CHARLOTTE WORKS

Workforce Innovation and Opportunity Act

Comprehensive Four-Year Title I Plan

July 1, 2024 - June 30, 2028

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

Introduction and Instructions

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

The WIOA Comprehensive Four-Year Title I Plan is to provide current information and be effective July 1, 2024 - June 30, 2028 and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2024-2025 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper's mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper's workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, Local Area WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

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

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

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

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

North Carolina policy information is available at: https://www.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-policies. Local Area WDBs should reference the North Carolina WIOA Unified State Plan to be posted March 2024.

Local Area Plan Submission and Due Date

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

> # The Program Year 2024 - 2028 Plan is Due:
> # May 1, 2024

Each attachment must be clearly labeled in either Word or PDF format. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE.

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

Division of Workforce Solutions
313 Chapanoke Road, Suite 120
4316 Mail Service Center
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.

Charlotte Regional Workforce Consortium

- 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*.

- If the Local Area WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document.

---

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

Mecklenburg

---

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

Name: Anna London	Title & Salutation: President & CEO
Organization Name: Charlotte Works	Address: 8601 McAlpine Park Drive, Suite 130, Charlotte, NC 28211
Phone Number: 704-274-8016	Email Address: alondon@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, The Honorable
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 disbursal of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

Name: Beverly Shepard	Title & Salutation: Fiscal Manager, Mrs.
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: Anna London	Title & Salutation: President & CEO
Organization Name: Charlotte Works	Address: 8601 McAlpine Park Drive, Suite 130, Charlotte, NC 28211
Phone Number: 704-274-8016	Email Address: alondon@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, Change 1)

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). Do not change required category names except to clarify those representing multiple categories. When determing the total number of members, representatives serving in more than one category must be counted and listed only once on the form. Identify any names representing a dual category with an asterisk (*).

Notes:
- *Please complete the entire form. Check the block on the last page of the form certifying compliance with required WIOA Local Area WDB business nomination process.*
- *Representatives with expired terms will not be included in the counted list of Board members. Board member terms must stated in a month/date/year format.*
- *Plans that do not have a compliant workforce Board will not receive Final Approval. Formula funds will not be awarded until the Local Area WDB has a compliant workforce Board. Exceptions are allowed only when realignment is occurring in the upcoming program year.*

---

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 by following the board appointment process 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. All board appointments follow a board appointment process.

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 and Appendix C.

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, as well as individual's contact information for distribution of Plan. [WIOA Section 108(d) and 108(b)(20)]

Charlotte Works will make the plan available for a 30-day public comment period through both electronic means and sent to news outlets upon request. We post a notice on the front page of our website indicating that the plan is available for review along with instructions for submitting feedback. This is also highlighted in our newsletter. Those who have comments can send them directly to the via email at info@charlotteworks.com, or via mail to our office at 8601 McAlpine Park Drive, Suite 130, Charlotte NC 28211 .

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) and 108(b)(20)]

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

- Name document: *Local Area WDB Name Organizational Chart.*

17. Complete the following chart for the PY2024 Local Area WDB's planned meeting schedule to include, date, time, location, and virtual link (if applicable). (Expand form as needed)

Date	Time	Location (include address, room # and virtual link)
July 19, 2024	10:00-12:00	Zoom: https://us02web.zoom.us/j/81610498307?pwd=citoMENZS0NLeU9mQllMVzR4RnpWZz09 Meeting ID: 816 1049 8307 Passcode: 939685
September 13, 2024	10:00-12:00	NCWorks Career Center – Charlotte 8601 McAlpine Park Dr, Suite 110 Charlotte, NC 28211 https://us02web.zoom.us/j/89287613128?pwd=c3pVa0pGdkFtZEVhOTJtZ1NlOG4ydz09 Meeting ID: 892 8761 3128 Passcode: 079667
November 1, 2024	10:00-12:00	Zoom https://us02web.zoom.us/j/82948820046?pwd=ZzdBSWlIVWNGMnI2NWJRbW9yN3N0Zz09 Meeting ID: 829 4882 0046 Passcode: 012063

February 28, 2025	10:00-12:00	NCWorks Career Center – Charlotte 8601 McAlpine Park Dr, Suite 110 Charlotte, NC 28211 https://us02web.zoom.us/j/82445491001?pwd=dWFXTUg0c1JEQWl0c1NsalFqRjJXZz09 Meeting ID: 824 4549 1001 Passcode: 144320
April 18, 2025	10:00-11:00	Zoom https://us02web.zoom.us/j/84659969750?pwd=UElpa1dDdzlLUzFMc1hxcUpaSU5GUT09 Meeting ID: 846 5996 9750 Passcode: 340278
May 30, 2025	10:00-12:00	Zoom Join Zoom Meeting https://us02web.zoom.us/j/83404477279?pwd=ek9abGhwdm1HS3JDY3VzcG1VQ1hKQT09 Meeting ID: 834 0447 7279 Passcode: 987112

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.

