

Charlotte Works

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

July 1, 2023 – June 30, 2024

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

Introduction and Instructions

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

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

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

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

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

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

Local Area Plan Submission and Due Date

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

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

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

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

Division of Workforce Solutions
313 Chapanoke Road, Suite 120
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Raleigh, NC 27699-4316

I. Local Area Workforce Development Board (WDB) Overview

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

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

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

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

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

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

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

Name: Danielle Frazier

Title & Salutation: President & CEO

Organization Name: Charlotte Works

Address: 8601 McAlpine Park Drive, Suite 130,
Charlotte, NC 28211

Phone Number: 704-206-1343

Email Address: dfrazier@charlotteworks.com

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

Name: Viola Lyles	Elected Title & Salutation: Mayor
Government Affiliation: City of Charlotte	Address: 600 East Fourth Street 15th Floor, Charlotte, NC 28202
Phone Number: 704-336-2241	Email Address: mayor@charlottenc.gov

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

Name: Marcus Jones	Title & Salutation: City Manager, Mr.
Business Name: City of Charlotte	Address: 600 East Fourth Street, 15th Floor Charlotte, NC 28202
Phone Number: 704-336-2241	Email Address: marcus.jones@charlottenc.gov

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

Name: Beverly Shepard	Title & Salutation: Fiscal Manager
Organization Name: Charlotte Works	Address: 8601 McAlpine Park Drive Suite 130 Charlotte, NC 28211
Phone Number: 704-502-3923	Email Address: bshepard@charlotteworks.com

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

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

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

- Name document: *Administrative Entity Name Organizational Chart*.

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

Charlotte Works serves as its own fiscal agent. Charlotte Works’ DUNS number 060360677 is registered/active in SAM.gov. The SAMS ID is NHXNY9PL61H6.

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

The equal opportunity officer for Charlotte Works is Jeremy Wilson, Compliance Manager.

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

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

- Name document: *Local Area WDB Name Board List*.

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

Notes:

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

Charlotte Works collaborates with our local elected officials when business seats are open on the board 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 and alignment with other industry and community efforts in the Charlotte-Mecklenburg community.

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

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

- Name document: Local Area WDB Name By-Laws.

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

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

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

Charlotte Works will post the completed draft of the plan on the website at charlotteworks.com. Charlotte Works will comply with Public Comment requirements outlined above.

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

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

- Name document: Local Area WDB Name Organizational Chart.

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

Date	Time	Location (include address and room # or virtual link)
July 28, 2023	12:00-2:00	8601 McAlpine Park Dr. Suite 110 Charlotte, NC 28211
October	TBD	8601 McAlpine Park Dr. Suite 110 Charlotte, NC 28211
January	TBD	8601 McAlpine Park Dr. Suite 110 Charlotte, NC 28211
April	TBD	8601 McAlpine Park Dr. Suite 110 Charlotte, NC 28211

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

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

- Name document: Local Area WDB Name Certification Form.

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

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

- Name document: Local Area WDB Name Signatory Page.

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

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II. Local Area WDB Strategic Planning

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

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

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

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-based learning 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. Charlotte Works team and Board of Directors create annual goals for the youth and young adult programs that support meeting WIOA common measures, such as enrollment goals, training goals, employment goals, training related employment goals, work based learning goals, as well as high school graduation and credential attainment goals. Goals differ from year to year depending on funding levels.

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

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, and in neighborhoods located in Charlotte's Opportunity Corridor Neighborhoods working with residents who have barriers to employment and are being impacted by gentrification and lack of community resources. 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. Charlotte Works has also developed collaborative relationships with grass roots organizations throughout the Mecklenburg County area to better serve individuals experiencing barriers to employment and those who would not otherwise access the NCWorks Career Centers because of lack of trust and/or other barriers and challenges.

The Workforce Development Board will also:

- o 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 the workforce innovation and opportunity activities are being provided, to be visible and readily available to the clients.
- o Continue to develop partnerships with employers and training providers to develop specific career pathways.
- o Leverage funds by co-enrolling individuals that are appropriate for both youth and adult programs to support training and career pathways.

- o Continue partnering with program providers to provide supportive services such as transportation assistance, work uniforms, etc. to eligible individuals with barriers to employment.
- o Charlotte Works has developed long term relationships with several postsecondary institutions that are approved to provide training on the Occupation In Demand (OID) list of providers including: truck driving schools, medical coding and billing. Individuals qualified through the Workforce Innovation and Opportunity Act are provided training vouchers that cover books, certifications and uniforms.
- o Development of MeckWorks: a unique program in partnership with Mecklenburg County designed to expand access to training and employment opportunities for employment ready individuals with barriers to employment
- o The youth program providers regularly provide tours of the local community college and training providers to expose the youth to the various training programs available to them. Post-secondary exposure is paired with work-based learning opportunities such as job shadowing, workplace tours, and internships to help the youth determine their training interest. Youth program providers also provide supportive services such as transportation assistance to and from education, training, and employment activities for youth with barriers to employment.
- o Clients that come in for Basic Career Services are co-enrolled in both Wagner Peyser and WIOA Title I as appropriate for each unique individual's needs.

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

Charlotte Works convenes one sector partnership in Construction called C3. These convenings assist Charlotte Works in identifying business needs so we can better assist using the incentives below:

- o 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.
- o 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.
- o 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). When the contract expires, the employer is encouraged to direct hire or roll into a traditional OJT if additional training is needed.

- o Charlotte Works convenes a sector partnership 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.
- o 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.
- o 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.
- o Labor market intelligence & wage rate information are provided to employers to better understand current market conditions.
- o Work Opportunity Tax Credit information is also provided to employers as an option.
- o Business strategies are offered as needed, such as: employee retention tactics and layoff aversion strategies.

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 is well connected and frequently meets 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 has formed sector partnerships and engages in sector partnerships fostering collaboration among employers and workforce partners to find solutions to the workforce development challenges facing their industries.

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.

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

The career centers have strong partnerships with local area 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. During the COVID-19 Pandemic and while services are virtual, individuals in need of Adult Education and Literacy Activities are referred to CPCC.

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:

- o 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.
- o 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 (NextGen) 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 Human Resource Development (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.

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

Charlotte Works continues to partner with the local Vocational Rehabilitation office. 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. Charlotte Works recently relocated one of our NCWorks Career Centers and worked very closely with Vocational Rehabilitation to ensure all necessary accommodations were made to not only align with the American Disabilities Act but to ensure the center is as accessible as possible for all job seekers.

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.

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

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 couple of years, Charlotte Works has partnered with the workforce development work group of the Charlotte Executive Leadership Council (CELC), 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 is also navigating skills based pathways with the CELC and Charlotte Mecklenburg Schools Career and Technical Education Board.

Charlotte Works has developed sector strategies with employers and education partners in 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.

Charlotte Works is also partnering with the City of Charlotte to develop and implement strategies for workforce and economic development to ensure business' needs are being met, this initiative is called HIRE CLT. Charlotte Works is also part of the Queen City Collaborative, the local collaborative recently formed to ensure Charlotte-Mecklenburg adequately contributes to the educational attainment goal set by MyFutureNC.

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

o During the first year of the COVID-19 Pandemic, Charlotte Works had to act quickly to pivot in meeting the needs of our jobseekers and businesses in an all virtual environment. In the second year (and beyond) of the Pandemic we have been able to provide services in a hybrid approach, both in person and virtually. We continue to ensure our internal teams have the necessary equipment, tools and resources to continue providing workforce development services at such a crucial time. Offering services both virtually and in person has been extremely beneficial and successful, as virtual is most convenient for some and then in person is impactful as well. Providing services in both platforms allows for maximum impact. We have also expanded our outreach efforts by physically meeting people where they are in the community, collaborating with partner organizations offering NCWorks information sessions and workshops at partner locations in an effort to meet job seekers where they are.

o How we have prepared for COVID-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

o 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.

We received the National Emergency Grant for Dislocated Workers to provide additional training scholarships

for occupational skills training and on-the-job training opportunities for Dislocated Workers during the COVID-19 Pandemic.

