name and Business Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
25.	Economic Development	<b>Keva Walton</b> Chief Growth Officer Economic & Talent Development	<b>Charlotte Regional Business Alliance</b> 330 S. Tryon Street Charlotte, NC 28202	704-378-1319 704-236-3112 (m)	<a href="mailto:kw Walton@charlottechamber.com">kw Walton@charlottechamber.com</a>	6/2020
26.	Wagner-Peyser Act	<b>Veronica C. Grantham</b> Regional Operations Director, Southwest Prosperity Zone	<b>North Carolina Department of Commerce</b> 1391 Bessemer City Road Gastonia, NC 28052	828-755-8219 (m)	<a href="mailto:veronica.grantham@nccommerce.com">veronica.grantham@nccommerce.com</a>	6/2020

**\*Notes:**

- Use the form provided and identify categories as indicated on the form. Do not change required category names, but clearly indicate the category.

- In obtaining nominations and making appointments, follow Workforce Innovation and Opportunity Act Section 107(b)(2) and US Department of Labor Training and Employment Guidance Letter (TEGL) 27-14.

- If Local Workforce Development Board Area has more than 19 total members: 1) add lines to chart and complete all columns for additional members; 2) ensure required percentages are still met.

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

**If not in compliance with WIOA Section 107(b)(2)(A), note missing requirements here such as missing Business sector majority, two small businesses, two or more labor organizations, et cetera.**

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## Local Workforce Development Boards Membership Requirements

Representative of Business	Who May Satisfy the Requirements
<p>(WIOA Section 107(b)(2)(A))</p>	<p><b>The majority</b> of the members of the Local Board must be representatives of business in the local area. At a minimum, <b>two members must represent small business</b> as defined by the U.S. Small Business Administration. Business representatives serving on Local Boards may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> <li>☐ be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority;</li> <li>☐ 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</li> <li>☐ are appointed from among individuals nominated by local business organizations and business trade associations.</li> </ul>
<p><b>Representative of Workforce</b> (WIOA Section 107(b)(2)(B))</p>	<p><b>Not less than 20 percent</b> of the members of the Local Board <b>must</b> be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> <li>☐ <b>must include two or more representatives of labor organizations</b>, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; <i>[In North Carolina, such examples include the North Carolina Association of Educators (NCAE) or the State Employees Association of North Carolina (SEANC)].</i></li> <li>☐ <b>must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship</b> 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, and <b>may include:</b></li> </ul> <p>In addition to the representatives enumerated above, the Board <b>may</b> include the following to contribute to the 20 percent requirement:</p> <ul style="list-style-type: none"> <li>☐ one or more representative of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment,</li> </ul>

	<p>including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and</p> <ul style="list-style-type: none"> <li>☐ 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.</li> </ul>
<p><b>Representatives of Education and Training</b>  (WIOA Section 107(b) (2)(C))</p>	<p>The balance of Local Board membership <b>must include:</b></p> <ul style="list-style-type: none"> <li>☐ <b>At least one</b> eligible provider administering <b>adult education and literacy</b> activities under WIOA Title II;</li> <li>☐ <b>At least one</b> representative from an <b>institution of higher education</b> providing workforce investments activities, including community colleges; and</li> <li>☐ <b>At least one representative</b> from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> <li>☐ <b>Economic and community development</b> entities;</li> <li>☐ The state <b>Employment Service Office</b> under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and</li> <li>☐ The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title.</li> </ul> </li> </ul> <p>In addition to the representatives enumerated above, the CLEO <b>may</b> appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> <li>☐ 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;</li> <li>☐ Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;</li> <li>☐ Philanthropic organizations serving the local area; and</li> <li>☐ Other appropriate individuals as determined by the Chief Elected Official.</li> </ul>

**Source: USDOL Training and Employment Guidance Letter (TEGL) 27-14.**

## **Templates for Local Innovations**

Attach a brief template/outline to demonstrate how it could be replicated.

Templates may include costs, staffing needs, outreach materials, goals, tools, and contact information in the outlines.



BYLAWS

BOARD APPROVED 6/21/2019

## **ARTICLE I – NAME AND PURPOSE**

**Section 1.** Name: The name of the corporation shall be Charlotte Works.

**Section 2.** Purpose: The purpose for which Charlotte Works is organized is to perform all functions of a Workforce Development Board 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.

**Section 3.** Service Area: The Charlotte Works’ service area shall encompass the City of Charlotte and Mecklenburg County (hereinafter “Service Area”).

**Section 4.** Non-Profit: Charlotte Works shall observe all local, state, and federal laws which apply to a non-profit organization as defined in Section 501 (c)(3) of the Internal Revenue Code.

## **ARTICLE II – BOARD OF DIRECTORS**

**Section 1.** General Powers and Responsibilities. The affairs of Charlotte Works shall be managed by the Board of Directors (“the Board”) in accordance with the provisions of the applicable law, the Articles of Incorporation and these bylaws.

- A. Plan and oversee the delivery of all workforce development programs specified as responsibilities of Charlotte Works, a workforce development board, under the Federal Workforce Innovation and Opportunity Act (WIOA) of 2014 and of North Carolina’s NCWorks Career Center system;
- B. Advise local elected officials, employers, local education agencies, community colleges, State and local employment and training agencies and citizens about policy, programs and other information relative to their services area workforce;
- C. Serve as a point of contact for business, industry, and the public sector to communicate their workforce needs;
- D. Develop a local plan in coordination with appropriate community partners that addresses the workforce development needs of their service area, which is responsive to the goals, objectives, and performance standards established by the Governor;
- E. Develop industry or sector analyses in order to set training priorities in the Charlotte/Mecklenburg local area;
- F. Oversee NCWorks Career Centers, monitor activities, and evaluate the performance of the career centers, programs and activities; and
- G. Deliver other identified services and resources for jobseekers and employers
- H. Develop linkages with regional and local economic development efforts and activities in the Charlotte/Mecklenburg local area (including the Charlotte Regional Business Alliance) and promote cooperation and coordination among public organizations, community organizations, education agencies and private businesses.
- I. The Board is responsible for the employment and termination of the President. The President shall be the Chief Executive Officer of the Charlotte Works. The President shall have active direction and management of the business and affairs of the Charlotte Works and shall perform such duties as may be assigned from time to time by the Board. The President or such other persons as may be designated by the Board shall countersign all checks, drafts, or orders for

payment of money, notes, or other evidences of indebtedness issued in the name of the Charlotte Works. The President shall be responsible to the Board of Directors and shall report to them at regular intervals.

**Section 2. Number, Appointment, Terms and Removal:**

- A. The number of Board Members of Charlotte Works shall not be less than nineteen, or more than twenty-seven.
- B. The Mayor of Charlotte and Mecklenburg County Commissioner Chair will appoint the board, as described in the Consortium Agreement. The Mayor of Charlotte and Mecklenburg County Commissioner Chair will be notified within 30 days of a vacancy on the Board.
- C. The Board may appoint ex-officio members to the Board of Directors. Ex-officio members do not have a vote.
- D. Terms.
  - a. Each Board Member shall serve for a term of three (3) years, unless sooner terminated or resigned in accordance with the provisions set forth herein. The terms of Board Members shall be staggered so that one third of the members' terms expires each year.
    - i. The Chair, Vice-Chair and immediate Past Chair are exempt from these term limits while serving as officers of Charlotte Works.
  - b. Terms shall begin July 1st of the appropriate year.
  - c. Terms shall be staggered so that at any given time 2/3 of the members are experienced in Charlotte Works' functions. A vacancy shall be filled by the procedure prescribed for all other appointments and shall be for the remainder of a term.
  - d. Board Members may serve two (2) consecutive three (3) year teams, with the following exceptions
    - i. Seats occupied by WIOA Title II, Title III and Title IV representatives are not subject to term limits
    - ii. The Board Chair, Vice Chair and immediate past Chair may continue to serve in their leadership roles beyond their official term. They shall follow the terms indicated for board leadership in Section 5.
- E. Removal of Board Members. Except as otherwise provided herein, a Board Member may be removed for cause by a majority vote of the remaining Board Members present. For purposes of this Section, the phrase "for cause" shall include, but be not limited to: gross misconduct; lack of commitment to, or service of, the basic objectives of the Charlotte Works; or three (3) unexcused absences from regular scheduled meetings within the preceding twelve calendar months. Notice that a removal vote may be taken for cause must be included on the agenda of said meeting. The Chairman shall send a precautionary letter to the said Board Member upon two (2) unexcused absences within the preceding twelve calendar months prior to the next meeting.
- F. Resignation. A Board Member may resign at any time by communicating such a resignation to the Board Chair. The resignation is effective when communicated unless the notice specifies a later effective date or subsequent event upon which it becomes effective.
- G. President. The President shall be an ex-officio member, without vote, of the Board of Directors and all committees.
- H. Compensation. No Board Member shall receive compensation for any service he/she may render to Charlotte Works. However, any Board Member may be reimbursed for any actual expenses incurred in the performance of their duties hereunder.

**Section 3.**     Conflict of Interest. No Board Member, Officer, employee or agent of Charlotte Works shall:

- A. Cast a vote on the provision of service under the job training plan by that member, by any member of his or her family, or by any organization of which that member or any member of his or her family is an officer, owner, or employee, or
- B. Vote on any matter which would provide direct or indirect financial benefit to that member, or
- C. Participate in the award or administration of any grant or contract that is funded through the job training plan, where he or she knows that any of the following has a financial interest in the person or organization that will receive or has received the grant or contract: (a) the officer, employee, or agent; (b) any family member of the officer, employee, or agent; (c) any partner of the officer, employee, or agent or (d) any person or organization that employs, or is about to employ, any person described in (a), (b), or (c).
- D. Where there is a conflict of interest on the part of a Board Member, such Board Member shall disclose the material facts as to his or her interest or benefit from the proposed board action, and, in the event the measure required approval by the Board, the proposed board action may then be approved upon the affirmative vote of a majority of the disinterested directors, even though the disinterested Board Members be less than a quorum. Such interested Board Members may be counted in determining the presence of a quorum at the meeting at which issue is considered.
- E. For purposes of this conflict of interest provision, no “direct financial benefit” arises from employment by an organization that a Board Member represents, from time-to-time of persons participating in a Charlotte Works program that is administered by a contractor that is controlled by or related to the Board Member or the organization that he or she represents.
- F. No Board Member, Officer, employee or agent of Charlotte Works shall: (1) solicit or accept gratuities, favors, or anything of monetary value from contractors or suppliers or potential contractors or suppliers, or (2) solicit, accept or agree to accept any benefits for exercising authority and performing their duties.
- G. For purposes of this section, immediate family is defined as: spouse, child, parent, sibling and the spouse or child of any of the foregoing (including “step” relationships).
- H. Violate the specific terms of the current Conflict of Interest Policy.