The Comprehensive Four-Year Plan is developed in partnership with the chief local elected official and approved by the Local Area WDB. This approval should be reflected in the Local Area WDB meeting minutes as an Action item.

18. Provide the Month and Date of the Local Area WDB meeting that the Comprehensive Four-Year Plan was approved. Attach a copy of the Local Area WDB minutes that reflect this action item.

- Name document: *Local Area WDB Name Plan Approval Minutes*.

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

- Name document: *Local Area WDB Name Certification Form*.

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

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

20. Submit the original Local Area WDB and Chief Local Elected Official (CLEO) Signatory Page (*form provided*), bearing the original signatures of the CLEO(s) and the Local Area WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar).
• Name document: *Local Area WDB Name Signatory Page*.

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

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

II.   Local Area WDB Strategic Planning

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

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

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

The Charlotte Works is casting a broad future state vision for what success in the workforce ecosystem looks like across all partners ultimately leading to employment. We are actively securing high level partnerships with business leaders and workforce providers to bridge the gap between talent development and talent search processes. This process ensures that our development activites are industry-driven leading to in-demand employment opportunities while also enabling us to take a holistic approach to talent development. This approach with providers enables us to address their barriers to employment along their job seeker journey and meet the community needs best as an ecosystem even if those needs lie outside of our scope of direct services.

While the framework for our strategic vision has been implemented, we are continually improving connections and performance in the process to better drive economic growth, industry recruitment, and putting individuals on a path to family sustaining wages. A major focus of this continual improvement process is

leveraging the intersections between connectivity between sectors and individuals and technology tools to improve capacity. To achieve our strategic vision we have three key pillars of focus:
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 services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Local Area WDB will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. Include how these strategies will be a result of regional economic and employer-driven priorities. [WIOA Section 108(b)(3)]

Charlotte Works, by way of its NCWorks Career Center and NCWorks NextGen program, have deployed career advisors to work inside of the Mecklenburg County Sheriff's Office Detention Center, Mecklenburg County Community Resource Centers, 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   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. Considering the analyses described in the Regional Strategic Planning Section III, describe strategies to work with the entities that carry out the core programs that align resources available to the Local Area to achieve the strategic vision and goals. [WIOA Section 108(b)(1)(F)]

As our regional strategic vision is focused on ultimately improving the local job match rate between talent development activites and employers searching for talent we are intentionally focused on connecting with other partners and ecosystems that provide resources outside of our scope of service. This focus is twofold, both on the side of employers and conducting analysis of their talent needs, and on the side of workforce partners and in an analysis of their talent development efforts. As this focus is industry-driven we start with the talent needs of industry and we are in the process of a groundbreaking project in partnership with the Charlotte Executive Leadership Council to potentially have unprecedented access to data around their forecasted hiring needs that will be a key driver of our conversations with workforce development organizations around where to focus our training and development efforts. While much of the data generally

available regarding employer demand is retrospective or real time this data is true forecasting data enabling us to have sufficient time to train and develop talent for these roles in a timeline that better aligns with the needs and speed of industry. In addition to having this employer information to know where to direct training efforts, a key are of focus here is on supporting job seekers through their journey to employment, understanding that various personas of job seekers have different experiences and have needs outside the scope of workforce services in order for them to successfully continue in the process. As such we are committed to connecting to resources that provide supportive services via workforce ecosystem partners or social services partners to ensure that individuals do not have to leave training or stop their job seeker journey as a result of life circumstances that need to be addressed before they can continue. This ensures that we can truly develop the talent businesses need and not have a leaky pipeline of talent development that still requires businesses to hire outside of our region or exorbitantly and unsustainably increase their hiring costs to fill an immediate need.

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

At Charlotte Works, we are committed to maximizing coordination of services provided under the Wagner-Peyser Act and through the NCWorks Career Center system. Our strategy is centered around a seamless and streamlined approach to service delivery, which is achieved through the following methods:

Integrated Service Delivery: All job seekers entering our career centers begin with an orientation of services, followed by meetings with Talent Engagement, Talent Development, and Business Solutions team members as needed. This ensures a holistic approach to addressing the needs of each job seeker.