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

Charlotte Works along with our NCWorks team have intentionally increased and enhanced our service delivery and program awareness efforts through outreach in the community with community partners and grassroots organizations that serve individuals that have barriers including but not limited to individuals that are dislocated workers, homeless, immigrants, justice-involved, women, minorities and individuals with disabilities. Our outreach efforts with these organizations have included face to face information sessions to create awareness and connection to our programs, resume workshops, and vision board presentations to community partners. Below are some partnerships and outreach efforts that have been most impactful: MeckWorks- Charlotte Works partnership with Mecklenburg County which provided non-restrictive funding which provided training scholarships, stipends, supportive services and connection to employment opportunities to individuals.

Freedom Communities- This organization's focus is affordable housing, early education, family stability, and collaborative partnerships in an effort to provide equitable access to opportunity for single mothers and their families. Charlotte Works partnered with Freedom Communities to provide "at opportunity" single mothers with access to training scholarships, stipends, supportive service through our programs and services via WIOA and MeckWorks funding.

YMCA and Mecklenburg County- In partnership with Mecklenburg County and the YMCA, Charlotte Works and NCWorks team members assisted homeless individuals on site of their temporary housing to enroll them in NCWorks, provide resume development and connection to career advisors for further development and access to training, supportive services and employment.

Upskill Charlotte grant- Through our incumbent worker training grant which we call Upskill Charlotte, Charlotte Works has recently awarded and is supporting a major manufacturer's pilot program in Mecklenburg County to build a company-wide disability inclusion initiative. The grant supports recruitment, long term retention and career advancement of employees with disabilities, educated managers in inclusive workforce culture and provides social community development for employees with disabilities

Charlotte Works is actively engaged and provides our youth access to work-based learning and career exploration opportunities to enhance connection and engagement at all levels. Through our board members, we are increasing access to careers in multiple industries including aviation, technology, accounting/finance, healthcare, manufacturing, and business just to name a few with work based learning opportunities such as professional speaker series, workplace tours, job shadowing, work experiences, industry-academy focused workshops.

We have also launched a formal partnership with White Label Management, an organization that works with businesses, helping businesses to expand their talent pipeline and hire untapped talent/job seekers with barriers to employment and/or a population of job seekers the business would not normally hire.

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

Charlotte Works partners with post-secondary institutions not only through training program offerings but also strategic initiatives and collaborations that focus on providing access to college and career pathways offered by our K-12 and postsecondary institutions. As a convener and connector, Charlotte Works partners with these institutions to ensure that the education/training provided through their programs develops a talented pipeline that meets the needs of local industry and career pathways are aligned for industries in demand. As an influencer, Charlotte Works uses our labor market intelligence to inform these institutions of the demands of businesses and training interests of job seekers. As a change agent, Charlotte Works promotes economic mobility to ensure that the training offerings from these institutions are accessible and inclusive of marginalized populations. We continue to work on enhancing our partnerships with higher ed institutions in an effort to increase access to education attainment while ensuring equity and inclusion. Our local community college has a seat on Charlotte Works Board of Directors.

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

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 participates in economic development meetings during the exploration phase, when a business is interested in the Charlotte Metro area and also supports businesses once they locate in the Charlotte-Mecklenburg area by assisting with talent recruitment. Charlotte Works also supports economic development partners when existing businesses are expanding and/or looking for qualified talent to fill a need or talent shortage.

Charlotte Works provides:

- labor market data regarding local talent supply, current wage rate information
- Sharing of intel regarding industry and business needs
- connects and convenes partners to jobseekers,
- hiring incentives, workforce development funding for current/ existing employees,

Key ED partnerships: Economic Development Partnership of North Carolina, Mecklenburg County ED team, City of Charlotte ED team, Charlotte Regional Business Alliance

Charlotte Works also partners with our local community college, Central Piedmont, through the Queen City

Collaborative, the local educational attainment collaborative and through other strategic initiatives such as HIRE CLT, a strategic plan to increase alignment among workforce development ecosystem partners.

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

Charlotte Works has engaged in 5 Economic Development projects in PY22. Engagement projects have been in collaboration with: state-level NC Commerce, Mecklenburg County Government, the City of Charlotte Economic Development Partnership of North Carolina (EDPNC) and Central Piedmont. Services included:

- 3 Comprehensive business needs assessments.
- 1 Customized Labor Market Analysis.
- 1 Letter of support for confidential projects specifying: \$x amount of funding available toward AWEX, OJT, IWT plus offering labor market data and talent acquisition assistance.
- 1 Reverse-notification (from Charlotte Works to local ED team) regarding new/expansion projects that were identified by WDB staff.

Charlotte Works has also participated in multiple Economic Development discovery/interest meetings with prospective companies looking to relocate and/or open locations in the Charlotte-Mecklenburg region. Charlotte Works serves as the workforce development expert in the meeting, alongside post-secondary partners and Economic Development representatives.

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

Charlotte Works convenes one sector partnership (Coalition for Construction Careers – C3) and participates in an Advanced Manufacturing sector partnership with the Charlotte Regional Business Alliance.

Charlotte Works convenes the C3 sector partnership that is employer led and community supported. The C3 employer partners include 16 employers, of which 5 employers serve as the advisory council. The Employer Champions created 3 initiatives to guide the coalition: Education, Training and Careers. Community partners include educators, trade associations and community-based organizations that supply talent and/ or provide construction skills training. The mission of C3 is to develop a talent pipeline of skilled workers to close labor shortage gaps; attract and retain employees; and rebrand and market careers in the construction industry.

Charlotte Works participates in the manufacturing sector partnership led by the Charlotte Regional Business Alliance (formerly known as the Charlotte Chamber of Commerce). Charlotte Works serves as the subject

matter expert as it relates to workforce issues – attraction, training and retention.

These convenings assist Charlotte Works in identifying business needs and deploying business solutions related to developing a strong workforce in Mecklenburg County.

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

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Advanced manufacturing	Charlotte Works, Gaston and Centralina	2017	Unknown
Lineman	N/A	2018	Unknown.
Welding	N/A.	2017.	Unknown.
Healthcare	Charlotte Works, Gaston and Centralina.	2017	Unknown

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

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

Charlotte Works continually reviews the local career maps and spotlights based on insight from industry partners and local data. 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 has access to multiple data sources to confirm industry demand and update our career pathways and maps on an annual basis. Charlotte Works is in the process of exploring the creation of a comprehensive career pathway database that is responsive to current jobs data and can create individualized pathways and maps based on individuals' skills and expertise. In order to avoid duplication Charlotte Works is connected to similar efforts with partners in secondary education, and the Charlotte Executive Leadership Council that includes representatives from our local post-secondary education institutions. This collaboration enables us to incorporate the voices of industry, education, and workforce partners in the creation and updating of career pathways and maps. Through the HIRE CLT strategic initiative, we are planning to collaborate with other ecosystem partners to launch an

outreach campaign promoting the various industries in-demand and the educational programs and pathways that lead to meaningful employment in those industries. The timeline for this is TBD.

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

Outreach Strategies have included:

- o Providing NCWorks orientation/information sessions with local community partners/community-based organizations including access to training programs and credentials, supportive services and work-based learning opportunities.

- o Conducting more outreach to employers to gain a better perspective on the skills needed to fill their jobs.

- o For the last few 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. 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.

Expected outcomes

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

- a. We have outreach Career Advisors located at our community partner locations to increase access to our services and programs. Locations include Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Center and Mecklenburg County Sheriff's Office. We have also recently placed career advisors in specific neighborhoods that align with the City of Charlotte's Opportunity Corridors. 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. 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.

b. All training programs approved by Charlotte Works must align with the industries/jobs in demand for the Charlotte-Mecklenburg local area and lead to an industry recognized credential. Charlotte Works Programs Committee (a committee of the Charlotte Works Board of Directors) participate in the approval of all training programs, to be added to the ETPL, to ensure training programs are verified by industry partners.

c. Career Advisors provide participants (both youth and adult participants) with a list of approved training programs and assist the participants with making an informed decision about the program that best meets their needs prior to the participant receiving an Individual Training Account.

d. We present and partner with business organizations' events to increase visibility, advocacy and impact of work-based learning opportunity information. We also educate businesses and their organizations on the many different types of work-based learning opportunities businesses can provide, such as classroom speaking, job shadowing, work experiences/internships, and workplace tours.

e. Charlotte Works leverages the employer relationships in its sector partnerships to increase work-based learning opportunities for youth, young adults, and adults.