**Section 4.**     Board Composition: The membership shall be composed as follows:

- A. Business Representatives: At least 51% of Board 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.
- B. Organized Labor and Community Based Organizations: Not less than 20% of Board Members shall be representatives of the workforce within the local area, who
  - a. Shall include representatives of labor organizations, who have been nominated by local labor federations, or other representatives of employees
  - b. 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 a representative of an apprenticeship program in the area.
  - c. 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
      - d. 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;
- C. Educational and Training Activities: The Board shall include representatives of entities administering education and training activities in the local area, who
  - a. Shall include a representative of eligible providers administering adult education and literacy activities under title II] of the WIOA;
  - b. Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
  - c. 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;
- D. The Board shall include representatives of governmental and economic and community development entities serving the local area, who
  - a. Shall include a representative of economic and community development entities;
  - b. Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act serving the local area;
  - c. Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973, serving the local area;
  - d. May include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
  - e. May include representatives of philanthropic organizations serving the local area;
- E. May include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
- F. The composition of the Charlotte Works Board of Directors shall conform to the requirements of WIOA regulations.

**Section 5. Board Leadership.** The Board of Directors shall elect annually a Chair, Vice-Chair, and Treasurer of Charlotte Works. The Chair and Vice-Chair shall each serve no more than 2 consecutive 1-year terms. Due to the specialized knowledge required for the Treasurer position, limits on the number of terms in this leadership role will not be enforced. The elections shall occur during the final board meeting of every other Program Year.

- A. The Chairperson shall serve as the chief elected officer and shall preside at all meetings of the Board of Directors and of the Executive Committee. The Chairman shall, with the advice and counsel of the Executive Committee and the President/CEO determine all committees and appoint the Chairperson and members of all committees. The Chairperson shall be an ex-officio member of all committees. The Chairperson shall exercise all authority and execute all instruments authorized or directed by the Board of Directors and shall perform all customary duties of the office of the Chairperson of the Board and such other duties as prescribed by the Board of Directors from time to time.
- B. The Vice-Chairperson shall succeed to the office of Chairperson of the Board in the case of resignation or incapacity. In the absence of the Chairperson, the Vice-Chairperson shall assume his/her duties, powers and restrictions. The Vice-Chairperson shall be an ex-officio member of

all committees. The Vice-Chairperson shall exercise all authority and execute all instruments authorized or directed by the Board of Directors and shall perform all customary duties of the office of the Chairperson of the Board and such other duties as prescribed by the Board of Directors from time to time.

- C. The Treasurer shall be responsible for the safeguarding of all funds received by the Board and for their proper disbursement. Such funds shall be kept on deposit in financial institutions, or invested in a manner approved by the Board of Directors. The treasurer shall monitor the financial activity of the Charlotte Works and report to the Board of Directors. All accounts shall be audited annually by a Certified Public Accountant approved by the Treasurer. Checks may be signed by the Treasurer, Chairperson and Charlotte Works Leadership Staff as described in the Financial Policy and Procedures Manual. All accounts shall be audited annually by a Certified Public Accountant approved by the Treasurer.
- D. The immediate past Chair will continue to serve on the Executive Committee in an advisory role for one year.
- E. A Nomination Chair shall be appointed annually by the Board Chair. His/her responsibilities will include vetting of potential Board Members as well as managing the election of Board Officers.
- F. The Election of new Board Member Officers shall take place at the final board meeting of every program year.

#### **ARTICLE IV – MEETINGS OF BOARD MEMBERS**

**Section 1.**       Regular Meetings. The Board shall meet a minimum of four (4) times per year.

**Section 2.**       Special Meetings. Special meetings of the Board of Directors may be called at any time by the Chairperson of the Board or any two (2) Board Members. Notice of all regular meetings of the Board shall be given in a timely manner. Special meetings shall require at least 48 hours advance notice, unless deemed an emergency by the Chairperson or Directors calling for a said special meeting.

**Section 3.**       Parliamentary Procedures. The rules contained in the current edition of *Robert’s Rules of Order Newly Revised* shall govern Charlotte Works in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order Charlotte Works may adopt.

**Section 4.**       Quorum. A majority (at least 51%) of Board Members in office immediately before a meeting begins shall constitute a quorum for the transaction of business at a meeting of the Board of Directors.

**Section 5.**       Meeting by Conference Telephone or Video. Any one or more Board Members or members of a committee may participate in a meeting of the Board or committee by means of a conference telephone or video conference. Such participation in a meeting shall be deemed presence in person at such a meeting.

**Section 6.**       Voting. Each member of the Board, excluding ex-officio members, shall be entitled to one vote, and any act of a majority of the members present and voting at a board meeting shall constitute an act of the Board of Directors. Proxy voting is prohibited at regular meetings of the Board or its committees. However, votes by telephone or video are acceptable.

- A. A non-scheduled special meeting may only be called only by agreement between Chair, Vice Chair and Treasurer. Examples of a special meeting could be, but is not limited to, the discussion and approval of budget or contracts. For special meetings ONLY, proxy voting is allowable. All proxy votes are to be sent to and acted upon by the board chair.

**Section 7.** Public Notice of Meetings. All meetings of the Board at which business will be conducted shall be held in public. Closed door sessions may be called in accordance with NC GS 143-318.11. Participation in the meetings by any individual, except for Board Members, shall be at the discretion of the Chair. Any member of the public desiring to so participate shall notify the Chair before the meeting of the subject he/she wishes to address and shall be limited to a five (5) minute presentation, unless granted leave by the Chairperson to extend it.

**Section 8.** Accessibility. All meetings will be held in buildings that are ADA compliant. Other accommodations can be made upon advance request.

## **ARTICLE V – COMMITTEES**

**Section 1.** Executive Committee. The Executive Committee shall be comprised of the Board Chair, Vice-Chair, Treasurer, immediate past Chair and others as appointed by the seated Executive Committee or the Board of Directors. The Executive Committee shall have and may exercise the authority of the Board in the management of the business and affairs of Charlotte Works during intervals between meetings. The Executive Committee shall keep minutes of its proceedings and shall report to the Board of Directors on action taken. Minutes of meetings of the Executive Committee shall be prepared and kept with the records of the Charlotte Works. The Executive Committee shall provide overall direction and assign responsibilities to other committees and provide oversight of the President/CEO including: annual performance review, compensation adjustment and make recommendations on disciplinary action to the full board.

**Section 2.** Audit Committee. The primary function of the Board Audit Committee is to assist the Board of Directors in fulfilling its oversight responsibilities for the financial reporting processes; the system of internal controls and risk assessment; Charlotte Works’ compliance with legal and regulatory requirements; the qualifications, independence, and performance of the external auditors. The Committee is a technical rather than a representative committee. Its members are appointed on the basis of their independence from Charlotte Works, expertise and interest in accounting, law, or business administration. The Committee will be comprised of at least one “Financial Expert”. The Committee members should be free from conflicts of interest and should not receive any compensation for their service.

**Section 3.** Workforce Providers Council.

The Council provides leadership for workforce development sector organizations in Charlotte-Mecklenburg to achieve and maintain an effective, integrated and unified workforce development service system designed to increase economic mobility for individuals with barriers to employment while meeting the workforce development needs of area employers. The Council actively supports the work of the Charlotte Works Board, its staff, and contracting organizations by providing regular advice, council and recommendations to advance economic mobility for individuals with employment barriers. The specific duties, membership and leadership of the Council is delineated in the Council’s Charter. The authority to adopt and make changes to the Charter, rests with the Board of Directors. The Council has the right and

responsibility to regularly review the Charter and to make recommendations to the Board as needed.

**Section 4.** Committees. The Board may establish additional committees as necessary to carry out the official business of the board.

**Section 5.** Committee Composition. Except for the Executive Committee and the Workforce Providers Council, the Board Chair shall appoint the members of all other standing and ad-hoc committees. In addition, the Board Chair may appoint non-Board members to serve as full voting members of any committee where the chair has sole appointment powers. However, such non-Board committee appointments shall be subject to the “Conflict of Interest” provisions as stated in Article II, Section 3 herein.

**Section 6.** Committee Authority. No committees of the Board (including the Executive Committee) shall be authorized to take the following actions unless specifically authorized by board resolution:

- A. Authorize distributions to or for the benefit of Board Members or officers;
- B. Approve dissolution, merger or the sale, pledge, or transfer of all or substantially all of Charlotte Works’ assets.
- C. Elect, appoint or remove Board Members, or fill vacancies on the Board of Directors or on any of its committees, or
- D. Adopt, amend, or repeal the Articles of Incorporation or bylaws
- E. Approve the annual operating budget
- F. Buy, Sell or lease real property

## **ARTICLE VI - INDEMNIFICATION**

**Section 1.** General Policy. It shall be the policy of the Charlotte Works to indemnify to the maximum extent permitted by Chapter 55A of the General Statutes of North Carolina any one or more Board Members, officers, employees, or agents and former Board Members, officers, employees, or agents of the Charlotte Works, and persons who serve or have served at the request of Charlotte Works as Board Members, officers, partners, trustees, employees or agents of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, against judgments, penalties, settlements and other liabilities incurred by them in connection with any pending threatened or completed action, suit or proceeding, whether civil, criminal, investigative or administrative (a “proceeding”) and against reasonable costs and expenses (including attorneys’ fees) in connection with any proceeding, where such liabilities and litigation expenses were incurred incident to the good faith performance of their duties.

**Section 2.** Use of Corporate Funds. Charlotte Works may advance expenses in connection with any proceeding to any such person in accordance with applicable law. The use of funds of Charlotte Works for indemnification or for purchase and maintenance of insurance for the benefit of the persons designated in Section 1 of this Article shall be deemed a proper expense of Charlotte Works.

## **ARTICLE VII - GENERAL PROVISIONS**

**Section 1.** Seal. The seal of the Charlotte Works shall bear the name of the Charlotte Works and the letters “N.C.”

**Section 2.** Waiver of Notice. A Board Member or other person entitled to receive a notice required to be given under the provisions of these bylaws, the Articles of Incorporation or by applicable law, may waive such notice by signing a written waiver, whether before or after the date and time stated in the notice. The waiver shall be filed with the minutes or corporate records. A Board Members' attendance at or participation in a meeting waives any required notice to that Board Member of the meeting unless the Board Member at the beginning of the meeting (or promptly upon arrival) objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

**Section 3.** Checks. All checks, drafts or orders for the payment of money shall be signed by the officer or officers or other individuals that the Board of Directors may from time to time designate.

**Section 4.** Loans. No loans shall be contracted on behalf of the Charlotte Works and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

**Section 5.** Fiscal Year. The fiscal year of the Charlotte Works shall be the period ending June 30 of each year.

**Section 6.** Amendments. These bylaws may be amended or repealed and new bylaws may be adopted by majority vote of the Board of Directors at any meeting of the Board; provided, that notice of the meeting is given as described in Article IV, Section 2.

THIS IS TO CERTIFY that the above bylaws of Charlotte Works were duly adopted by the Board of Directors effective as of TBD.