Cross-Training of Staff: To avoid duplication of services, particularly through the Employment Assistance Initiative (EAI) and Reemployment Services and Eligibility Assessment (RESEA) process, all NCWorks Career Center staff members are cross-trained. This enables them to provide appropriate services and make referrals efficiently.

Strategic Partnerships: We have established partnerships with community organizations to provide additional services that our career centers may not offer. Career Advisors make referrals to these partners, ensuring that job seekers' needs are met without duplicating services.

Use of Technology: We utilize the NCWorks system for maintaining job seeker profiles, conducting objective assessments, and updating job referrals. This technology allows for effective tracking and coordination of services.

By implementing these strategies, Charlotte Works enhances service delivery, meets the diverse needs of job seekers and employers, and ensures that resources are utilized efficiently without unnecessary duplication of services.

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

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 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 the development of customized training programs.

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. This partnership fosters collaboration among employers and workforce partners to find solutions to the workforce development challenges facing their industries.

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 and Federal bonding information is also provided to employers as an option as they consider hiring from eligible populations

o   Utilizing high-level business consultations, business strategies are provided to employers that are struggling or scaling. The full business service tool box is offered as needed, such as: employee retention tactics and layoff aversion strategies along with a referral to NC Commerce's business Edge program where appropriate.

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

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.

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

The Local Area's workforce development system in Charlotte is a comprehensive network designed to meet the needs of job seekers and employers. It includes a variety of programs and services:

Core Programs: These include Adult, Dislocated Worker, and Youth programs under the Workforce Innovation and Opportunity Act (WIOA), as well as Wagner-Peyser Employment Services.
Adult Education and Literacy Programs: Aimed at improving foundational skills, these programs are essential for individuals seeking to enhance their employability.
Vocational Rehabilitation Services: These services assist individuals with disabilities in preparing for, obtaining, retaining, or advancing in employment.
Carl D. Perkins Career and Technical Education Programs: These programs support career and technical education (CTE) that prepares individuals for high-skill, high-wage, or in-demand industry sectors or occupations.

The Charlotte Works Workforce Development Board works closely with entities administering workforce development services through the Workforce Providers Council. The council is focused on elevating the services of the entire ecosystem through the following ways:

Strategic Planning: Aligning workforce development strategies with local economic development and educational initiatives.
Resource Sharing: Coordinating funding and resources to maximize impact and avoid duplication of services.
Data Sharing: Utilizing shared data systems to track program outcomes and inform continuous improvement.
Employer Engagement: Working with employers to identify workforce needs and develop training programs that meet industry demands.
Through these efforts, the workforce development system in Charlotte aims to create a skilled workforce that meets the needs of local employers and supports the economic growth of the region.

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

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. 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 frequently 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.

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

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 leaders of all local key collaborative efforts with a significant focus in workforce development to develop and implement strategies for workforce and economic development to ensure business' needs are being met.

---

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

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:

Charlotte Works has career advisors dedicated to Mecklenburg County's two Community Resource Centers, providing NCWorks programs and services to residents who are receiving public assistance and/or accessing County programs and services.

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.

Mecklenburg County Sheriff's Office (MCSO)- Charlotte Works in partnership with the Mecklenburg County Sheriff's Office provides detention center residents comprehensive career planning and training resources through WIOA while they are incarcerated and upon exit. Through this partnership, residents have access to WIOA services including career assessments, job search, working smart-soft skills training, resume development and interviewing tips.Charlotte Works also partners with other community based organizations who serve justice involved individuals, some are Freedom Fighting Missionaries, Project BOLT, and the Center for Community Transitions.

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 who may need additional resources and support with obtaining employment.

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

a. statewide rapid response activities as described in WIOA Section 134(a)(2)(A).

When a WARN is received, Charlotte Works collaborates with the North Carolina Division of Workforce Solutions and attends the initial consultation with the affected employer; and where applicable, Charlotte Works will coordinate the initial consultation with the employer. During the consultation a series of questions are asked regarding the nature of the layoff and a menu of services are provided to the employee. Our rapid response team works closely with employers and employee representatives to develop customized response plans, ensuring that affected workers receive timely support and resources. The Mecklenburg County Rapid Response Coordinator assembles a Rapid Response team to address the affected employees, reviewing valuable resources during an employee information session. This includes material on how to deal with a job loss, re-employment services, skill development, financial management tools and access to unemployment benefits. If the employer agrees, a job connecting event will also be coordinated for the affected employees at the employers' location.

b. Coordination and Delivery of Services to Businesses:

Charlotte Works strategically partners with businesses, economic development agencies, chambers of commerce and local government entities to design workforce initiatives that prepare Mecklenburg County's workforce. We use labor market information systems and economic data analysis tools to monitor economic trends and identify businesses that are expanding or experiencing challenges. We provide tailored services to businesses, including talent recruitment, workforce training, and upskilling programs, to support business

growth and competitiveness. Our Early Warning Network also includes the NC Commerce Business Edge department which assists us proactively engage with businesses at risk of layoffs or closures.