Exposing individual businesses and industries to Apprenticeship NC. Supporting regional efforts to create registered apprenticeship in various industries in demand. Charlotte Works serves as a broker to employers and community partners who are interested in developing a pre-apprenticeship or registered apprenticeship. Charlotte Works providers also refer both youth and adults to pre apprenticeship and apprenticeship programs as appropriate and help participate navigate the process.

We utilize the apprenticeship model to address "skills mismatches" in the labor force- providing "dual training" where trainees split their days between classroom instruction at a technical school and on-the-job time at a company.

Additionally, we convene a Construction industry sector partnership to help increase awareness and improve opportunities for individuals interested in construction.

III. NCWorks Commission

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

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

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

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

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

Charlotte Works partners with economic development organizations, 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 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 fill open positions by leveraging our community workforce partner's talent pools that include populations from Vocational Rehabilitation, Veteran Services, Center for Community Transitions & Mecklenburg County detention center. We assist employers post open positions associated with H-2B requirements as well as those employers with Agricultural hiring needs. 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. Finally, the Business Services team targets employers that have jobs posted to NCWorks Online. Business Services representatives market the training completers' skills and credentials while also discussing the suite of business products.

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

- Senior Business Engagement Manager (Charlotte Works WDB)- builds strategic partnerships, provides guidance to business service team, direct business engagement via Economic Development projects and public speaking outreach, local employer referrals to Agricultural Services, Foreign Labor and/or other state level departments
- Business Solutions Team Manager (NCWorks Career Center) – conducts direct business engagement, coordinates activities of BSC,
- Business Services Consultants (NCWorks Career Center) – conducts direct business engagement and execute business programming
- Career Center Manager– includes oversight of DWS and LVER staff
- DWS staff – enables new employer accounts in NCWorks Online, connects unemployed and underemployed clients to jobs
- Local Veteran Employment Representatives (LVER) - engages with businesses to facilitate veteran employment

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

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 three 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 also hosts community information sessions in various neighborhoods, community centers, and in partnership with various Community Based Organizations. Charlotte Works will continue these efforts in the coming years.

Our NCWorks team has hired a Brand and Media Communications Coordinator that partners with Charlotte Works marketing and communications team on projects to increase NCWorks Career Center awareness by providing branding and communications strategies for the NCWorks Career Centers, provide marketing collateral and social media management for the NCWorks Career Centers, create content that highlights participant stories and existing brand messages to further share the story of Charlotte Works and NCWorks, who we are, our purpose, our services and how we support the local workforce.

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

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

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) 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 Sherriff’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.

Charlotte Works and partners continue to address the impact of COVID-19, specifically talent shortage and business recovery needs, by connecting employers to diverse talent pools, providing hiring incentives, and

training opportunities that supports business' sustainability and expansion.

Other approaches/strategies include:

- o Continue virtual services for both jobseekers and businesses to expand service opportunities
- o Increase business partnerships through our Talent Source Network
- o Connect more talent to workforce development services needed to advance education and careers by building new relationships with community partners and education providers
- o Create more career paths within specific industries and occupations that address skills and talent gaps
- o Continue to facilitate outreach efforts in the community in partnership with various community leaders and Community Based Organizations to ensure NCWorks is meeting job seekers where they are to provide necessary and appropriate career development services and help meet their needs
- o Continue to use data and labor market information as a guide to determine the growth opportunity areas

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

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

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

Charlotte Works evaluates job quality using a number of metrics that are used to inform our training providers, employer partnerships, and organizational strategy. We produce an occupation in demand list annually that targets only jobs with above-average employment, above-average anticipated job growth for the next 10 years, and above-average earnings or a path to family-sustaining wages. This guide is then used to ensure that all approved training providers are focused on training that will lead to employment in one of these occupations. In addition to referencing this list, our team has also recently increased the minimum wage requirement for companies receiving on-the-job-training funding requiring the position to pay a minimum of

\$15 an hour. In addition to wages, career advancement opportunities is a critical factor considered when selecting upskill grant awardees.

Charlotte Works has recently focused on increasing career pathway/career mapping based on skills as opposed to the traditional industry-specific career path mapping. This content is designed to help job seekers leverage what they know to transition into careers that maximize the value of their skills instead of constraining them to the value those skills have in their current industry. As a result of the pandemic, we have seen a significant increase in interest around skill-based career mapping as many individuals from the hospitality and food service industries were forced to make these career changes anyways, which helped to amplify awareness for how skill-based career pathing could work. On our website have content to help individuals from the top jobs in our most common industries see what other occupations across all industries are a fit for their skills so they can focus on these target occupations and develop any additional skills needed to transition to a better job.

Charlotte Works and our NCWorks Career Center and NextGen teams partner very closely with other community based organizations to ensure underrepresented communities have equitable access to workforce services and meaningful employment opportunities. Charlotte Works recently developed a partnership with White Label Management, a talent sourcing organization who works directly with businesses to help business source untapped/underrepresented talent and supports companies by providing training and guidance to ensure the company's culture is inclusive and equitable to ensure success for the job seeker and the business. Our NCWorks Career Center has also deployed career advisors in the community to provide NCWorks programs and services on-site at various community based organizations and in neighborhoods that are under resourced. Examples of locations include Mecklenburg County Sheriff's Office, Mecklenburg County libraries (in specific opportunity corridors), neighborhoods such as Camp Northend and Renaissance West, and our team provides NCWorks information sessions, hiring events, and workshops at various community based organizations such as Goodwill and Urban League as needed to eliminate barriers and meet job seekers where they are.

6. Describe how the Local Area WDB is engaged in work-based learning projects with 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. We have increased work based learning opportunities with our Board of Director organizations over the last year as well. Charlotte Works helps businesses develop different types of work-based learning opportunities such as classroom speaking, job shadowing, workplace tours, work experiences/internships, apprenticeships and pre apprenticeships, and On-the-Job-Training. 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.

Using WIOA Title I program funding Charlotte Works supports 2 pre-apprenticeship/ apprenticeship initiatives in the Information Technology industry. Charlotte Works continues to build partnerships with employers that promote Work-Based Learning projects.

IV. NCWorks Career Centers

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

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

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

- Name document: Local Area Name PY 2023 NCWorks Career Centers.

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

The following is a summary of the timeline for our 2023 procurement process for the PY23 program year:

- o January 4, 2023- RFP released
- o January 12, 2023- RFP Bidders Conference
- o 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.
- o January 19, 2023- Letter of intent to bid form due
- o January 27, 2023- Questions accepted until
- o March 3, 2023- RFP submittal
- o March 20/21, 2013-Review Committee Meeting

The review committee wis made up of a board member, Charlotte Works' staff, and Mecklenburg County staff. The review committee members review and score each of the proposals. Bidders will present to the review committee during the review committee meeting. This allows the review committee to ask questions and hear from the bidders directly. The review committee will vote at the end of the review committee meeting, after all bidders present, and will propose a recommendation to the Board of Directors. The Board of Directors will vote on the One-Stop Operator, Adult/DW Service Provider, and Business Services Provider during the Board of Director's meeting on March 31, 2023.

- o March 31, 2023 - Charlotte Works WDB Approval
 - o April 2023- Award notification
 - o July 1, 2023- Anticipated Contract Start Date for annual contracts to be renewed for up to 3 years.
 - o The Operator and Adult/DW Service Provider will have annual contracts for up to three years.
- Charlotte Works RFP cycle is every three years.

Charlotte Works is currently operating under a waiver and is currently facilitating a RFP process.

3. Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

- a. Provide a description of how Career and Training services are provided to adults.
- b. Provide a description of how Career and Training services are provided to dislocated workers.
- c. Provide a description of how Career and Training services are provided to youth.

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 (virtually as well as in-person) to explore obtaining funding for training as well as on-the-job training and work experience opportunities. The career center offers access to career advisors, computers, faxes and copying at no cost to aid job seekers in their job search.