### **NC Local Workforce Development Board By-Laws Required Elements**

At a minimum the local Workforce Development Board By-laws must include the following items for Division of Workforce Solutions approval.

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

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

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

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

8. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
10. The Board's policy assuring attendance and participation of its members.
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
12. Any standing committees the Board has established shall be included in the by-laws.
13. The Board's conflict of interest policy, which may not be any less stringent than the requirements of the Division's Policy, shall be referenced in the by-laws.
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.

16. The Board will meet no less than four times per program year.

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

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

## **NAME HERE Workforce Development Board By-Laws**

### **Article 1** **Name and Purpose**

#### **Section 1. Name**

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

#### **Section 2. Purpose and Responsibilities**

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

The Board service area shall encompass the counties of COUNTY NAME(S) HERE.

The Board responsibilities shall include:

1. Develop and submit local plan annually to the Governor, a comprehensive 4-year local plan, in partnership with the Chief 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 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 Board consistent with the local plan and the duties of the local Board and subject to the approval of the Chief Elected Official;
13. Annually review the physical and programmatic accessibility provisions of all one-stop centers, as well as locations for contractors and service providers, in the local area, in accordance with the Americans with Disabilities Act of 1990.

## **Article 2**

### **Board Members**

#### **Section 1. Appointment**

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

The number of business sector nominees shall be at least 51 percent of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a member of the nominating organization. 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 percent of the Members shall be representatives of the workforce within the local area, who:

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

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

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

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

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

(v) may include representatives of philanthropic organizations serving the local area;  
and

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

### Section 3. Tenure

All appointments will be for a two-year term to expire on June 30 of each respective term. No member shall serve more than three (3) consecutive terms (6 years) or a total of five (5) terms (10 years) in any one appointed position. An individual whose initial appointment is to fill an unexpired term or an initial staggered term of less than two years, shall be eligible to serve the number of full-length terms other members are eligible to serve, unless, prior to the time for reappointment that individual has already served six consecutive years. Members may be reappointed at the discretion of the Chief 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 Workforce Development Board 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 Elected Official, a member may be removed for cause from the Board. Cause would be for such actions as malfeasance, misconduct, or any action which would be deemed not in the best interest of the Board; or three (3) unexcused absences from regular scheduled meetings within the preceding twelve calendar months. Notice that a removal vote that may be taken for cause must be included on the agenda of said meeting. The Chair shall send a precautionary letter to the said Board member upon two (2) unexcused absences within the preceding twelve calendar months prior to the next meeting.

### Section 5. Resignation

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

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

#### Section 6. Proxy Representation and Voting

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

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

#### Section 7. Conflict of Interest and Voting

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

- i. The individual,
- ii. any member of the individual's immediate family,
- iii. the individual's partner, or

- iv. an organization which employs, or is about to employ any of the above, has a financial interest in the firm or organization selected for the award.

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

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

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

## **Article 4**

### **Organization**

#### Section 1. Officers

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

#### Section 2. Election of Officers

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

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

#### Section 3. Chair

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

#### Section 4. Vice-Chair

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

#### Section 5. Secretary

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

#### Section 6. Executive Committee

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

#### Section 7. Vacancy

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

### **Article 5** **Committees**

#### Section 1.

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

#### Section 2.

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

### Section 3.

The local Workforce Development Board may establish standing committees to provide information and assist the Board in carrying out its responsibilities (20 CFR 679.360).

**Article 6  
Amendments**

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

**Article 7  
Severability**

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

*Signed:*

\_\_\_\_\_  
*Board Director Printed Name and Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Chief Elected Official Printed Name and Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Board Chair Printed Name and Signature*

\_\_\_\_\_  
*Date*

### **Guidance Regarding Meetings and Conferencing via Electronic Means**

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

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

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

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

active. Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.

- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.
- H. The procedures outlined above shall also apply to each Board and its Committee members.

*Elements – Crosswalk*

<b>NOTE: Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).</b>	<b>The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-Laws.</b>
1. The nomination process used by the CEO(s) to elect the local Board chair and members.	Article II, Section 2 (members) Article II, Section 4 (Board Chair)
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year.	Article II, Section 2
3. The process to notify the CEO(s) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.	Article II, Section 2
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).	Article IV, Section 6
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)).	Article IV, Section 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.	Article II, Section 1
7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the CEO(s); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.	Article II, Section 4

***Workforce Development Board By-Laws Required Elements – Crosswalk***

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

## **Appendices**

By-Laws Required Elements [A](#)

By-Laws Guidance [B](#)

Guidance Regarding Meetings and Conferencing via Electronic Means [C](#)

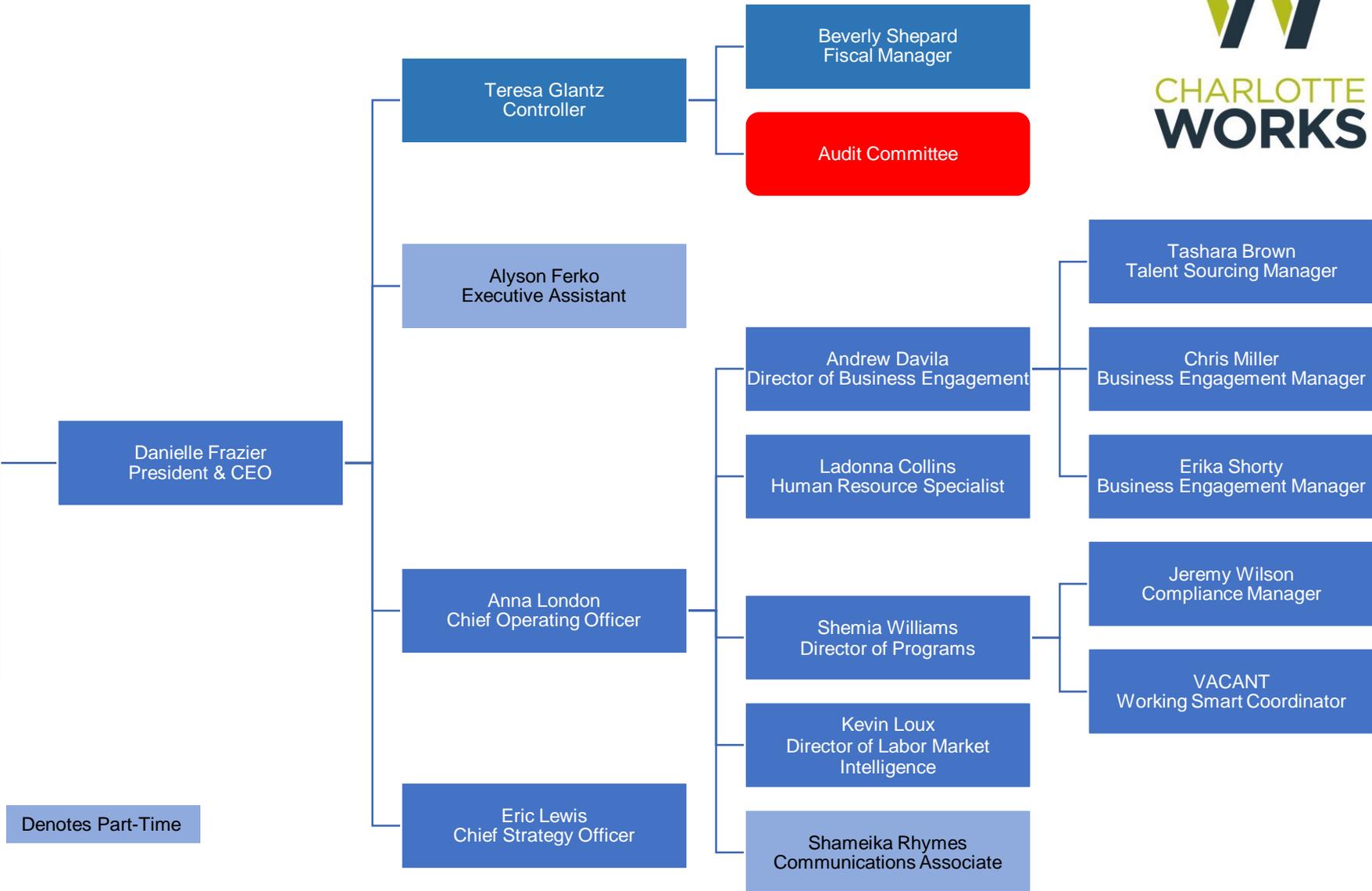
Local Workforce Development Board Membership Requirements [D](#)

Templates for Local Innovations [E](#)



**CHARLOTTE  
WORKS**

**Board of Directors**



Denotes Part-Time

## **Certification Regarding Debarment, Suspension, and Other Responsibility Matters**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participant's Responsibilities.

**(Before completing this certification, read the instructions on the following page which are an integral part of the certification.)**

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

---

Printed Name and Title of Authorized Administrative Entity Signatory Official

---

Signature

Date

## Instructions for Certification

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out above.
2. The inability of a person to provide the certification required above will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out above. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible or voluntarily excluded from participation in this covered transaction.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction," provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, ineligible or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from

participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

## Charlotte Works NCWorks Career Center System

(Effective July 1, 2020)

A. One-Stop Location(s) (Address, Phone number and Hours)	*B. Tier 1 or Tier 2 Specialized or Affiliate	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Functional Manager ( <i>manages the day-to- day operations</i> )	G. Provider(s) and Type of On-site Youth Services	H. Additional Partners
NCWorks Career Center 8601 McAlpine Park Suite 130 Charlotte, NC 28211 Monday-Thursday 8 a.m. – 4:30 p.m.  Friday 8 a.m. – 2 p.m.	Tier 1	Central Piedmont Community College  DSS (part-time)	Rescare Workforce Services	Rescare Workforce Services  Competitive Procurement	Stephanie Lattimore, NCWorks Career Center Manager	Rescare Workforce Services NextGen Out of School Youth	
NCWorks Career Center Monday-Thursday 8 a.m. – 4:30 p.m. 7140 Forest Point Blvd Suite A, Charlotte, NC 28217 Friday 8 a.m. – 2 p.m.	Tier 1	Vocational Rehabilitation	Rescare Workforce Services	Rescare Workforce Services  Competitive Procurement	Stephanie Lattimore, NCWorks Career Center Manager	Rescare Workforce Services NextGen Out of School Youth	

\*Type of Center Designation:  
-Tier 1

\*\*Method of Selection:  
see pages 69-70 of Charlotte Works 4-year  
plan for selection process details

NCWorks Career Center Services Flowchart 2020



## **NC Works Career Center Memorandum of Understanding**

Charlotte Works, with the agreement of the Chief Elected Officials, shall develop and enter into this Memorandum of Understanding between Charlotte Works and the One-Stop Partners under the Workforce Innovation and Opportunity Act (WIOA) P.L. 113-128, concerning the operation of the One-Stop delivery system.