By effectively coordinating these activities, Charlotte Works aims to support both workers and businesses in navigating economic changes and maintaining a strong, resilient workforce in our local area.

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

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.

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

Charlotte Works strategically partners with economic development, business, community, city and county government, and educational organizations to design workforce initiatives that prepare Mecklenburg County's workforce for the jobs of today and the future.

Key ED partnerships: Economic Development Partnership of North Carolina (EDPNC), Mecklenburg County ED team, City of Charlotte ED team, the Charlotte Regional Business Alliance and Central Piedmont Community College.

Charlotte Works' engagement in economic development projects includes the site-exploration phase of new business recruitment all the way through supporting the new business' talent acquisition efforts. Charlotte Works also supports economic development partners when existing businesses are expanding and seeking qualified talent.

Charlotte Works provides:
• Labor market data regarding local talent supply and current wage rate information
• Sharing of intel regarding industry trends and business needs
• Connects and convenes partners to jobseekers

• Workforce development funding for existing employees and hiring incentives for new employees

In PY 23, Charlotte Works engaged in 5 Economic Development projects. Engagement in ED projects have been in collaboration with all of the key Economic Development partners.
Engagement included:
· 5 high-level presentations to business prospects
· 3 Comprehensive business needs assessments
· 2 Customized Labor Market Analysis
· 2 Letters 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 job fair coordinated with local ED partner

In PY24, Charlotte Works expects to participate in 10 Economic Development projects. Engagement in Economic Development projects will include discovery and interest meetings with prospective companies looking to relocate and/or open locations in the Charlotte-Mecklenburg region; plus, supporting existing businesses' expansion strategies. Charlotte Works will also continue to serve as the workforce development subject matter expert alongside the Economic Development partners through the City of Charlotte's strategic plan HIRE CLT. This ED initiative is designed to increase alignment among workforce development ecosystem partners, strengthening the local workforce for our local businesses which will foster inclusive economic growth.

14. Provide a description of how the WDB is employing sector strategies by creating industry-led sector partnerships to facilitate engagement of employers and better coordinate workforce development services, training, and economic development activities. Include a brief example(s) of existing industry sector initiatives / partnerships or describe the strategy to implement them for evidence-based in-demand industry sectors for the region [WIOA Section 106 (c)(1)(C), Section107 (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 – talent attraction, employee training and job retention.
 These convenings assist Charlotte Works in identifying business needs and deploying business solutions related to developing a stronger workforce in Mecklenburg County.

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

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
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

16. In addition to facilitating the development of career pathways, also describe the review process for in-demand career pathways to determine if new pathways are needed, or if current pathways should be updated or removed based on the needs of the industry.
    a. Include plans for new career pathways.
    b. Explain how career pathways in the local area are in alignment with other partners/stakeholders' (Department of Public Instruction (DPI), community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.
    c. Describe the strategy to avoid duplication efforts.
    d. Describe the strategy to promote pathways and recruit participants.

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. Workforce providing organizations in Mecklenburg County also use the career maps created and provided by Charlotte Works. 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. We are also 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, collaborating on this outreach efforts helps to create alignment and eliminate duplication. The timeline for this is TBD.

We continuously analyze labor market data to identify emerging industries and skill needs. Based on this analysis, we are developing new dynamic skills-based career pathways that transcend traditional industry boundaries. These pathways are updated regularly on our website Charlotte Works Career Pathways.

a.	Upcoming pathways spotlights focus on technology, healthcare, and advanced manufacturing, emphasizing the skills required for success in these fields and how to transition from other common roles.
b.	We collaborate with the Department of Public Instruction (DPI), community colleges, myFutureNC, universities, and other stakeholders to ensure our pathways align with their programs. This alignment ensures that students and job seekers can transition smoothly between educational institutions and into the workforce without redundancy.
c.	Regular meetings and information sharing with our partners help us identify any potential overlaps in pathway offerings. We leverage existing resources and programs, integrating them into our pathways to provide comprehensive support without duplicating efforts.
d.	We actively promote our career pathways through our NCWorks Career Centers, social media, and community outreach events. Success Stories on our website highlight specific pathways and success stories to attract and inspire participants. We also engage with local schools, colleges, and community organizations to raise awareness and encourage participation in our pathways.