The process Adult and Dislocated Workers is as follows:

- o Job seekers attend orientation via an 8-minute orientation video
- o 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
- o 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.
- o 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

During the COVID-19 Pandemic these services have been provided virtually and Charlotte Works intends to open the NCWorks Career Centers for a hybrid approach of both in-person and virtual activities in the coming months, when it is deemed safe to do so.

The process for Youth is as follows:

- Intake (File Certification)

- o Ensure that 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.
 - Enrollment
 - o 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.
 - Plan Implementation/Program Participation
 - o 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.
 - Exit
 - o 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.
 - Follow Up
 - o 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.

4. Describe how Local Area WDBs 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:

- o Ensures the client registers in NCWorks online
- o Assists each client in completing an assessment or objective assessment
- o Determines if the client needs training to build more relevant skills to obtain sustainable employment or workshops to become work-ready. Once the determination is made that the client is in need of Training Services, the Talent Development Career Advisor assists the client with the process of determining what type of training, the training program, and the training provider that best fits the client's needs. The Career Advisor then supports the full enrollment and training process.

5. 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 and assess if any additional services are needed to help the client sustain or advance in employment.

6. Describe how:

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).
- b. Long after the initial start date does staff have full access to NCWorks.gov?
- c. The staff development activities reinforce and improve the initial training efforts.
- d. Describe the specific training that staff receive around diversity, equity, and inclusion.

A 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/Compliance Manager within the first two weeks of their employment.

In addition, internal 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. In instances where new staff require additional training/guidance, follow-up training sessions are scheduled as needed.

The NCWorks Career Center team has ongoing training and development and has facilitated cross training as well, to ensure the full NCWorks team is aware of the functions of each NCWorks team and the functions of that team, business solutions, talent engagement, and talent development.

Our NCWorks team receives Diversity, Equity and Inclusion training via the NCWorks Training Center completing courses like Web Security and Unconscious Bias on a monthly basis. However, we are in the process of exploring additional Diversity, Equity and Inclusion training that meets the organizational development needs of the NCWorks team as well as addressing needs of job seekers.

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

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

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

Our NCWorks Career Centers serve 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 Unite Us 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.

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

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.

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

- Designated NCWorks Career Center DWS staff alert NCWorks Career Center Business Solutions Center (BSC) team of new employers that have register NCWorks Online accounts to begin outreach
- NCWorks Career Center BSC team targets sector specific employers for engagement

- BSC team advises all Career Center job seeker facing staff of employment opportunities and hiring events
- WDB partners with Economic Development and business resource associations, coordinates public speaking engagements and sponsors strategic business events, creates cross-platform outreach campaigns promoting Career Center services in order to support Economic Development initiatives and provide employer leads that produce warm hand-offs to BSC, DWS & LVER staff
- Charlotte Works convenes joint Business Services team to discuss outreach efforts, aligning business engagement which prevents duplicated efforts

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

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

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

- Name document: Local Area WDB Name Services Flowchart 2023.

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

- Name document: *Local Area WDB Name NCWorks Career Center MOU*.

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

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

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/Compliance Manager 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:

- o Career Advising
- o Workshops
- o 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.

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).

- o 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.
- o 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.
- o Charlotte Works and NCWorks connect with all WIOA partners to discuss partnership and collaboration opportunities as well as cross-training opportunities and referrals to and from each organization.
- o 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. [Click here to enter text.](#)

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

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). NCWorks has been providing services virtually throughout the last year, since March 2020 and will continue to provide all services virtually as well as in-person when able to do so. NCWorks Career Advisors are able to use virtual platforms to facilitate intakes, advising sessions, as well as workshops and this has been extremely helpful and successful in working with both job seekers and employers. [Click here to enter text.](#)

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

Charlotte Works produces a monthly dashboard tracking programmatic performance including the number of individuals and businesses served through various programs and our overall progress towards our WIOA metrics. This information is regularly shared with subcontractors and board members to ensure broad organizational visibility, this provides us with the ability to quickly adapt to needs and react to the data. Should specific providers have issues we are able to quickly show them the issues and offer remediation steps, and should we need a reallocation of funding or further intervention our board of directors is abreast of the situation and able to quickly implement necessary organizational changes. [Click here to enter text.](#)

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:
 - a. Utilizing regional and local employer data to inform priorities.
 - b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.
 - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].
 - d. Including Historically Underutilized Businesses.

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). Through use of LMI, Charlotte Works business services representatives prioritize employers in these sectors.

Charlotte Works partners closely with the City of Charlotte, Local Chambers and Mecklenburg County economic development teams; local k-12/secondary school system(s) to ensure alignment between graduation and employment opportunities and/or alignment between pathways

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

- a. 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). Through use of LMI, Charlotte Works business services representatives prioritize employers in these sectors.
- b. Charlotte Works and the NCWorks Career Center staff assist employers with Agricultural hiring needs and referrals to appropriate state of NC resources such as the NC Dept of commerce – Ag services. We assist employers with registering new NCWorks Online accounts and post open positions associated with H-2B Foreign Labor requirements. And our Veteran Services staff are fully integrated into the job seeker services and business engagement outreach efforts for job placement assistance.
- c. Charlotte Works partners closely with the City of Charlotte, Local Chambers and Mecklenburg County economic development teams; local k-12/secondary school system(s) to ensure alignment between graduation and employment opportunities and/or alignment between pathways. Charlotte Works provides local ED teams Labor market intel, access diverse talent pools and workforce development strategies to assist business growth.

d. Our business services and programs target HUBs and small businesses in order to provide workforce resources that support their growth and viability in the marketplace. [Click here to enter text.](#)

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

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. Charlotte Works' Talent Source Network has added Centralina WDB as a network partner to serve a large Healthcare employer that has a regional footprint to supply a talent pipeline.

- a. Through use of LMI (Labor Market Information) for Charlotte MSA, Charlotte Works business services representatives prioritize employers in sectors considered In-Demand for our region.
- b. Charlotte Works assists employers with Agricultural hiring needs and refer to appropriate state of NC resources such as the NC Dept of commerce – Ag services. We assist employers register new NCWorks Online accounts and post open positions associated with H-2B Foreign Labor requirements. And our Veteran Services staff are fully integrated into business engagement outreach efforts for job placement assistance.
- c. Charlotte Works customizes Rapid Response services by conducting initial consultations with business leaders to understand the cause of closure or Reduction In Force and the needs associated; we discuss possible lay-off aversion strategies that may be caused by workforce issues, we connect employers to industry events or other partner that can assist with regional supply chain issues. We maintain strong business relationships to stay alert of struggling and at-risk business partners and make referrals to the state of NC Business Edge department for additional lay-off aversion resources.
- d. When local employers are facing a closure/ layoff Charlotte Works deploys Rapid Response services. During the Rapid Response initial consultation, a series of questions are asked to understand the nature of the pending layoff. If the business closure/ layoff has been identified as trade affected, the employer will be

provided information on how to submit a petition on behalf of the affected employees and why it is important to submit a petition when the closure/ layoff is trade affected. The Mecklenburg County Rapid Response Coordinator will then assemble the Rapid Response team to address the affected employees with valuable resources as they face the pending layoff during an employee information session. The local DWS TAA team member will attend the employee information session and provide the employees detailed information about the Trade Adjustment Act Program benefits and services. [Click](#) here to enter text.