### **I. Required Partners WIOA 121 (b)(1)(B)**

- 1. Title I Adult, Dislocated Workers, Youth, Job Corps, Youth build, National Farmworkers Jobs Program (NFJP) and Native American Programs**
- 2. Programs authorized under the Wagner-Peyser Act**
- 3. Adult education and literacy activities authorized under title II;**
- 4. Programs authorized under title I of the Rehabilitation Act of 1973**
- 5. Activities authorized under title V of the Older Americans Act of 1965**
- 6. Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006**
- 7. Activities authorized under chapter 2 of title II of the Trade Act of 1974**
- 8. Activities authorized under chapter 41 of title 38, United States Code: Job Counseling, Training, and Placement Service for Veterans**
- 9. Employment and training activities carried out under the Community Services Block Grant Act**
- 10. Employment and training activities carried out by the Department of Housing and Urban Development;**
- 11. Programs authorized under State unemployment compensation laws**
- 12. Programs authorized under section 212 of the Second Chance Act of 2007; and**
- 13. Programs authorized under part A of title IV of the Social Security Act: Temporary Assistance For Needy Families**

### **II. Additional Partners**

The local Workforce Development Board may have specialized centers to address special needs, such as the needs of dislocated workers, youth, or key industry sectors or clusters. With the approval of Charlotte Works and Chief Elected Officials, the following entities may be additional One-stop partners. *[Please specify any additional partners/programs or delete this section.]*

- 1. Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under section 1148 of the Social Security Act**
- 2. Employment and training programs carried out by the Small Business Administration**
- 3. Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008**
- 4. Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008**
- 5. Programs carried out under Section 112 of the Rehabilitation Act of 1973**
- 6. Programs authorized under the National and Community Service Act of 1990**
- 7. Other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.**

### **III. Roles and Responsibilities WIOA Section 121 (b)(1)(A)**

Each required partners of the One-Stop Delivery System shall:

- a.) Provide access through the one-stop delivery system, including making the career services (eligibility determination, outreach, initial assessment, labor exchange service, job search, recruitment, referrals, job listings, training provider information, local area performance, supportive service information, financial aid assistance, career planning, financial literacy, and more) that are applicable to the program or activities available at the one-stop centers.
- b.) Use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop centers.
- c.) Enter into a local Memorandum of Understanding (shown by signature on this document) with the local board, relating to the operation of the One-stop system.
- d.) Participate in the operation of the One-stop system consistent with the terms of this Memorandum of Understanding, the requirements of this title, and the requirements of the Federal laws authorizing the program or activities.
- e.) Use a common one-stop delivery system identifier (in North Carolina this is NCWorks).
- f.) Identify strategies to meet the needs of individuals with barriers to employment.
- g.) [Additional items here; Example: shared service cost for Center greeter].

### **IV. Costs of Services (WIOA Regulations 678.700, USDOL December 27, 2016: Infrastructure Funding Guidance)**

This section must contain effective time period, infrastructure and shared services budget, identify all one-stop partners/CEO/local Boards participating, and describe the periodic review and reconciliation process to ensure equitable benefit among partners. The infrastructure funding agreement (IFA) may have a different effective time period from the duration of the MOU. Also, the infrastructure funding agreement must include binding signatories if submitted as a separate document.

- a.) Identification of the infrastructure costs budget, which is a component of the overall one-stop operating budget.
- b.) If different from Section I above, identify of all one-stop partners, chief elected officials (CEOs), and the Local WDB participating in the infrastructure funding agreement.
- c.) Describe how the periodic modification and review process to ensure equitable benefit among one-stop partners will be conducted. Include a timetable.
- d.) Provide the process used to reach consensus among all partners when developing the infrastructure funding agreement. (Or, if applicable, provide assurance that the local area followed the State Funding Mechanism process.)
- e.) Describe the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

### **V. Funding definitions**

#### **a.) Cash and In-Kind for Ongoing One-Stop Delivery System Operators**

Non-cash contributions must be valued consistent with 2 CFR 200.306 and reconciled regularly (i.e., monthly or quarterly). Third-party in-kind contributions are contributions

of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations. The value of third-party in-kind contributions must also be consistent with the Uniform Guidance at 2 CFR 200.306 and reconciled on a regular basis (i.e., monthly or quarterly) to ensure they are fairly evaluated and meet the partners' proportionate share.

**b.) Infrastructure Costs One-Stop Centers**

Non-personnel costs necessary for the general operation of the one-stop center. The funds provided under this paragraph by each one-stop partner shall be provided only from funds available for the costs of administration under the program administered by such partner, and shall be subject to the program's limitations with respect to the portion of funds under such program that may be used for administration (WIOA Regulations 678.720).

**c.) Non-personnel costs include: Rental of the facilities; Utilities and maintenance; Equipment (including assessment-related products and assistive technology for individuals with disabilities); and Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities.**

**NOTE: The infrastructure funding agreement is a required component of the MOU and not a separate document. The reasonable cost allocation methodology should be provided and consistent with Federal Cost Principles in the Uniform Guidance 2 CFR Part 200.94.**

**VI. Methods of Referrals**

Methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system.

Partners will utilize methods of referrals of individuals between one-stop operators and one-stop partners for appropriate services and activities.

**VII. Certification and Continuous Improvement**

The Parties herein shall comply with established Certification and Continuous Improvement Criteria established by the State board, in consultation with chief elected officials and local boards. The objective criteria and procedures for use by local boards in assessing at least once every 3 years the effectiveness, physical and programmatic accessibility in accordance with section 188, if applicable, and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and continuous improvement of one-stop centers and the one-stop delivery system.

**VIII. Performance and Accountability**

Each partner is responsible for ensuring that its legislated programs, services, and activities are provided in the One-Stop Center in accordance with the goals, objectives and performance measures of the Workforce Innovation and Opportunity Act (WIOA) P.L. 113-128 and regulations. Each partner agrees to work to support the achievement of WIOA and One-Stop performance measures.

#### **IX. Confidentiality of Information**

Exchange of information among partners is encouraged and expected. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the partners collecting, receiving, or sharing information. Each partner agrees to collect and share information necessary to track the performance of the One-Stop Center in accordance with provisions of the Workforce Innovation and Opportunity Act (WIOA) P.L. 113-128 and accompanying regulations.

#### **X. Monitoring and Oversight**

The Chief Elected Official, the Workforce Development Board, the Division of Workforce Solutions, United States Department of Labor, and local area administrative entity have the right to monitor activities under this MOU to ensure performance goals are being maintained, and that the MOU terms and conditions are being fulfilled. The partners shall permit on-site visits and reviews by the above mentioned agencies or their designee.

#### **XI. Disputes**

The parties shall first attempt to resolve any disputes informally. Any party shall call a meeting of the partners to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to the Chair of the local Workforce Development Board who shall place the dispute upon the agenda of a regular or special meeting of the Board's Executive Committee. The executive committee shall attempt to mediate and resolve the dispute. Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with agreed upon WIOA grievance procedures.

#### **XII. Duration**

This MOU shall remain in effect until terminated by the repeal of the Workforce Innovation and Opportunity Act (WIOA) P.L. 113-128, or otherwise by action of law.

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 60-calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties at the addresses shown within this MOU, and to the contact persons so listed, considering any information updates received by the parties.

Should any One-Stop Partners withdraw, this MOU shall remain in effect with respect to the remaining Partners until a new MOU is executed or the end of the current federal program year (July through June).

The Workforce Development Board reserves the right to terminate the participation of any partner upon 60-days notice if the partner's actions are inconsistent with the terms and conditions of this memorandum of understanding.

This memorandum shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services. [WIOA 121].

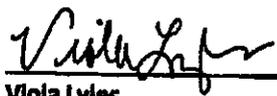
#### **XIII. Modification and Assignment**

This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties. Any assignee shall also commit in writing to the terms of this MOU.

Such other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate.

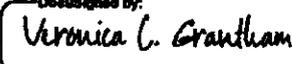
**XIV. Signatures**

By signatures hereto, the partner(s) attest to participation in the development of this Memorandum of Understanding and will support and implement the provisions contained herein. I certify that I have read and understand the above information and agree to the terms outlined herein. By signing this document, I also certify that I have the legal authority to bind my agency to the terms of this Memorandum of Understanding.

  
 \_\_\_\_\_  
 Viola Lyles 03.22.19  
 Mayor, City of Charlotte Signature Date

\_\_\_\_\_  
 George Dunlap Signature Date  
 Commissioner Chairman, Mecklenburg County

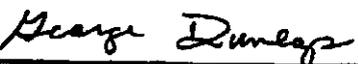
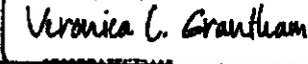
  
 \_\_\_\_\_  
 Danielle Frazier 2/11/19  
 Charlotte Works Signature Date  
 Title I Adult, Dislocated Workers, Youth

Deauthorized by:  
  
 \_\_\_\_\_  
 Veronica Grantham 2/18/2019  
 Signature Date  
 NC Department of Commerce - Division of Workforce Solutions  
 Wagner-Peyser Act (Employment Services)  
 Activities authorized under chapter 41 of title 38, United States Code: Job Counseling, Training,  
 and Placement Service for Veterans  
 Activities authorized under chapter 2 of Title II of the Trade Act of 1974

\_\_\_\_\_  
 Gilda Rubio-Festa Signature Date  
 NC Community College System  
 Adult education and literacy activities authorized under Title II

**XIV. Signatures**

By signatures hereto, the partner(s) attest to participation in the development of this Memorandum of Understanding and will support and implement the provisions contained herein. I certify that I have read and understand the above information and agree to the terms outlined herein. By signing this document, I also certify that I have the legal authority to bind my agency to the terms of this Memorandum of Understanding.