17. Provide a description of the Local Area WDB's capacity to provide workforce investment activities to address (a) education attainment and skill needs of high-demand fields (b) strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and (c) supportive services for hard-to-reach communities. (d) Explain strategies that include NextGen, NCCareers.org and any awareness models for success. (e) Explain strategies to align work across the North Carolina Community College System (NCCCS) and (DPI) to increase youth apprenticeships or assist businesses in hiring youth apprentices.

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 Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Library, Mecklenburg County Community Resource Centers 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

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, Two Mecklenburg County Community Resource Centers, Charlotte Mecklenburg Libraries, 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 apprenticeships 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. Charlotte Works also partners very closely with Charlotte Mecklenburg Schools and Central Piedmont Community College to assist with providing access and exposure to Apprenticeship programs for high school and college students and helping students to complete the necessary steps to be enrolled in apprenticeship programs.

III. Regional Strategic Planning:

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

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

- *Western Region: Southwestern, Region C (Foothills), and Mountain Area WDBs;*
- *Northwest Region: High Country, Western Piedmont, and Region C (Foothills)WDBs;*
- *Piedmont Triad Region: Piedmont Triad Regional and GuilfordWorks WDBs;*
- *Southwest Region: Centralina, Charlotte Works, Region C (Foothills), and Gaston County WDBs;*
- *North Central Region: Kerr-Tar, Durham County, Turning Point, Mid-Carolina, and Capital Area WDBs;*
- *Sandhills Region: Cape Fear, Lumber River and Mid-Carolina WDBs;*
- *Northeast Region: Rivers East, Northeastern, and Turning Point WDBs; and*
- *Southeast Region: Eastern Carolina and Cape Fear WDBs.*

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

In our region the regional economic conditions are characterized by a diverse and growing economy. Our pandemic recovery outpaces many other local areas. Key in-demand industry sectors include finance, healthcare, information technology, manufacturing, Hospitality, Construction, and Transportation and Logistics. These sectors are driven by the presence of major financial institutions, a robust healthcare system, a growing tech industry, and a strong manufacturing base. We maintain regular updates to data on the industries in demand on our website in addition to our occupations in demand list where we highlight the top occupations weighing three key factors: total jobs, projected job growth, and median salary.

Emerging sectors include clean energy, biotechnology, and data analytics, which are experiencing increased demand for skilled workers. Conditions that could contribute to potential layoffs and closures include economic downturns, technological advancements leading to automation, and shifts in consumer demand.

To meet the employment needs of employers in these industry sectors and occupations, workers need a range of knowledge and skills. These include:

Technical skills specific to each sector, such as coding for IT, financial analysis for finance, and clinical skills for healthcare.

Soft skills, such as communication, teamwork, and problem-solving, are universally valued across sectors.

Digital literacy, as technology is increasingly integrated into all industries.

Adaptability and continuous learning, to keep pace with evolving industry demands.

Charlotte Works engages with local businesses and industry leaders to determine these needs, ensuring that workforce development efforts are aligned with the current and future demands of the regional economy. We have been at the forefront of driving a skills-based career pathways idea to help better individuals transition between industries and sectors where they have transferable skills and can realize an economic advantage by transitioning industries. In addition, we continue to deliver our working smart curriculum, helping our participants develop essential soft skills for employment. We are also are connected with the Center for Digital Equity focused on bridging the digital divide and improving digital literacy.

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

The regional strategic vision of Charlotte Works aligns with the NCWorks Commission's 2023-2025 Strategic Plan in several key ways:

1. Alignment: Both the NCWorks Commission and Charlotte Works prioritize the alignment of workforce development programs to meet the needs of employers and job seekers. Charlotte Works focuses on bringing together stakeholders to create a coordinated workforce system, which aligns with the NCWorks Commission's goal of enhancing coordination among workforce development programs.

2. Accessibility: The NCWorks Commission emphasizes improving access to workforce services, particularly for underserved populations. Charlotte Works supports this goal by advocating for a more inclusive and accessible workforce ecosystem and providing resources and support services to help individuals choose a career pathway and gain employment.

3. Accountability: Both entities stress the importance of evaluating the effectiveness of workforce programs. Charlotte Works' strategic vision includes continually improving connections and performance to drive economic growth and ensure that programming supports WIOA common measure goals.