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

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.

a. Through employer partnerships, Charlotte Works educates on how the use of WBL opportunities support business expansion and foster inclusive economic growth. Utilizing OJT to offset the cost of training new employees, employers can develop and carry out a structured training plan without the worry of the associated cost. IWT training funds reimburse employers for educational and occupation instruction deemed necessary to retain or advance one or more employees in their current workforce and maintain competitiveness in the marketplace. By advocating for registered apprenticeship programs, Charlotte Works describes the value of scaling career advancement paths of their workforce through structured phases of on-the-job work experience, formal employment training, advancing job responsibilities and wage increases.

b. Charlotte Works promotes Entrepreneurial skills training and microenterprises by connecting small business owners and entrepreneurs to appropriate resources. By partnering with Small Business and Technology Development Center, Central Piedmont Small Business Center, Business 911 Start Up, City of Charlotte AMPup and the Women's Business Center of Charlotte, we are able to assist sole proprietors and microenterprises start up and scale up. Our NextGen youth program coordinates information sessions regarding entrepreneurial skills necessary to start a business.

c. Charlotte Works, NCWorks 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 has regularly scheduled meetings with Economic Development partners such as City of Charlotte, Mecklenburg County and local Chambers, education partners such as UNC-Charlotte, Charlotte Mecklenburg Schools, and Central Piedmont to ensure alignment among

partners. All partnering organizations have a seat on Charlotte Works Board of Directors and/ or are engaged in advisory committees.[Click here to enter text.](#)

VI. Performance

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

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

1. Examine the Local Area WDB's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2021 and prior Program Years. (Reports available via Future Works)

- a. What are some of the factors in the Local Area WDB that impact performance levels both positively and negatively? Be sure to consider factors such as the unemployment rate, factory closures/openings, economic development recruitment, retention and expansion efforts, regional industry growth priorities, and weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area WDB's performance.*

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

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

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

- a. Prior to and during the COVID-19 Pandemic, 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. Prior to March 2020 and again since late 2021 we have had a low unemployment rate in

Mecklenburg County, our experience has been that the individuals who are unemployed during that time are individuals with significant challenges/barriers to employment and it is difficult for these individuals to obtain employment or obtain employment with opportunity pathways or a family-sustaining wage. This is an area we focus heavily on, trying to ensure individuals have access to employment with opportunity pathways and a family sustaining wage. This can impact performance measures such as entered employment, retained employment, and median earnings. 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.

COVID-19 significantly impacted the workforce not just in Mecklenburg County, but nationally. A large increase in the number of retirements has left many industries without institutional knowledge and has disproportionately impacted industries such as the hospitality sector. The COVID-19 Pandemic impacted employment, wage earnings, as well as credential attainment when businesses were forced to close and layoff their teams and when educational institutions had to close and quickly pivot to virtual activities. Many participants lost employment and were unable to complete training programs on time in order to earn a credential. The Charlotte Works team and NCWorks career advisors have worked very closely with both businesses and job seekers to assist, support, and provide services throughout the Pandemic, but it is likely performance will significantly be impacted. As the pandemic widened inequality, those with challenges and barriers to employment continue to be disproportionately impacted and this will continue to be a focus area for Charlotte Works. While the workforce in Mecklenburg County exceeds pre-pandemic levels, we still see challenges as this has not resolved employment shortages for all employers particularly for those industries hardest hit by the pandemic.

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 workforce boards in NC to share best practices and learn in order to meet measures as well.

See document titled Charlotte Works PY21 Performance Goals

b. Due to the impact of COVID-19, we have served and enrolled individuals with chronic barriers to training, employment and other opportunities that lead towards upward mobility. Since COVID-19, we've served more individuals that desperately need help with and access to wraparound supportive services including but not limited to housing, transportation, childcare, food, technology/internet access and money just to take care of essential needs. With these challenges, it can be difficult to enroll and create a pathway towards upward mobility through training and/or employment for these individuals that have urgent needs to be met. Prior to COVID-19 job seekers had supportive service needs but they were often still ready to begin employment and/or training prior to those needs being met. Now Charlotte Works programs are seeing that job seekers need these essential needs met immediately, prior to being able to begin employment and/or training.

c. With 35 WARN notices impacting over 11,000 employees in 2020, many industries have yet to fully recover. Looking at 2021 employment levels the industries that are furthest behind pre-pandemic levels of employment are Leisure & Hospitality, Accommodation & Food, and Manufacturing & Goods Production. The pandemic eroded 15 years of employment growth in the Hospitality industry as it is currently back to 2004 levels of employment. Conversely, we have actually seen growth since the pandemic in Trade Transportation & Utilities, Finance, and Professional services. This reallocation of local employment has increased our focus on industries that we had already identified as top local industries in demand. COVID-19 and the resulting impact on hiring directly led to a strategic shift within our employer engagement and outreach efforts. The food service and accommodation industry had to significantly pivot and reduce staffing and/or close temporarily for a significant period of time. This forced some job seekers to transition industries and utilize transferable skills to obtain employment in a different industry than they worked before. For businesses, they had to reduce staff and do more with less, this required them to train existing employees to take on additional duties in order to continue operations. Charlotte Works has increased incumbent worker training scholarships in order to support this need for industry.

[Click here to enter text.](#)

2. What strategies and methods 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 hired a 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. Charlotte Works continues to develop training resources for staff to ensure that performance metrics are met even through turnover of career center staff.

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. We have enabled our career center staff to have direct access to future works reports to ensure continual access to this data in addition to us sharing reports multiple times throughout the program year. For the last two program years, Charlotte Works added a compliance goal to maintain and improve performance. Every month the Compliance Manager reviews participant files from each provider. The goal is to reach 90% compliance for those files. [Click here to enter text.](#)

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

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

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 has also given our career center subcontractor direct access to these data sources to facilitate continual improvement. Charlotte Works provides technical assistance and discusses various strategies to get back on track with meeting performance and assists the contractor in putting these practices in place. 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. [Click here to enter text.](#)

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

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

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. [Click here to enter text.](#)

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

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

Charlotte Works tracks MSG performance. Quarterly reports from FutureWorks are shared with our providers to ensure awareness of the impact of our services, opportunities for improvement and to ensure that the team is on track to meet 90% of the MSG goals. Through MSG tracking, we are not only able to determine if a participant obtains a credential but we use the performance indicators as a snapshot of each participants journey including skills progression and/or training milestones. In addition, our MSG goals are included in an overall organizational dashboard that is submitted to Charlotte Works Board of Directors. [Click here to enter text.](#)

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

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

The training provider application process locally requires interested providers to submit an additional form indicating their interest in operating locally. The review process requires providers to demonstrate an alignment with our local list of occupations in demand, validate that the credential is industry recognized through employer references, as well as confirm other requirements for our local area (insurance, performance, operational history). This review process is designed to ensure that all providers have a significant interest in working with our local area, demonstrate proven success, and meet regulatory standards. The approval process involves a committee from our board of directors reviewing all submitted information and making a final determination. All information regarding our training provider approval process is available on our website at: <https://www.charlotteworks.com/services/training-providers/>. In addition to producing an annual export of the current provider list and sharing with the career center, we have worked to ensure this information is shared more regularly. We have worked to clean up our provider list in NCWorks to ensure that career center staff are aware of the current list of approved programs and providers for our local area at any given moment. Career advisors are able to share information about various providers to ensure clients can make an informed choice as to the provider that best meets their own individual needs. [Click here to enter text.](#)

7. Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers.

A significant number of competent providers is not used as a limiter for additional providers in our local area, but as a benchmark to ensure competence and competitiveness. As our provider policy does hold approved programs to a 85% graduation and 70% employment standard, we welcome all programs that meet our established criteria. As one of the largest metro areas in North Carolina, Charlotte regularly receives interest from providers and ensuring competency of the providers we approve is a more significant need than increasing the number of local providers for an area that already has a significant number of local providers. Additionally, our policy enables us to rapidly approve any provider should we identify a gap in providers for a training that aligns with an occupation in demand to ensure needs are met locally. [Click here to enter text.](#)

- Attach if a separate policy.
 - Name Document: Local Area WDB Name ETPL Policy.