<b>Viola Lyles</b> Mayor, City of Charlotte	<b>Signature</b>	<b>Date</b>
		<b>3-19-19</b>
<b>George Dunlap</b> Commissioner Chairman, Mecklenburg County	<b>Signature</b>	<b>Date</b>
		<b>2/11/19</b>
<b>Danielle Frazier</b> Charlotte Works Title I Adult, Dislocated Workers, Youth	<b>Signature</b>	<b>Date</b>
<small>DocuSigned by:</small> 		<b>2/18/2019</b>
<b>Veronica Grantham</b> NC Department of Commerce - Division of Workforce Solutions Wagner-Peyser Act (Employment Services) Activities authorized under chapter 41 of title 38, United States Code: Job Counseling, Training, and Placement Service for Veterans Activities authorized under chapter 2 of Title II of the Trade Act of 1974	<b>Signature</b>	<b>Date</b>
<b>Gilda Rublo-Festa</b> NC Community College System Adult education and literacy activities authorized under Title II	<b>Signature</b>	<b>Date</b>



Signatures p.2

DocuSigned by:  
*Patricia S Bland* 2/20/2019

Patricia Bland Signature Date  
NC Division of Vocational Rehabilitation Services  
Programs authorized under Title I of the Rehabilitation Act of 1973

DocuSigned by:  
*Linda Miller* 2/14/2019

Linda Miller Signature Date  
Centralina Council of Governments  
Activities authorized under Title V of the Older Americans Act of 1965

DocuSigned by:  
*Kandi Deitemeyer* 2/20/2019

Kandi Deitemeyer Signature Date  
Central Piedmont Community College  
Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006

DocuSigned by:  
*Nicholas Wharton* 2/12/2019

Nicholas Wharton Signature Date  
Charlotte Area Fund  
Employment and training activities carried out under the Community Services Block Grant Act

DocuSigned by:  
*Lockhart Taylor* 2/25/2019

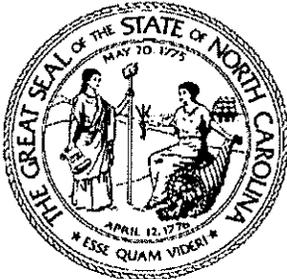
Lockhart Taylor Signature Date  
NC Department of Commerce – Division of Employment Security  
State unemployment compensation laws

*Peggy Eagan* 3/19/19

Peggy Eagan Signature Date  
Mecklenburg County DSS  
Representing: Temporary Assistance for Needy Families (TANF) program

DocuSigned by:  
*Eddie Everett* 3/6/2019

Eddie Everett Signature Date  
NC Division of Services for the Blind, NC Dept of Health & Human Services  
WIOA Title IV: Services for the Blind

	<b>NORTH CAROLINA DEPARTMENT OF COMMERCE DIVISION OF WORKFORCE SOLUTIONS</b>
	<b>DWS Policy Statement Number: 07-2018</b>
	<b>Date: August 15, 2018</b>
	<b>Subject: Workforce Innovation and Opportunity Act (WIOA) Nondiscrimination/Equal Opportunity Standards and Complaint Procedures</b>
	<b>From:</b>  <hr/> <b>Daniel L. Giddens</b> Assistant Secretary for Workforce

**Purpose:** To provide Local Areas and other subrecipients minimum standards and procedures designed to ensure that all WIOA programs will be conducted in accordance with applicable equal opportunity and nondiscrimination requirements. This policy provides current contact information and rescinds DWS Policy Statement Number 08-2014.

**Background:** Programs and activities receiving federal financial assistance are prohibited from discriminating on the basis discussed in this policy. The attached procedures are designed pursuant to: all of Section 3.7 of the Grant Administration Agreement; Section .0412 of Title 04, Chapter 20 North Carolina Administrative Code; the Workforce Innovation and Opportunity Act of 2014 (WIOA), including the Non-traditional Employment for Women Act of 1991; Section 403(a)(5)(J) and 408(d) of Title IV of the Social Security Act, as amended September 1997; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended, Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 38.

**Action:** This policy supersedes prior policies regarding nondiscrimination or equal opportunity standards and complaint procedures. Local Areas and other subrecipients are required to establish and maintain policies and guidelines that incorporate these minimum standards.

**Effective Date:** Immediately

**Expiration:** Indefinite

**Contact:** Mose Dorsey, Administrative Officer III; (919) 814-0419; 1-800-735-2962  
(TTY), 1-800-735-8200 (Voice)

**Attachment:** NC Workforce Innovation and Opportunity Act (WIOA) Nondiscrimination/  
Equal Opportunity Standards and Complaint Procedures

**NC WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)  
NONDISCRIMINATION/EQUAL OPPORTUNITY STANDARDS AND  
COMPLAINT PROCEDURES**

**I. Nondiscrimination and Equal Employment Opportunity Standards**

- A. Subrecipients shall not discriminate against applicants, registrants, eligible applicants/registrants, participants, terminees, applicants for employment employees, and members of the public because of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIOA Title I-financially assisted program or activity. This applies to all programs, projects or activities funded in whole or in part with federal employment and training funds received directly or indirectly through the North Carolina Department of Commerce, Division of Workforce Solutions (hereinafter "Division").

Subrecipients shall not, directly or through contractual, licensing, or other arrangements, on a prohibited ground: 1) deny an individual any aid, benefits, services, or training provided under a WIOA Title I-funded program or activity; 2) provide to an individual any aid, benefits, services, or training that is different, or is provided in a different manner, from that provided to others under a WIOA Title I-funded program or activity; 3) subject an individual to segregation or separate treatment in any matter related to his or her receipt of any aid, benefits, services, or training under a WIOA Title I-funded program or activity; 4) restrict an individual in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any aid, benefits, services, or training under a WIOA Title I-funded program or activity; 5) treat an individual differently from others in determining whether he or she satisfies any admission, enrollment, eligibility, membership, or other requirement or condition for any aid, benefits, services, or training provided under a WIOA Title I-funded program or activity; 6) deny or limit an individual with respect to any opportunity to participate in a WIOA Title I-funded program or activity, or afford him or her an opportunity to do so that is different from the opportunity afforded others under a WIOA Title I-funded program or activity; 7) deny an individual the opportunity to participate as a member of a planning or advisory body that is an integral part of the WIOA Title I-funded program or activity; 8) aid or perpetuate discrimination by providing significant assistance to an agency, organization, or person that discriminates on a prohibited ground in providing any services, aid, benefit, or training to applicants, registrants or participants in WIOA Title I-funded program or activity; 9) refuse to accommodate a person's religious practices or beliefs, unless to do so would result in undue hardship; or 10) otherwise limit on a prohibited ground an individual in enjoyment of any right, privilege, advantage, or opportunity enjoyed by others receiving any WIOA Title I-funded aid, benefits, services, or training.

In providing any aid, benefits, services or training under a WIOA Title I-financially assisted program or activity, a subrecipient shall not, directly or through contractual, licensing, or other arrangements, on the grounds of disability: 1) deny a qualified individual with a disability the opportunity to participate in or benefit from the aid, benefit, service or training; 2) afford a qualified individual with a disability an opportunity to participate in or benefit from the aid, benefit, service or training that is not equal to that afforded others; 3) provide a qualified individual with a disability with an aid, benefit, service or training that is not as effective in affording equal opportunity to obtain the same result, to gain the same benefit, or to reach the same level of achievement as that provided to others; 4) provide different, segregated, or separate aid, benefits, services, or training to individuals with disabilities or to any class of individuals with disabilities unless such action is necessary to provide qualified individuals with disabilities with aid, benefits, services or training that are as effective as those provided to others; 5) aid or perpetuate discrimination against a qualified individual with a disability by providing significant assistance to an agency, organization, or person that discriminates on the basis of disability in providing any aid, benefits, services or training to registrants, applicants, or participants; 6) deny a qualified individual with a disability the opportunity to participate as a member of planning or advisory boards; 7) otherwise limit a qualified individual with a disability in enjoyment of any right, privilege, advantage, or opportunity enjoyed by others receiving any aid, benefit, service or training.

Subrecipients will comply with applicable provisions of federal law and regulations regarding equal opportunity, will make such reports as may be required by the United States Department of Labor or the state, and shall make periodic assurances of compliance in applications, plans, and on request of the state.

- B. Each subrecipient is responsible for designating an equal opportunity officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. All staff and participants shall be notified of this designation. The equal opportunity officer for a subrecipient is also responsible for the development of a complaint procedure. The equal opportunity officer is responsible for disseminating information to employees and participants concerning the subrecipient's nondiscrimination policy and the complaint procedure.

Subrecipients shall provide the Division with the name, position, title, telephone number, supervisor, and job duties of their equal opportunity officer(s). Subrecipients shall describe the means by which the equal opportunity officer(s), name, position title, and telephone number is made public. Subrecipients shall also describe any staff and resources available to the equal opportunity officer(s). The Division shall provide group and individual training to subrecipient equal opportunity officer(s) and staff.

C. Subrecipients shall provide initial and continuing notice that it does not discriminate on any prohibited ground to applicants, registrants, eligible applicants/registrants, participants, applicants for employment, employees, and members of the public including those with impaired vision or hearing, unions, or professional organizations holding collective bargaining or professional agreements with the subrecipient and contractor that receive WIOA Title I funds from the subrecipients. The subrecipient shall describe the methods and frequency of dissemination of the notice including initial dissemination. Subrecipients shall describe means by which notice is made available to individuals with hearing or visual impairments, as well as for persons of limited or non-English speaking ability. This communication with individuals with disabilities shall be as effective as communications with others. Subrecipients and their service providers shall, in regards to the notice, 1) post prominently, in reasonable numbers and places; 2) disseminate in internal memoranda and other written or electronic communications; 3) include in handbooks or manuals; and 4) make available to each participant and make a part of the participant's file or where files are maintained electronically. In regards to participants, the participant and the individual providing the notice shall sign the notice. Publications including recruitment brochures, broadcasts, and other materials routinely made available to the public shall include the statement "equal opportunity employer/program," and "auxiliary aids and services are available upon request to individuals with disabilities," and, where a telephone number is included on these materials, they shall indicate a TDD/TTY number or provide for an equally effective means of communication. North Carolina's current relay numbers are 1-800-735-2962 (TTY) and 1-800-735-8200 (Voice). Orientation to participants and new employees shall include equal opportunity rights under WIOA Title I-funded programs or activities. Information in language other than English shall be developed in areas where that language represents a five-percent (5%) or more share of the spoken language.

D. Subrecipients shall make efforts to provide employment and training opportunities and services on an equitable basis throughout all WIOA Title I-funded programs or activities. Such efforts shall include but not be limited to outreach efforts to broaden the composition of the pool of those considered for participation or employment, to include members of both sexes, the various race/ethnicity and age groups, and individuals with disabilities. Subrecipients must maintain sufficient records to document that programs, operators, and participants are selected equitably. All programs, to the maximum extent possible, shall contribute to the elimination of sex stereotyping, architectural barriers, and artificial barriers to employment and training. All Job Training Plans and applications will be evaluated for compliance with these requirements and for any adverse effects on equal opportunity.

Outreach efforts may include, but are not limited to: 1) advertising the programs and/or activities in media, such as newspapers or radio programs that specifically target various populations; 2) sending notices about openings in programs and/or activities to schools or community service groups that

serve various populations; and 3) consulting with appropriate community service groups about ways to improve outreach and service to various populations.

- E. Subrecipients must ensure that every application, contract document, agreement, or arrangement to carry out the WIOA Title I-funded program or activity include specific language related to compliance with the nondiscrimination requirements of WIOA in the following form:

*As a condition to the award of financial assistance from the U. S. Department of Labor under Title I of WIOA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:*

*Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity;*

*Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;*

*Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;*

*The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and*

*Title IX of the Education Amendments Act of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.*

The grant applicant also assures that it will comply with 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIOA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

- F. The Equal Opportunity Officer will collect and maintain records on applicants, registrants, eligible applicants/registrants, participants, terminees, employees, and applicants for employment. The race/ethnicity, sex, age, and where known, the disability status of each applicant, registrant, eligible applicant/registrant, participant, terminee, employee, and applicant for employment will be recorded. Records shall be maintained for a period of not less than three years from the close of the applicable program year.