4. Advocacy: The NCWorks Commission aims to promote policies that support workforce development and economic growth. Charlotte Works aligns with this goal by actively securing partnerships with business leaders and workforce providers to bridge the gap between talent development and talent search processes.

5. Advancement: Encouraging innovation and adopting best practices in workforce development are central to both the NCWorks Commission's and Charlotte Works' strategies. Charlotte Works focuses on leveraging technology tools to improve capacity and designing an accessible and inclusive workforce ecosystem that promotes equity.

Overall, Charlotte Works' regional strategic vision is closely aligned with the NCWorks Commission's 2023-2025 Strategic Plan, with both emphasizing alignment, accessibility, accountability, advocacy, and

advancement in workforce development to support economic prosperity and create a skilled workforce that meets employer needs.

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

Mecklenburg County boasts a resilient labor force, which has rebounded to exceed pre-pandemic levels, reaching 667,037 as of January. The unemployment rate stands at 3.6%, aligning closely with the state's rate of 3.5%. The employment-to-population ratio in the county is 57.3%, which is comparable to the state's ratio of 58.6%.

Over the past five years, the county has experienced significant job growth, with an increase of 79,393 jobs, and projections indicate a further growth of 56,549 jobs over the next five years. Between 2018 and 2023, job numbers rose by 10.4%, from 761,837 to 841,230, surpassing the national growth rate of 3.6% by a substantial margin of 6.8%. This job growth has been accompanied by an increase in the labor force participation rate, from 68.7% to 72.4%.

Educational attainment in the county is noteworthy, with 30.9% of residents holding a Bachelor's Degree, which is 9.8% above the national average, and 8.4% possessing an Associate's Degree, slightly below the national average by 0.6%. The top industries in 2023 are hospitality and finance, reflecting the diverse economic base of the region.

However, challenges persist, particularly for individuals with barriers to employment. The mean per capita income in the area is $43,919, while the MIT living wage for a single individual in Mecklenburg County is estimated at $50,676, indicating that the average single individual may struggle to support themselves. Over 10% of the population lives in poverty, including 7.7% of seniors, and 8% of the population is disabled. Additionally, over 200,000 individuals live in non-English speaking households, which can pose additional challenges in accessing employment opportunities.

In conclusion, while Mecklenburg County's workforce demonstrates robust growth and high educational attainment, attention must be given to addressing the needs of individuals facing barriers to employment to ensure inclusive and sustainable economic development.

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

The overarching strategy to facilitate business engagement at Charlotte Works is simple: listen to employer needs and directly respond to their needs with information or resources that provide value to employers. Charlotte Works President & CEO is also a co-chair to the Charlotte Executive Leadership Council's Workforce working team which aims to address talent pipeline challenges in high demand jobs in the Mecklenburg County area. To do this, we implement the following strategies:

We utilize 1:1 business consultations to conduct a business needs assessment, where employer pain points are identified. Then the value of our business services are explained to employers, highlighting talent attraction, employee retention and upskilling tactics to address their workforce issues.

Sector Partnerships: We establish partnerships with key industry sectors to understand their workforce challenges and collaborate on solutions.

Business Services Teams: Our dedicated business services teams work closely with employers to identify their specific needs and connect them with suitable candidates. We leverage NCWorks online to outreach to employers in our targeted sectors who have open job orders posted. We Participate in business expos and networking events to market services to employers. We partner with professional associations and chambers of commerce to serve as subject matter experts for panels discussions and speaking engagements.

Customized Training Solutions: We offer customized training solutions to address the unique skill requirements of employers, particularly for in-demand occupations.

Labor Market Intelligence: We provide employers with up-to-date labor market information to inform their recruitment and workforce development strategies.

On-the-Job Training (OJT): We support OJT programs that allow employers to train new hires on their specific processes and systems while receiving financial assistance.

Small Business Support: We offer targeted services to small businesses, including access to talent pools, training grants, and workforce development resources. We partner with organizations to coordinate small business seminars to provide resources that assists with scaling. We serve as a connector for small businesses to obtain resources outside our scope of work.

Employer Forums and Roundtables: We host forums and roundtables to facilitate dialogue between employers, educators, and workforce professionals, fostering collaboration and innovation.

Job Fairs and Hiring Events: We organize job fairs and hiring events tailored to specific industries or employer needs, providing a platform for direct engagement with job seekers.

By implementing these strategies, Charlotte Works aims to effectively engage businesses and employers, including small employers and those in in-demand industry sectors, to support the workforce system in meeting employer needs and driving economic growth in the region.