VII. Equal Opportunity

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

Equal Opportunity Is the Law - WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) EQUAL OPPORTUNITY IS THE LAW NOTICE

It is against the law for this recipient of Federal financial assistance to discriminate on the following basis:

- Against any individual in the United States, on the basis of race, color, religion, sex(including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or,
- Against any beneficiary of, applicant to, or participation in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual’s citizenship status or participation in any WIOA Title I financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIOA Title I financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think you have been subjected to discrimination under a WIOA Title I financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

- The recipient’s Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with the CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

FOR MORE INFORMATION, CONTACT

Mose Dorsey

Workforce Innovation and Opportunity Act Equal Opportunity Officer

313 Chapanoke Road, Suite 210, Mail Service Center

Raleigh, North Carolina 27699-4316

Telephone #: (919) 814-0419; 1-800-735-2962; (TT) 1-800-735-8262 (Voice)[Click here to enter text.](#)

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

- Name document: *Local Area WDB Name EO Complaint Grievance Procedure.*

3. Describe the methods used 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/revised
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[Click here to enter text.](#)

VIII. Adult and Dislocated Worker Services

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

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. While the state conducts the initial review for all providers, 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. The NCWorks Career Center offerings include such events/workshops as:

- Resume Tips
- How to Work a Hiring Event
- Interviewing in Today’s World/Mock Interviews
- Computer Basics that Boost Your Marketability
- Envisioning Your Goals
- Justice Involved – Expungement
- Justice Involved Job Search Tips
- Social Media – Personal Career Branding

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. Additionally the collection of performance data now enables us to conduct annual audits of our providers to ensure participants are earning credentials and securing employment after training.

Click here to enter text.

2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm’s-length relationship between the Local Area WDB and service delivery.

a. Identify any service provider contract extensions.

The following is a summary of the timeline for our 2023 procurement process for the PY23 program year:

- o January 4, 2023- RFP released
- o January 12, 2023- RFP Bidders Conference
- o 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.
- o January 19, 2023- Letter of intent to bid form due
- o January 27, 2023- Questions accepted until
- o March 3, 2023- RFP submittal
- o March 23/24, 2023-Review Committee Meeting

The review committee was made up of a board member, Charlotte Works' staff, and Mecklenburg County staff. The review committee members review and score each of the proposals. Bidders will present to the review committee during the review committee meeting. This allows the review committee to ask questions and hear from the bidders directly. The review committee will vote at the end of the review committee meeting, after all bidders present, and will propose a recommendation to the Board of Directors. The Board of Directors will vote on the One-Stop Operator, Adult/DW Service Provider, and Business Services Provider during the Board of Director's meeting on March 31, 2023.

- o March 31, 2023 - Charlotte Works WDB Approval
- o April 2023- Award notification
- o July 1, 2023- Anticipated Contract Start Date for annual contracts to be renewed for up to 3 years
- o The One-Stop Operator and Adult/DW Service Provider will have annual contracts for up to three years. Charlotte Works RFP cycle is every three years.

Charlotte Works is currently operating under a waiver and is currently facilitating a RFP process. Current contracts are on year 4-final year.

[Click here to enter text.](#)

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

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

The following is a summary of the timeline for our 2023 procurement process for the PY23 program year:

- o January 4, 2023- RFP released
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- o 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.
- o January 19, 2023- Letter of intent to bid form due
- o January 27, 2023- Questions accepted until
- o March 3, 2023- RFP submittal
- o March 20/21, 2013-Review Committee Meeting

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Charlotte Works is currently operating under a waiver and is currently facilitating a RFP process. Current contracts are on year 4-final year.

[Click here to enter text.](#)

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2023 using the PY 2023 Adult/Dislocated Worker Service Provider List provided.

- Name document: *Local Area WDB Name PY 2023 Adult/Dislocated Worker Service Provider List.*

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

High Level Goals

- o 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
- o Provide career development and wrap around services to job seekers to remove all barriers to obtaining sustainable employment.
- o Advise job seekers on training opportunities that lead to industry recognized credentials that are stackable and transferrable among employers

Outreach Strategies

- o Orientation and information sessions with local community partners/community-based organizations providing information about career development services provided through the NCWorks Career Centers
- o Conduct more outreach to employers to gain a better perspective on the skills needed to fill their jobs.
- o 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

- o 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

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

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

We adhere to DWS Priority of Service guidelines by ensuring that at least 75% of the individuals enrolled in Title I Adult meet the criteria of at least one of the priority of service categories: public assistance, low-income individuals and individuals who are basic skills deficient. The NCWorks Career Center team manually tracks individuals enrolled who do not meet the Priority of Service category. Charlotte Works and its NCWorks Career Centers work very closely with Mecklenburg County Department of Human Resources to ensure individuals who are receiving public assistance are referred to the NCWorks Career Center, this partnership ensures a significant number of individuals who are receiving public assistance have access to the NCWorks Career Center services. Click here to enter text.

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

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.

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

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

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/Compliance Manager 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.

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.

IX. Youth Services

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

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

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

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

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

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
N/A	N/A	N/A	N/A
N/A	N/A	N/A Click here to enter text.	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

The organizations providing workforce activities in the Charlotte-Mecklenburg area include Equus Workforce Services, Mayor’s Youth Employment Program, The Relatives, Urban League of Central Carolinas, Charlotte Works, MeckEd Career Pathways Program, YMCA of Greater Charlotte, 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 Title I youth program providers, Equus, Central Piedmont Community College, and MeckEd who provide all of the required elements of WIOA Title I, or have a referral source for each of the elements. While program providers may change over time, the level of services and types of activities will be maintained.

Equus 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 youth are in high school, during their junior and senior years. 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.

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

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.

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.

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.

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.

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.

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. [Click here to enter text.](#)

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

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 as needed 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. [Click here to enter text.](#)

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

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 a 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. Click here to enter text.

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

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. Click here to enter text.

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

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

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

- o NCWorks Career Center Tier 1 (out of school)
 - o Central Piedmont Community College (out of school)
 - o MeckEd (in school) in 4 high schools – Garinger, Harding, Julius L Chambers, and West Charlotte
- Click here to enter text.

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

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

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

The following is a summary of the timeline for our 2022 procurement process for the PY23 program year:

- o January 4, 2023- RFP released
- o January 12, 2023- RFP Bidders Conference
- o 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.
- o January 19, 2023- Letter of intent to bid form due
- o January 27, 2023- Questions accepted until
- o March 3, 2023- RFP submittal
- o March 20/21, 2013-Review Committee Meeting

The review committee was made up of a board member, Charlotte Works' staff, and Mecklenburg County staff. The review committee members review and score each of the proposals. Bidders will present to the review committee during the review committee meeting. This allows the review committee to ask questions and hear from the bidders directly. The review committee will vote at the end of the review committee meeting, after all bidders present, and will propose a recommendation to the Board of Directors.

The Board of Directors will vote on the In-School Youth and Out-of-School Youth Service Providers during the Board of Director's meeting on March 31, 2023.

- o March 31, 2023 - Charlotte Works WDB Approval
- o April 2023- Award notification
- o July 1, 2023- Anticipated Contract Start Date
- o

The Providers will have annual contracts for up to three years. Charlotte Works RFP cycle is every three years.

Charlotte Works is currently operating under a waiver and is currently facilitating a RFP process. Current contracts are on year 4-final year.

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

9. Provide the Local Area WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program

design. *If the WDB is choosing to implement the WIOA Title I Youth 75% expenditure requirement waiver for PY 2023, please state N/A for this question and respond appropriately to all questions listed below.*

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

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

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

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

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. When Program Year 2023 allocations are received, Charlotte Works will determine if we should submit a waiver to request decreasing from 75% on Out-of-School Youth to up to 50%. Charlotte Works has not submitted a waiver as of yet and it will depend on annual allocations and Board approval. [Click here to enter text.](#)

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

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.

Yes, Charlotte Works youth providers are expected to meet the required 20% expenditure through a combination of counting staff time and paid wages to youth. [Click here to enter text.](#)

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

There are two NextGen Business Solutions Consultants at the provider level.

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

Charlotte Works in partnership with the Mecklenburg County Sheriff's Office provides youth offenders comprehensive career planning and training resources through WIOA while they are incarcerated and upon exit. Through this partnership, youth residents have access to WIOA services including career assessments, job search, working smart-soft skills training, resume development and interviewing tips. Charlotte Works youth program contractors also partner with other community-based organizations to serve youth, young adults, and adults who are justice involved and/or have a substance use disorder. These organizations include Promise Resource Network, Anuvia, McLeod Center, Center for Community Transitions, Freedom Fighting Missionaries, Mecklenburg County Public Health, Atrium Behavioral Health Center, and others. All program contractors ensure the participant is receiving the resources and services they need in order to be successful in WIOA Title I programming. [Click here to enter text.](#)

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

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

- o Title II Adult Education and Family Literacy Act program resources and policies;
- o Refer to question D.9 for statistical data.
- o 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 programs. Clients are also referred to CPCC for the Adult High School Diploma and the High School Equivalency Program.
- o Title IV Vocational Rehabilitation program resources and policies;
- o The following is a summary of the programming resources/approach:
- o Career advisors provide real-time referral support for youth and adults to Vocational Rehabilitation.
- o Employer engagement occurs to align work-based efforts in the community across the WDB and

Vocational Rehabilitation.