Subrecipients must establish procedures for a regular review of WIOA programs to ensure that they promote equal opportunity and nondiscrimination. Such reviews should include a review of funding applications to assess their equal opportunity implications and their regulatory compliance; conducting on-site reviews to ensure that programs have been implemented in compliance with the regulations, to see that complaint procedures are in place, and to determine that services are being provided equitably to all eligible clients; and requiring corrective action, providing technical assistance and conducting follow-up where necessary. All monitoring activities, findings, and responses must be documented.

The Equal Opportunity Officer, on an annual basis, shall coordinate the monitoring of every subrecipient for compliance with administrative obligations under WIOA Section 188 and 29 CFR Part 38. Monitoring shall involve, at a minimum: 1) analysis of the data and records collected regarding the race/ethnicity, sex, age, and where known, disability status of every applicant, registrant, eligible applicant/registrant, participant, terminee, applicant for employment, and employee and 2) where significant differences are found, follow-up investigations to determine, through records review, interviews, and other appropriate investigative techniques, whether the differences are due to discrimination.

The monitoring review shall: 1) evaluate the extent to which subrecipients are complying with the assurances requirement of 29 CFR 38.25 through 38.27; 2) ensure that equal opportunity officers are complying with 29 CFR 38.31 through 38.33; 3) ensure that initial and continuing notice that discrimination on any prohibited ground will not be tolerated; 4) take appropriate steps to ensure that universal access is available to all WIOA Title I-financially assisted programs and activities; 5) ensure that complaint processing procedures are followed; and 6) ensure that all aspects of the state's methods of administration are being followed. Written reports of each monitoring review shall be prepared and made available to the subrecipient.

- G. In accordance with regulations implementing Section 504 of the Rehabilitation Act of 1973, as amended, all subrecipients must operate each program activity so that the program or activity, when viewed in its entirety, is readily accessible to qualified persons with disabilities. This does not mean that each existing facility (or every part of an existing facility) must be accessible to and usable by persons with disabilities. It does mean that when all aspects of a program or activity are analyzed, equal opportunities for participation must exist for persons with disabilities.

All subrecipients shall periodically analyze, with the assistance of persons with disabilities or other representatives, their current programs, policies, and practices to determine the level of accessibility and compliance with Section 504 of the Rehabilitation Act of 1973, as amended. Evidence of such analysis should be available for review.

The Americans with Disabilities Act (ADA) mandates state and local governments give civil rights protection to individuals with disabilities that are like those provided to individuals on the basis of race, sex, national origin, and religion. The law also guarantees equal opportunity for individuals with disabilities in employment, public accommodation, transportation, state and local government services, and telecommunications.

As outlined in ADA, the subrecipient will adhere to the following provisions:

Make reasonable accommodations for qualified applicants or employees;

Protect qualified persons with disabilities who can perform the essential functions of the job with or without reasonable accommodation;

Protect individuals with a history of disabilities and those assumed to have a disability; and

Prohibit discrimination against people with disabilities in all employment practices including recruitment, hiring, training, job assignment, pay, layoffs, firing, promotions, leave, benefits, and all other employment-related activities.

The subrecipient shall ensure that all its buildings, programs and activities are physically and programmatically accessible to individuals with disabilities in the most integrated setting possible. The subrecipient shall further ensure that: 1) pre-employment/employment medical inquiries are limited to those permitted by and in accordance with laws and regulations; 2) the confidentiality of medical information provided by registrants, applicants, eligible applicants or registrants, participants, employees, and applicants for employment; 3) communications with persons with disabilities are as effective as with others; and 4) that reasonable modification of policies, practices, and procedures will be provided.

- H. All subrecipients will be subject to periodic review for compliance with these standards and procedures. The Division will complete the review. Division staff may recommend corrective measures to assure nondiscrimination, and, in the event of failure to correct deficiencies, the Division may impose such sanctions as are available under the contract or grant administration agreement for failure to comply with a term of the contract or grant administration agreement.

## II. Equal Opportunity/Nondiscrimination Complaint Procedure

Any person who believes that either he or she or any specific class of individuals has been or is being 1) excluded from participation in; 2) denied the benefits of, 3) subjected to discrimination under; or 4) denied employment in the administration of or in connection with any WIOA Title I-funded program or activity, on the ground of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in the Workforce Innovation and Opportunity Act (WIOA) may file a written complaint. The person or a representative may file the complaint. The complaint may be filed either with the subrecipient or with the Director of the Civil Rights Center (CRC), U.S. Department of Labor (USDOL). Complaints filed with the Director should be sent to the address listed below. Any person who elects to file his or her complaint with the subrecipient must allow the subrecipient 40 days to process the complaint and allow 50 days for the Division to receive and review the complaint, if applicable. A complaint filed based on the above grounds must be filed within 180 days of the alleged discrimination, unless extended by the Director of CRC for good cause shown. Each complainant and respondent has the right to be represented by an attorney or other individual of his or her own choice.

1. All complaints must be filed in writing, signed by the complainant or authorized representative, and include the following information:
  - a. The full name, address, and telephone/TTY number of the complainant (or specify another means of contacting him or her);
  - b. The full name and address of the person or agency against which the complaint is made;
  - c. A clear, concise statement of the act or acts considered to be a violation;
  - d. In regards to disability, a statement or supporting evidence that the complainant is disabled; and
  - e. Other information that will help explain and resolve the complaint.
2. Hearings on any complaint filed must be conducted within 30 days of filing.
3. Complaint hearing procedures should include the following provisions:
  - a. Reasonable notice to all parties by registered or certified mail;
  - b. A statement of the date, time, and place of hearing;
  - c. A statement of the authority and jurisdiction under which the hearing is to be held;

- d. A reference to the particular section of the Act, regulations, grant, or other agreements under the Act involved;
  - e. Notice to the parties of the specific charges involved;
  - f. The right of both parties to be represented by legal counsel or other individuals of his or her own choice;
  - g. The right of each party to present evidence, both written and through witnesses;
  - h. The right of each party to cross examination;
  - i. The right of an impartial decision maker who has not been directly involved in the events from which the complaint arose; and
  - j. A written decision made strictly on the recorded evidence must be rendered within the prescribed time frame.
4. Complete records and documentation should be kept in each contested case, including minutes of testimony, data submitted, findings, appeals, and final decisions.
  5. Decisions must be made not later than 40 days of filing the complaint. If a complainant does not receive a decision at the local level within 40 days of the filing of the complaint or receives an unsatisfactory decision, the complainant has a right to request a review of the complaint by the Division. Requests for such review should be submitted to:

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

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

6. Should the Division provide a decision unsatisfactory to the complainant or fails to provide one, the complainant may file a complaint with the Director of the Civil Rights Center of the U.S. Department of Labor. Such requests

must be submitted within 30 days of the Division's decision or 120 days from the date the complaint was initially filed at the local level, whichever is earlier.

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

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

Each subrecipient shall maintain a log of complaints filed. The log shall include: 1) the name and address of the complainant; 2) the grounds of the complaint; 3) a description of the complaint; 4) the date the complaint was filed; 5) the disposition and date of disposition of the complaint; and 6) other pertinent information. Information that could lead to identification of a particular individual as having filed a complaint shall be kept confidential. Records regarding complaints and actions taken thereunder shall be maintained for a period of not less than three years from the date of resolution of the complaint and made available to the Director of the Civil Rights Center (CRC) or the state upon request. Information concerning all complaints shall be kept confidential.

8. The complaint processing procedures shall provide for alternative dispute resolution (ADR). The complainant shall have the choice of pursuing the customary investigation process or using the alternative dispute resolution process. If the parties do not reach an agreement under alternative dispute resolution at the subrecipient or state level, the complainant may file a complaint with the Director of the Center for Civil Rights (CRC) at the address listed in number 7 above. The Division has selected the mediation process as its alternative dispute resolution. See North Carolina Department of Commerce, Division of Workforce Solutions Alternative Dispute Resolution Mediation Guidelines for additional information.
9. Corrective and remedial actions must be designed to completely correct each violation. For each corrective action, a time frame must be established and a minimum of time must be allowed for compliance. The procedures must provide, where appropriate, for retroactive relief (including, but not limited to, back pay) and prospective relief (e.g., training, policy development, and communication) to ensure that the discrimination does not recur. The subrecipient shall develop procedures for follow-up monitoring to ensure that commitments to take corrective action and remedial action are fulfilled. The subrecipient shall describe reports required from the violating agency regarding actions to correct the violation(s). Sanction procedures to be followed where voluntary compliance cannot be achieved shall be developed.

## **Directions for Completing Attachment NCWorks Career Center System**

Complete **Attachment** to describe the Local Area's One-Stop Career Center system.

Column A- include each One-Stop Career Center(s)' name and street address, host facility and hours of operation.

Column B- specify the type of Career Center and list all counties served by site. \*Type of Center Designation: Tier 1, Tier 2, Specialized, Affiliates

Add location of Youth Sites if not included with above designations.

Column C- list the on-site partners, identify funding source and agency name such as Title I (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, National Farmworkers and Native American Programs), Wagner-Peyser, Trade Act, Career and Technical Education. Career Center Partners should, at a minimum, reflect required WIOA partners (WIOA 121(b)(1)(B)).

Column D- list the Center Operator (agency name), functional manager (*manages the day-to-day operations*) and Method of Selection (Competitive, Sole Source to include if contract was extended).

Column E- list the WIOA Providers of Career Services (agency name) and method of selection. (Method of Selection: -Competitive Procurement -Sole Source -Contract Extended)

Column F - Functional Manager (manages the day-to-day operations)

Column G- indicate whether youth services are provided on-site.

Column H- indicate additional on-site partners.

**Charlotte Works NCWorks Career Center System**  
 (Reflects Local Area Structure as of July 1, 2020)

A. One-Stop Location(s) (Address and Hours)	B. Tier 1 or Tier 2	C. On-site Partners	D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Provider(s) and Type of On-site Youth Services	G. Additional Partners
NCWorks Career Center 8601 McAlpine , Suite 100 Charlotte, NC 28212 Monday - Thursday 8 a.m. – 4:30 p.m. Friday 8 a.m. – 2 p.m.	Tier 1	Central Piedmont Community College	Currently Charlotte Works  Procurement process was completed in 2019.	Currently Charlotte Works  Procurement process was completed in 2019.	NCWorks Career Center refers eligible youth to youth contractors for youth services.  Out-of-school youth provider is on-site.	
NCWorks Career Center 7140 Forest Point Blvd. Suite A Charlotte, NC 28217 Monday - Thursday 8 a.m. – 4:30 p.m. Friday 8 a.m. – 2 p.m.	Tier 1	Central Piedmont Community College	Charlotte Works	Currently Charlotte Works  Procurement process was completed in 2019.	NCWorks Career Center refers eligible youth to youth contractors for youth services.	