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

In addition to leveraging our Economic Development seat on our board to stay abreast of current opportunities, we continually consult with local economic development professionals to ensure our site selection packet accurately demonstrates our regional value and engagement from the workforce sector as an

active partner to employers who will hire our talent. The strategy here is to ensure we are engaged and connected on the front end of projects including making our deliverables to site selection consultants as competitive as possible before prospective businesses engage our local area to increase the pipeline of potential economic development projects. As local economic development professionals identify prospective businesses we are frequently engaged at this point to provide data, information, and resources to support the employer and ensure our regional economy continues to grow. We are committed to staying continually connected with economic development professionals to ensure that our program participants have access to quality high paying employment opportunities.

---

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

Charlotte ranks 30 out of 50 cities for one of the worst commute times in America with an average commute time of 26.6 Minutes (ACS 2018, Business Insider 2019 rankings using 2017 ACS data). While Charlotte has light rail with planned future expansion lines, an inefficient bus system contributes to Charlotte ranking 97th out of 100 Metro areas for public transportation (metro-magazine 2020). Charlotte is making additional investments in transportation infrastructure to counteract our unprecedented growth with an additional light rail route approved. However the construction process for new light rail continues to drag on without any imminent solution available for job seekers. Commuting patterns show a net gain of over 206,000 people that travel to Mecklenburg County for work but live outside of the County (ACS 2022). There a total of 334,843 living outside the county that commute in and a total of 341,801 living in Mecklenburg County zip codes that commute to another location within Mecklenburg County. than there are people living in the cou with an additional 128,065 residents leaving the county for their job.

---

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

Charlotte Works, in collaboration with Centralina and Gaston Workforce Development Boards (WDBs), is dedicated to coordinating education and workforce investment activities in the Charlotte region. Our approach includes:

Regional Approval of Training Providers: We approve training providers and programs regionally to ensure that job seekers can access training across county lines and employers can hire talent from a broader area. This includes partnerships with community colleges and universities.

Alignment with Local Education Systems: We work closely with K-12 and postsecondary education systems to align education pathways with employment opportunities. This includes creating articulation agreements to ensure a seamless transition for students from secondary to postsecondary education.

Shared Resources: We share approved program lists among the WDBs in our prosperity zone, enabling job seekers to obtain training scholarships for programs across the region and avoiding duplication of services.

Industry-Driven Strategies: Our strategies are informed by the needs of the local industries and employers, ensuring that our workforce development efforts are aligned with the region's economic goals.

Through these coordinated efforts, Charlotte Works and its partner WDBs are committed to enhancing services, avoiding duplication, and building a skilled workforce that meets the demands of the Charlotte region's evolving economy.

---

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

NCWorks Career Centers are committed to serving military veterans by providing specialized services and support to assist them in transitioning to civilian employment. The centers offer a range of services tailored to meet the unique needs of veterans, including:

1. Dedicated Veteran Staff: Many NCWorks Career Centers have specialized veteran staff who are trained to understand the challenges faced by veterans and provide personalized assistance.
2. Job Search Assistance: Veterans receive help with creating resumes, preparing for interviews, and accessing job listings that match their skills and experience.
3. Career Counseling: Veterans can access career counseling services to explore different career paths, set career goals, and develop a plan to achieve those goals.
4. Training and Education: Veterans are provided with information about training programs and educational opportunities that can enhance their skills and qualifications for civilian jobs.
5. Priority of Service: Veterans receive priority access to job openings, training programs, and other employment services.
6. Support for Transitioning Service Members: NCWorks Career Centers offer services to transitioning service members and their spouses to facilitate a smooth transition to civilian employment.
7. Access to Additional Resources: Veterans are connected with other resources and support services, such as veterans' benefits, housing assistance, and mental health services.

By offering these services, NCWorks Career Centers aim to support military veterans in finding meaningful employment and successfully transitioning to civilian life.

---

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

Charlotte Works' strategic plan for responding to national emergencies or weather-related disasters focuses on serving victims through various initiatives, including lay-off aversion activities, and leveraging special grants for efficient recovery. The approach includes:

1. **Identifying and Assessing Risks:** Recognizing potential hazards and disasters that could impact the region, including natural, technological, and willful threats. We are connected to local governmental leadership that monitors these risks in our community and coordinate response plans, Charlotte Works is then able to easily plug in where necessary.
2. **Multi-Jurisdictional Collaboration:** Through our partnership with our local government they coordinate working in partnership with local and state authorities, emergency management teams, and other stakeholders to ensure a coordinated response to emergencies.
3. **Support for Affected Workers**: Implementing lay-off aversion activities and other support services to assist workers impacted by emergencies, aiming to stabilize employment and economic conditions in the aftermath of disasters.
4. **Utilization of Special Grants**: Efficiently managing and applying special grants to fund recovery efforts, ensuring resources are directed where they are most needed to support the community and economic recovery .