- o 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]
- o 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)
- o 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.
- o Career ladders/maps are updated annually to ensure alignment to industries in demand and employer requirements.
- o Occupational skills training is directly related to industries in demand and career ladders.
- o Through the development of an individual service strategy, the career advisor helps the youth create a career pathway. [Click here to enter text.](#)

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

If yes, attach the Youth Incentive Policy to include:

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

- Name document: Local Area WDB Name Youth Incentive Policy.

[Yes, the Local Area offers incentives for youth.](#)

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

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

N/A

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

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

- o 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.
- o 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.
- o 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.
- o Bus passes/gas cards are provided to assist youth in participating in youth programming.
- o Industry recognized credentials are offered based on occupations in demand such as: IT, advanced manufacturing, healthcare, supply chain management, supply chain and logistics.
- o Career ladders are defined to help participants understand steps towards training and employment.
- o Expected Outcomes: By offering workplace learning opportunities, we build interest in youth in the industries in demand and support the skills gap through programming.
- o By offering youth programming, we equip youth for sustainable/unsubsidized employment [Click here to enter text.](#)

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

- Name document: *Local Area WDB Name Youth Program Elements Chart.*

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

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

Charlotte Works Programs Committee provides oversight to all of Charlotte Works programs, focusing on the youth programs as well as NCWorks and all of the programs/projects/initiatives that support NCWorks and NextGen programs. The Programs Committee also supports the approval process of training providers.

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

a) Provide the committee's purpose/vision.

Charlotte Works Programs Committee provides oversight to all of Charlotte Works programs, focusing on the youth programs as well as NCWorks and all of the programs/projects/initiatives that support NCWorks and NextGen programs.

b) Provide the youth committee's top three goals or objectives for PY 2023. *The Committee is not a youth committee but does support the oversight of the youth programs.*

Program oversight and performance/goal tracking

Approval of training providers and programs

Approval of UpSkill grants (Incumbent Worker) and serve as review committee for the RFP process for One-Stop Operator, Adult/DW Service Provider, Business Services Provider, and Youth Program Provider and make a recommendation to the Board of Directors for approval.

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

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

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

Date	Time	Location (include address and room #)
July 2023	TBD	TBD (virtual)
October 2023	TBD	TBD (virtual)
January 2024	TBD	TBD (virtual)
April 2024	TBD	TBD (virtual)

X. Local Area WDB Innovations

1. List additional funding received by the Local Area WDB to include special grants (Youth Initiative), NC Job Ready Workforce Investment Grants, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, American Rescue Plan Act (ARPA), NCWorks Commission, and outside funding to include a brief description of the source and the amount received.				
Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
ARPA Small Business	Click here to enter text. Provides funds to establish work-based learning programs targeting businesses with fewer than 25 employees.	11.01.22-12.31.24	\$500,000	
ARPA Re-Entry	Provides funds to enhance the Department of Public Safety's re-entry program which supports individuals involved in the justice system by connecting them to employment opportunities prior to transitioning back into the community.	11.01.22-12.31.24	\$200,000	
United Neighborhoods Community Grant Graham St/ N. Tryon St	Funding assist in covering operational expenses of placing a career advisor in the community to assist in connecting customers with needed services	01.01.23-12.31.23	United Way \$67,000	United Way

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
Deloitte BAC LLP		04.26.21- until expended	Deloitte BAC LLP \$20,000.00	
Deloitte Foundation Local Area Impact	To provide a one-time strategic support grant to CW to be directed to the NC Works Next Gen Program	12.12.22 - 12.31.23	Deloitte Foundation \$25,000.00	

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

Charlotte Works partnered with the Mecklenburg County Sheriff’s Office to provide comprehensive career planning and training resources afforded by the Workforce Innovation and Opportunity Act (WIOA) to residents of the Mecklenburg County detention center while they are incarcerated. Through this partnership, Charlotte Works through its NCWorks career center has placed a career advisor in Mecklenburg County's detention center. Residents of the detention center have access to WIOA services including career assessments, job search, and training scholarships (individualized training accounts), as well as non-traditional services including access to the Working Smart soft skills training certification course. Upon completion of a resident’s sentence, the resident can be transitioned to our NCWorks career center to continue receiving career and supportive services. This partnership is an innovative service to employers in Charlotte Works' local area as it provides them access to a more highly-skilled talent pipeline than if this population was receiving no support or services during incarceration.

Innovative strategies implemented as a result of this partnership include: 1) a Lunch and Learn event held at the detention center hosting a variety of employers to teach them about financial resources and tax credits available to them should they hire former offenders; 2) two career fairs hosted inside of the detention center with over 20 employers participating for both career fairs - approximately 45 inmates that attended were able to secure employment upon release; 3) a partnership developed with Digital Charlotte (entity of Queens University) provided digital literacy training to a group of inmates, who upon completion of the course received their own laptop. This partnership has not only provided much-needed resources to a population that needs it most, but has also educated key community partners about the workforce services available through Charlotte Works and the NCWorks career centers. Most importantly, this partnership is promoting economic mobility for a population that is often left on the sidelines.

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

Click here to enter text.

Charlotte Works utilized \$10,000 from a private donor’s strategic support grant to hold an *I Am STEAM Career Exploration Event*, at our local community college-Central Piedmont Community. Spearheaded by Charlotte Works, we collaborated with our NCWorks Next Gen Youth program and Central Piedmont Community College’s College and Career Readiness and Skilled Trades departments to expose ethnically and racially diverse young adults, ages 16-24, to careers in science, technology, engineering, arts and mathematics (STEAM). Utilizing CPCC’s Career Development department and our community partners working with at-risk, low-income youth in the areas of occupation exploration and development, we targeted those who already have a love of science and the arts and were interested in learning about career opportunities in STEAM fields.

There were 16 exhibitors in attendance which represented industries such as business and finance, computer science, manufacturing, healthcare, civil engineering and skilled trades. Participants were encouraged to engage with these companies via hands-on activities and one-on-one conversations. The NCWorks Mobile Career Center, a “classroom on wheels” with 10 individual workstations, Internet and Wi-Fi capability, was also on hand and staffed with career advisors. Additionally, CPCC career advisors and several STEAM-oriented mentoring organizations provided educational and employment guidance. In order to keep the youth engaged for an extended period of time, we created a festival atmosphere, providing a DJ, free food via four food trucks, and pop-up demonstrations. A local social media personality emcee hyped the crowd with games, dancing and employer interviews.

The NCWorks Next Gen Youth and CPCC Career Development teams will track the registered attendees for a year, answering questions and providing information on career and educational opportunities. Follow-up surveys sent to the attendees and the employers were wholly positive, with many asking to be contacted about future I Am STEAM Career Exploration events.

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

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.

Charlotte Works has developed career pathways and talent development pipeline initiatives with the local healthcare system and has expanded this partnership to the Centralina Workforce Development Board since the healthcare system is located in Mecklenburg County as well as the counties served by Centralina WDB.

Our NCWorks Career Center in partnership with Gaston County NCWorks Career Center and SCWorks Career Center host the bi-annual Job Fair of the Carolinas. Based on the success of the first 2 JFOTC events,

one employer, Carowinds, offered to host future events at their amusement park. The third job fair resulted in 125 job seekers attending in person and 44 ready to hire employers. The NCWorks and SCWorks mobile units were present and accessible for in-person attendees to print resumes and receive tips on how to actively engage in a job fair. Employers from a variety of sectors participated in the event. Employer survey responses showed a 93% satisfaction rate and 100% recommendation rate.