**PY 2020 WIOA Charlotte Works Adult & Dislocated Worker Service Providers List**

<b>WIOA Adult/Dislocated Worker Service Provider</b> (Organization Name, Address and Telephone Number)	<b>Contact Person</b> (Name, Title and E-mail Address and Telephone Number)	<b>County/Counties Served and where services are provided**</b> (One-Stop, Office, Both)	<b>Type of Organization</b> (State Agency, For-profit, Non-profit, other-specify)	<b>Type of Contract</b> (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
Rescare Workforce Services 8601 McAlpine Park Drive, Suite 110 Charlotte, NC 28211  7140 Forest Point Blvd. Suite A Charlotte, NC 28217	Jay Styles Project Director <a href="mailto:Jay.Styles@rescare.com">Jay.Styles@rescare.com</a> 317-201-4529	Charlotte and Mecklenburg County  One-stop	For Profit	Cost Reimbursement and Paid for Performance Management Fee

## Charlotte Works Programs Committee Members

(Charlotte Works board members)

Category	Name	Organization	Location (include address and room #)
Labor Organization	<b>Scott Thrower</b> , Assistant Business Manager <b>Committee Chair</b>	Southern Piedmont Central Labor Council	1900 Cross Beam Dr. Charlotte, NC 28217
Business	<b>Merribeth Butler</b> , Executive Director  <b>Vice-Chair</b>	Disability: IN North Carolina	9815 Sam Furr Road, Suite J-90 Huntersville, NC 28078
Apprenticeship	<b>Roger Collins</b> Technical Training Specialist and Apprenticeship Coordinator	Siemens	5101 Westinghouse Blvd Charlotte, NC 28273
Business	<b>Zaira Goodman</b> Chief Human Resources Officer	Charlotte Regional Visitors Authority	501 S. College Street Charlotte, NC 28202
Community-Based Organization	<b>Fulton Meachem</b> President & CEO	Charlotte Housing Authority	400 East Blvd. Charlotte, NC 28203
Labor Organization	<b>Isael Mejia</b> Community Organizer	Ironworkers District Council	1911 Associates Ln., Suite F Charlotte, NC 28217
Business	<b>James Mitchell</b> Senior Business Development Manager	JE Dunn Construction	1616 Camden Road Suite 400 Charlotte, NC 28203



**Southwest Region Workforce Development Boards  
Training Provider/Program Approval Policy**

Subject: Selection and Retention of Training Providers

Date Issued: December 8, 2014; updated July 17, 2015

Effective Date: Immediate

Approved by: \_\_\_\_\_  
David Hollars, Director  
Centralina Workforce Development Board

\_\_\_\_\_  
Dr. Patrick Graham, President and CEO  
Charlotte Works Workforce Development Board

\_\_\_\_\_  
Angela Karchmer, Director  
Gaston County Workforce Development Board

## Southwest Region Workforce Development Boards Training Provider/Program Approval Policy

### **Purpose**

To establish procedures for the selection and retention of training providers for programs under the Workforce Innovation Opportunity Act of 2014 for the Centralina Workforce Development Board, Charlotte Works Workforce Development Board, and Gaston County Workforce Development Board, hereby referred to as the “Southwest Region Workforce Development Boards” of North Carolina.

### **Reference**

The Workforce Innovation Opportunity Act of 2014 (WIOA)

### **Background**

The WIOA mandates that training services for Adults and Dislocated Workers be provided through approved training providers. WIOA emphasizes informed customer choice, system performance and continuous improvement. The Southwest Region Workforce Development Boards identifies training providers and programs whose measurable performance qualifies them to receive WIOA funds.

Under WIOA, The Southwest Region Workforce Development Boards is required to administer an eligible training provider process to ensure that a significant number of quality training providers offer a wide variety of training programs and occupational choices to customers. At least twice per program year, The Southwest Region Workforce Development Boards will open the training provider process to applicants for *initial eligibility* as approved training providers and programs<sup>1</sup>.

### **Definitions**

Individual Training Accounts (ITA) is a voucher that can be used by individuals who have been determined eligible and suitable by the Southwest Region Workforce Development Boards staff to receive training.

Eligible provider for training services: Entities eligible to receive local Adult and Dislocated Worker funds to provide training services to eligible and suitable individuals. To be eligible to provide such training services, an educational entity must meet the requirements of WIOA *as well as comply* with the requirements of this policy. Such entities include: postsecondary educational institutions, entities that carry out registered programs under the National Apprenticeship Act and other organizations that provide training services as defined by WIOA. Training providers must be accredited and/or licensed by the requisite state or federal authority.

Approved program of training services is one or more courses or classes, or a structured regimen which, upon successful completion, leads to: (a) certificate, associate’s degree or baccalaureate degree; or (b) the skills or competencies needed for a specific job or jobs, an occupation,

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<sup>1</sup>

occupational group, or generally for many types of jobs or occupations as recognized by employers and determined prior to training.

**Occupations-In-Demand (OID) List:** Training services for Adults and Dislocated Workers must be directly linked to in-demand occupations or occupations that face significant skill-shortages. The OID list defines in-demand occupations based on short-and long-term growth forecasts with a special focus on occupations that require high skills and provide high wages. These lists are approved based on data and intelligence gathered by the Southwest Region Workforce Development Boards in consultation with economic development partners and local businesses.

### **Program Eligibility**

Approval is for a specific program(s) or course(s) offered by an eligible training provider. For training programs to be eligible for consideration, they must prepare individuals for careers/jobs that are on the current Southwest Regional OID List.

NOTE: The Southwest Region Workforce Development Boards reserves the right to revise the OID List at any time. Upon notice of any revisions by the Southwest Region Workforce Development Boards, the new list will replace the current list.

Eligible training programs include:

1. occupational skills training;
2. training that combines workplace training and related instruction; and
3. adult basic education and literacy activities provided in combination with any of the above.

### **Trainee Eligibility**

Individuals who are eligible to receive ITAs are:

1. eligible for intensive services under WIOA (adults age 18 and older and Dislocated Workers) and are unable to obtain or retain employment despite having received non-training intensive services;
2. after an interview, evaluation and assessment has been determined by the case manager to need training services (and to have the skills and qualifications to successfully participate in the selected program of training);
3. selects a training program directly linked to the employment opportunities in the Southwest region or in another area in which the Adult or Dislocated Worker receiving services is willing to relocate;
4. require assistance beyond what is available under other grant programs, such as Pell grants; or
5. are determined eligible to receive these services under the Welfare Transition Program or the Balanced Budget Act of 1997.

### **Initial Eligibility Determination**

Training providers fall into two categories: those which are automatically eligible and those which require additional steps to qualify.

1. Automatically Eligible Training Providers:
  - Post-secondary educational institutions eligible to receive federal funds under Title IV of the Higher Education Act of 1965 and provide programs leading to associate's degrees, baccalaureate degrees or certificates. This includes accredited universities and community colleges as well as some technical institutes.

- Entities that carry out registered programs under the National Apprenticeship Act.

If an entity falls into the above criteria it is automatically eligible to be on the training providers list and a few steps away from completing the process. It must also ensure compliance with program eligibility as specified below and complete an ITA Matrix Form for each eligible program.

## 2. Other Public or Private Training Providers

*Entities that do not fall under the above criteria must follow the application process as outlined below.*

### **Application Process**

Entities must complete and submit a **signed application** for initial inclusion on the local list of approved providers. The application must contain a description of and cost information for each training program (refer to ITA Matrix Form for program costs). All training program(s) must meet all performance requirements as specified by the Southwest Region Workforce Development Boards and the State of North Carolina.

This application process addresses the requirements for the Southwest Region Workforce Development Boards *only*.

All training providers will be selected through a board review process. The Southwest Region Workforce Development Boards may act to approve an application without discussion with the applicant. Therefore, the submission should be complete and technically correct. The Southwest Region Workforce Development Boards may request additional data or information in support of the application or ask the applicant to make a presentation about its offerings.

The Southwest Region Workforce Development Boards will only consider applications submitted from eligible training providers. All providers must be licensed or accredited by the appropriate state or federal entity. Every application submitted must include a valid license verifying legitimacy, a complete application form and ITA Matrix Form.

The Southwest Region Workforce Development Boards *reserves the right to accept, reject or accept with modifications* any application for training services submitted under this solicitation. Receipt of an application does not commit the Southwest Region Workforce Development Boards to take any action, pay any cost associated with preparation of the application, or to reimburse an applicant for any cost incurred prior to the official signing of a training agreement by both the applicant and the Southwest Region Workforce Development Boards.

Eligibility for identification as an approved training provider will be based on the review of the application received. The Southwest Region Workforce Development Boards' staff will review the applications and submit a recommendation to the Regional Training Provider Approval Committee for approval. This review will form the basis of whether the application meets the requirements of this solicitation including past performance of the program(s) proposed.

## **Type of Agreement**

Any agreement developed between the Southwest Region Workforce Development Boards and a successful applicant will be for the purposes of clarifying the relationship between the two organizations and to clearly specify payment provisions.

Payment for ITAs will be based on rates established by the Southwest Region Workforce Development Boards per program. Amounts established consider local economic factors, fair market value, and other factors to ensure equitable payment for services rendered.

Individuals interested in a Pell grant must apply first for Pell grant benefits. The Southwest Region Workforce Development Boards ITAs may cover tuition, books and applicable fees. If an individual is determined eligible for a Pell grant, s/he may use the ITA to cover other training costs not covered under Pell. In addition, if an individual does receive a scholarship money it must be put towards the cost of training.

## **Selection**

The Southwest Region Workforce Development Boards will use the following criteria in developing an approved training provider list:

1. Effectiveness of the training provider to teach students to a skill level acceptable to local businesses for that occupation.
2. Willingness of the training provider to provide discounts for the training.
3. Willingness of the training provider to assist individuals in obtaining additional training assistance (i.e., Pell Grants, scholarships, etc.) to cover other training costs.
4. The training provider must be licensed with the appropriate state and/or federal agency or be recognized by an accrediting agency deemed legitimate by the U.S. Department of Education (USDOE).
5. The training provider must comply with all ITA requirements contained in the WIA of 1998.
6. Ability of the training provider to provide job-placement assistance to program graduates (overall placement rates).

Upon receipt of training provider application(s), the Southwest Region Workforce Development Boards will approve programs based on the following criteria:

- Training addresses needs expressed on the current OI D List
- Quality and demonstrated effectiveness of training program (graduation/job placement rates)
- Cost of training relative to market and comparable providers
- Willingness and ability to meet the Southwest Region Workforce Development Boards' requirements

Due diligence will be conducted, which may include a site visit to determine the adequacy of equipment, facilities, level of staff knowledge and ability to provide the described training. Those training providers deemed to be the most advantageous to the Southwest Region Workforce Development Boards' customers will be selected for negotiation of a training agreement.