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

- Click here to enter text. Partnering with Mecklenburg County Library System, the NCWorks Business Solutions team has developed Career Connector events to meet employers and job seekers “where they’re at.” Coordinating with the Mecklenburg County Library Workforce Program, the business services team has developed a strategic plan to connect employers’ career opportunities to untapped talent pools that reside in underserved pockets within the community. These niche partnerships with local library branches allow for greater understanding in matching neighborhood jobseekers with area employers. Advocating for diversity, equity and inclusion, the collaborative events take place at libraries within the opportunity corridors of Beatties-Ford Road and central Mecklenburg County, and the manufacturing corridor of Mecklenburg County. Each organization (NCWorks, the library and the employers) leverage their marketing resources to target latent talent in the community. To date:
-4 library locations -
7 employers -316
attendees With
such positive results in a short time frame (Q1,2023), there are plans to continue expanding the Career Connector events throughout Mecklenburg County.

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

The convenience and accessibility of virtual workshops has been beneficial to job seekers that we serve. Most people are not able to drive to where we are or it's due to their schedule. It saves time to be able to log in to their computer at home. They receive the same information virtually as they would in-person and can ask as many questions as needed, which they are able to do in the allotted time frame of the scheduled workshop.

One of our NextGen Out of School Youth providers, Equus Workforce Solutions, typically uses virtual workshops for our youth that are working full-time jobs so that we can keep them engaged as well as accommodate for their work schedule. Examples of the virtual workshops our NextGen provider offers include:

"How to be Work Ready" Workshop

- In this workshop, the administrator will explain what is needed to be fully prepared for a job interview (resume, dress attire, transportation) as well as the first day of a job (background checks, hours of availability). We also begin to look into the youth and young adults' specific workforce sector of interest and explore how the workplace looks as well as the expectations of the day in the life of an employee in that field.

- "How to be College Ready" Workshop

- In this workshop, the administrator will explain what is needed to be fully prepared to complete a college application (gaining transcripts, ACT vs SAT, tuition forms) and their first day on campus.

Another one of our NextGen Out of School Youth providers, Central Piedmont Community College, has created short videos that can be shared with students as a part of the career exploration process. Students can view these videos anytime from anywhere and they highlight programs that lead to in-demand careers. Here is an example featuring Respiratory Therapy: https://youtu.be/Yp_kQZgwBGI NextGen participants have expressed that career exploration videos are helpful and provide exposure to fields they had not previously considered or knew very little about prior to viewing a video.

In addition, Central Piedmont Community College offers a variety of instructional methods that our NextGen Out of School youth program utilizes and has significantly increased virtual and distance learning options. During the program year classes to prepare for High School Equivalency exams, ESL classes, and basic math and reading courses are offered in-person, online and with hybrid options. In addition to the traditional face to face format, some classes are offered as synchronous instruction via WebEx, asynchronous instruction via learning platforms such as Odysseyware and Burlington English, and as hybrids of synchronous and asynchronous instruction. We have seen strong participation and attendance patterns in virtual and hybrid courses and students continue to use multiple learning formats as an effective way to move towards achieving their educational goals.

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

Sector partnership - Coalition for Construction Careers (C3): 2 representatives from 2 separate construction companies were identified to Champion C3. The Employer Champions took charge by creating the 3 pillars that guide yearly initiatives, Education, Training and Careers. The employer Champions assisted in forming a 5-employer advisory council and plan all meeting agendas. Through the use of labor market data, 6 skilled trades occupations were detected as in-demand for the construction industry. The employer advisory council confirmed the industry need of the 6 occupations and the council has labeled 2 of the vocations "critical-demand". The labor market data and industry intelligence were presented to the C3 community partners. The C3 partners and training providers have been asked to assist in addressing the occupational skills needed to fill the 2 critical-demand skilled trades. Recently, one of C3 employer partners requested the NCWorks Career Center facilitate a large-scale, on-going hiring initiative called the "Pearl Project".

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

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

- Name Each Document: *Local Area WDB Name, Policy Name.*

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

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

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

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

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

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

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

Individual Training Accounts (ITA) Summary	
Dollar Amounts	In most cases, \$4,000/year, \$8,000 lifetime max
Time Limits	2 years
Degree or Certificates allowed (Associate, Bachelor’s, other)	Certificates, Certifications, Bachelor’s and Associate’s (where there is 2 or less semesters required to complete).
Procedures for determining case-by-case exceptions for training that may be allowed	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

Individual Training Accounts (ITA) Summary	
	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.
Period for which ITAs are issued (semester, school year, short-term, etc.)	Short term and semester
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	ITAs cover supportive services such as books, tools, drug screens, background checks, driving records, uniforms and appropriate shoes/boots, and physical exams.
Other	Click here to enter text.

4. Please specify the supportive services provided by the Local Area WDB Supportive Services Policy. List specific items under Supplies, Emergency, and Other, as identified in the Local Area WDB policy. (Expand form as needed.)				
Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
Public transportation passes (bus passes)	Child care assistance	Special services/supplies for persons with disabilities.	Emergency housing/utilities	Employment related clothing and other required items Click here to enter text.
Taxi/uber when appropriate or car pool/van pool fees		Uniforms, shoes, boots	Car repairs	Training related uniforms or required items (tools, supplies, safety equipment)

Transportation	Childcare	Supplies (include examples)	Emergency (include examples)	Other (include examples)
NC vehicle registration fee		Job specific/job related supplies	Medical (eye glasses, dentist, etc.)	Records required for employment (birth certificate, background check)
Vehicle inspection fee		Training-related supplies		
NC driver's license				
Parking Fees				
Mileage reimbursement				

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

Most supportive service gift cards/gift certificates are purchased on an as needed basis. However, for all gift cards purchased in bulk, they are stored in a locked safe or drawer and participants and career advisors sign off when a gift card is provided. This ensures all gift cards are accounted for and it is documented when a participant receives a gift card via a sign-off sheet and in their NCWorks Online profile.

Attachment Checklist from Local Area Plan Instructions

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

[Click here to enter text.](#)

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

Attachment Checklist from Local Area Plan Instructions

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

*Mail signed and unfolded originals to assigned DWS Planner at

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

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

Appendices

NC Local Area WDB By-Laws Required Elements

[Appendix A](#)

By-Laws Guidance

[Appendix B](#)

Guidance Regarding Meetings and Conferencing via Electronic Means

[Appendix C](#)

Local Area WDB Membership Requirements

[Appendix D](#)

NC Local Area WDB By-Laws Required Elements

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

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

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

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

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

By-Laws Guidance

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

Article 1

Name and Purpose

Section 1. Name

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

Section 2. Purpose and Responsibilities

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

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

The Board responsibilities shall include:

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

By-Laws Guidance

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

Article 2

Board Members

Section 1. Appointment

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

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

By-Laws Guidance

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

Section 2. Composition

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

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

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

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

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

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

By-Laws Guidance

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

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

Section 3. Tenure

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

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

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

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

Section 4. Termination for Cause

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

Section 5. Resignation

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

By-Laws Guidance

Section 6. Vacancies

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

Article 3 Meetings

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

By-Laws Guidance

Section 5. Open Meetings

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

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

Section 6. Proxy Representation and Voting

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

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

Section 7. Conflict of Interest and Voting

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

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

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

By-Laws Guidance

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

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

Article 4

Organization

Section 1. Officers

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

Section 2. Election of Officers

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

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

Section 3. Chair

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

Section 4. Vice-Chair

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

By-Laws Guidance

Section 5. Secretary

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

Section 6. Executive Committee

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

Section 7. Vacancy

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

Article 5 Committees

Section 1.

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

Section 2.

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

By-Laws Guidance

Section 3.

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

Article 6 Amendments

Section 1. Amendment Procedure

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

Section 2. Vote Needed

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

Article 7 Severability

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

Adopted This NUMBER DATE Day of MONTH, YEAR.

Board Director, Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

Board Chair, Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

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

Guidance Regarding Meetings and Conferencing via Electronic Means

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

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

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

Local Area WDB Membership Requirements

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

Who May Satisfy the Requirements:

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

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

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

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

Who May Satisfy the Requirements:

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

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

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

Local Area WDB Membership Requirements

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

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

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

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

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

Community College representatives would not be appropriate for this category.

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

Who May Satisfy the Requirements:

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

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

Local Area WDB Membership Requirements

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

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

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