Agreements may be negotiated and renewed annually at the discretion of the Southwest Region Workforce Development Boards. These agreements will not obligate the Southwest Region Workforce Development Boards or its contractors to make referrals, as customers will make training selections from performance-based consumer reports or personal preference.

## **Approval Process**

Decisions on approvals are guided by our commitment to provide quality services and maintain high levels of customer choice and satisfaction.

1. After proper evaluation, the Southwest Region Workforce Development Boards' staff will make a recommendation for Regional Training Provider Approval Committee approval.
2. After Regional Training Provider Approval Committee approval, the training provider(s) will receive a Memorandum of Understanding.
3. Upon receipt of a signed MOU and approval of the training providers' program matrix(es), the training provider and their approved programs will be placed on the Southwest Region Workforce Development Boards approved training provider list. Approved training providers are required to notify the Southwest Region Workforce Development Boards of any changes in tuition and/or training costs.

The Southwest Region Workforce Development Boards may grandfather training providers and their programs that have been approved prior to this policy that meet the requirements set forth in this policy.

## **Rejection Process**

All applications submitted to the Southwest Region Workforce Development Boards will be given fair and unbiased consideration. If an applicant contends that his/her application review was flawed, the applicant may appeal the staff's decision to their local Workforce Development Board Director. The Director will attempt to resolve all such disputes in a reasonable manner. If the dispute cannot be resolved, the applicant can appeal to the Regional Training Provider Approval Committee.

If the application is declined, the Southwest Region Workforce Development Boards will notify the training provider of the decision by email and outline the appeal process. An appeal by the applicant for reconsideration of the initial application status must be made in writing within thirty (30) calendar days upon receipt of the email.

Providers that have met the initial approval process to receive WIOA funds will be required to comply with the U.S. Department of Labor (USDOL) regulations and any other interpretations published by the USDOL. Funds available under WIOA are authorized under and administered under North Carolina General Assembly (NCGA) 143B-438.13, July 1, 1999. Administration and operation of this program is subject to compliance with the WIOA of 2014, state policies and procedures as issued from the N.C. Department of Commerce, Division of Workforce Solutions, and local policies and procedures as issued by the Southwest Region.

All subcontractors, working with WIOA customers through training providers, must meet requirements for approved training providers set forth by the Southwest Region Workforce Development Boards. Training providers must notify the Southwest Region Workforce Development Boards of any and all subcontractor agreements involving WIOA funds immediately. The Southwest Region Workforce Development Boards reserves the right to decline to work with any subcontractor that does not meet the eligibility requirements.

As a condition of the award of financial assistance from WIOA, training providers and subcontractors working with WIOA customers must comply with applicable state and federal laws, rules and regulations.

### **Performance Standards and Subsequent Eligibility Determination**

All approved training providers and programs are subject to an annual review based on performance that includes:

1. proper accreditation and/or North Carolina licensure;
2. timely reporting of student data including
  - completion/graduation rate,
  - employment rate in related occupation at one year,
  - percentage of individuals who obtain unsubsidized employment,
  - wages at placement in employment,
  - retention rate in unsubsidized employment at six months after employment,
  - wages at six month after employment,
  - rate of licensure and
  - cost per participant;
3. meeting State of North Carolina and local/regional performance standards; and
4. reporting of any changes in the acceptance of federal financial aid, cost information, refund practice, etc.

Those training programs with unsatisfactory performance may be removed from the list.

### **Removal from the Approved Training Provider List**

The WIOA states that a training provider must deliver results and provide accurate information in order to retain its status as an approved training provider. The Southwest Region Workforce Development Boards is required to terminate the eligibility of the training provider to receive WIOA funds if the training provider, or individual providing information on behalf of the training provider, has

- intentionally supplied inaccurate information;
- committed fraud;
- violated applicable state or federal law; or
- consistently performed poorly<sup>2</sup>.

Fraud occurs when a training provider knowingly lies to obtain benefit or advantage. Examples of fraud include

- falsification of any document received from a student or pertaining to a student's eligibility for assistance under WIOA;
- falsification, including false certifications, of any document submitted by the training provider to the Southwest Region Workforce Development Boards;
- falsification, including false certifications, of any document used for or pertaining to
  - o the legal authority of a training provider to provide postsecondary education in the state in which the training provider is located, or

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<sup>2</sup> Poor performance includes unsatisfactory customer service, graduation, and job placement rates.

- the accreditation or pre-accreditation of a training provider or any of the training providers' educational programs or locations;
- falsification of any document submitted to a third-party servicer by a training provider pertaining to the training provider's participation in WIOA; and
- falsification, including false certifications, of any document pertaining to the performance of any WIOA customer.

A training provider whose eligibility is terminated for cause may be liable for re-payment of all funds received for the program during any period of non-compliance.

A termination

- ends eligibility as a WIOA training provider;
- ends the authority of a third-party servicer to administer any aspect WIOA in conjunction with the training provider;
- prohibits the training provider or third-party servicer, as applicable, from making any other new commitments of funds under WIOA; and
- prohibits further guarantee commitments by the Southwest Region Workforce Development Boards for WIOA funds to students to attend that training provider.

### **Reinstatement After Termination**

In the event of a termination, the Southwest Region Workforce Development Boards must provide notification specifying the reasons for the decision and outline the appeal process. A training provider whose eligibility has been terminated may file a request for reinstatement 18 months from the effective date of the termination. To be reinstated, the training provider must submit the request for reinstatement in writing to the Regional Training Provider Approval Committee and

- demonstrate to the Regional Training Provider Approval Committees satisfaction that it has corrected the violation(s) on which the termination was based including any repayments-in-full to the Southwest Region Workforce Development Boards; and
- meet all applicable requirements for re-approval as deemed necessary by the Regional Training Provider Approval Committee.

The request must include a statement of the desire for reinstatement, specification of the program(s) in question, the reason the reinstatement should be honored (e.g., grounds) and the signature of the appropriate training provider official.

The Regional Training Provider Approval Committee, within 60 days of receiving the reinstatement request, will either grant or deny the request. Regardless of the results from the reinstatement request, training providers may submit only one request every 18 months from the effective date of the last request.

### **Grievances**

All training providers must follow the complaint procedures laid out by the N.C. Department of Commerce, Division of Workforce Solutions on August 21, 2014, for the WIOA Nondiscrimination/ Equal Opportunity Standards and Complaint Procedures.

### **Customer Choice**

All training services will be provided in a manner that maximizes customer choice. That is, the individual receiving an ITA will be provided with a list of all approved training providers providing instruction in the occupational areas that s/he has chosen to pursue. This list will include performance, cost and other appropriate information for each program.

In addition, the Southwest Region Workforce Development Boards has developed thresholds per training program using average entry wage. The thresholds for allowable investment will be categorized into three tiers: entry tier, bridge tier and high-wage tier. Each tier takes into account the average entry wage in related occupations to the training to establish a maximum investment for direct customer cost. For example, if the threshold for the entry tier is \$8.00 an hour, the maximum investment into training providers that fall into that tier may be \$4,000 per customer. As a result, every customer choosing a provider in the entry tier could receive a voucher for no more than \$4,000. The maximum investment for direct customer cost includes the actual cost of tuition, books and training fees. The established thresholds do not include supportive services required for participation in training.

In conjunction with the tier system, the Southwest Region Workforce Development Boards will annually set caps on the maximum amount of funding per occupational sector. Once the cap is reached on a sector for that particular program year, regardless of the approval status of programs and training providers, no additional students will be permitted into training related to the occupation sector until the following program year.

The tier system and sector spending caps will be updated (by the board of directors from each local Workforce Development Board) based on the proposed budget in June of each program year. *Each local area will set their own tier system and spending caps based on their areas market, skills gap, OID List, cost and number of available jobs within the region.* Under special circumstances, the Southwest Region Workforce Development Boards reserves the right to adjust all financial caps with approval of the board of directors.

From this information, the customer will choose the training program. Therefore, it is quite possible that a customer who was referred by a training provider to the Southwest Region Workforce Development Boards for services may choose a different training provider program.

### **Customer Satisfaction**

In addition to performance outcomes, training programs will be evaluated on the basis of customer satisfaction indicators. Satisfaction indicators will consist of training participants' satisfaction with services received from the training provider collected through the case-management process. Satisfaction ratings will be available for all potential customers in the process of selecting a training provider.

### **Cancellation of Policy**

This policy may be cancelled or amended by the Southwest Region Workforce Development Boards at any time and without notice, effective immediately or at such time as the Southwest Region Workforce Development Boards may determine. Exceptions may be made to this policy when doing so is in the best interest of the Southwest Region Workforce Development Boards or its customers. No contractor or service provider of the Southwest Region Workforce Development

Boards is authorized to offer assistance different from or in addition to the assistance described in this policy, except as such authority may be expressly granted in this policy.

**Action**

All the Southwest Region Workforce Development Boards employees, contractors, service and training providers will adhere to this policy.

**Expiration Date**

Indefinite.

## PY 2020 WIOA Charlotte Works Youth Service Providers List

<b>WIOA Youth Activity Provider</b>  (Name, Address and Telephone Number)	<b>Contact Person</b>  (Name, Title and E-mail Address)	<b>County/Counties Served and where services are provided**</b>  <b>(One-Stop, Office, Both)</b>	<b>Type of Organization</b>  (State Agency, For-profit, Non-profit, other-specify)	<b>Type of Contract</b>  (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
<p>Out-of-School Youth Program</p> <p><b>Central Piedmont Community College</b></p> <p>1412 E. Fourth Street, Education Center Building, Room 102 Charlotte, NC 28204 704.330.6794</p>	<p>Sheena Ashley Director of Career Development (HRD) and NextGen Sheena.Ashley@cpcc.edu</p>	<p>Charlotte/Mecklenburg County Office</p>	<p>State Agency</p>	<p>Cost reimbursement</p>
<p>Out-of-School Youth Program</p> <p><b>ResCare Workforce Services</b></p> <p>8601 McAlpine Park Dr. Suite 120 Charlotte, NC 28211 980.237.2800</p>	<p>Toscha Wilkins Program Director Toscha.Wilkins@rescare.com</p>	<p>Charlotte/Mecklenburg County Office</p>	<p>For-profit</p>	<p>Cost reimbursement</p>

<p>In-School Youth Program</p> <p><b>MeckEd</b></p> <p>5104 Reagan Drive, Suite 12 Charlotte, NC 28206 704.335.0100</p>	<p>Anisa Henry Director of Career Pathways Ahenry@mecked.org</p>	<p>Charlotte/Mecklenburg Office (Vance, Garinger, West Charlotte, Harding High Schools)</p>	<p>Not for profit</p>	<p>Cost reimbursement</p>
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*(RFP Conducted: April 2019)*

**\*\*Note where Services are provided: at the One-Stop Centers, the Office location provided, combination. Be specific.**