The strategy emphasizes resilience, preparedness, and rapid response to minimize the impact of emergencies on the region's workforce and economy, ensuring a swift and effective recovery process.

IV.   NCWorks Commission

The NCWorks Commission recommends policies and strategies which value diversity, equity, inclusion, and accessibility while enabling the state's workforce to compete in the current and future global economy. The commission leads, builds partnerships, forms alliances, and is accountable for strengthening North Carolina's innovative, inclusive, relevant, effective, and efficient workforce development system.

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

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

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

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

- *Promote system access, alignment, integration, and modernization.*

---

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

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 and our newsletter. Through 1:1 business consultations, Charlotte Works identifies employer pain points and provides the employer a high-level overview of the business services toolbox.

For information sharing and efficient employer customer service delivery purposes, Charlotte Works convenes a monthly joint team business services meeting that includes local employer-facing workforce representatives from the NCWorks Career Center, veteran services, re-entry and youth programs.

Additionally, through our Talent Source Network, we work with other employer-facing representatives in our community that includes Vocational Rehabilitation, Center for Community Transitions and the Mecklenburg County detention center. We also help employers post open positions associated with H-2B requirements and those with Agricultural hiring needs.

Finally, from a state-wide perspective, Charlotte Works is engaged with convening the NC Business Services Representative (BSR) Consortium. In these convenings, BSRs share information and are encouraged to collaborate with employer-facing representatives from across county lines on behalf of their business clients.

---

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, provides candidate referrals to employers coordinates activities of BSC and makes referrals to Agricultural services and/or Foreign Labor staff

• Business Services Consultants (NCWorks Career Center) – conducts direct business engagement, provides candidate referrals to employers and executes 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 and makes referrals to Agricultural services and/or Foreign Labor staff

•   Local Veteran Employment Representatives (LVER) - engages with businesses to facilitate veteran employment and enables new employer accounts in NCWorks Online   • Contractor Service Provider (White Label Management Group) - conducts direct business engagement, provides candidate referrals to employers and executes business programming

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

Our Communications team is intentional about including the NCWorks updated logo and branding on all communication around our career centers. By using consistent messaging and 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 years, Charlotte Works has increased outreach in the community with an outreach campaign about our NCWorks Career Center and NCWorks NextGen programs and services. Charlotte Works is intentional about always including the NCWorks career center branding and logo when sharing information about services that job seekers and businesses would directly access through the career center. This promotion helps to ensure individuals know where to go in the community to receive assistance with the job search process and business resources.

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

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

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. Recently we have spearheaded two key projects that are accessible via www.wpc.work – a job seeker assessment form (available on the website and via phone) and a service provider toolkit. The vision of this platform and partnership with the WPC is a workforce ecosystem synchronously moving in unison with a singular vision for ensuring that the Charlotte Region is home to a thriving workforce ecosystem generating economic prosperity for all. These tools are but the first of many planned innovations from this collaboration designed to better facilitate job seekers' journey across multiple workforce providing organizations, training providers, and supportive service organizations. By launching the job seeker assessment form, we can quickly screen job seekers to give them directional advice on what providers are best positioned to meet their immediate needs and reduce the amount of time they spend waiting for referrals or investing time and energy in securing an appointment with an organization that is not positioned to meet their needs. In the event that an individual does have needs that the original partner working with the client cannot meet, the service provider toolkit exists to ensure they are aware of the resources available at other organizations and can facilitate a smooth transition through the expertise and knowledge of the entire workforce ecosystem.

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.

Charlotte Works employs a strategic approach to workforce development, focusing on job quality and career pathways:

a. Incorporating Job Quality Principles:

Occupation in Demand List: Annually produced, this list targets jobs with above-average employment, anticipated job growth, and earnings or a path to family-sustaining wages. It guides training providers and informs employer partnerships and organizational strategy.
Minimum Wage Requirement: For companies receiving on-the-job training funding, a minimum wage of $15 an hour is required, ensuring that job quality standards are met.
Career Advancement Opportunities: When selecting upskill grant awardees, career advancement potential is a key factor, ensuring that job quality extends beyond just wages.
b. Creating Strategic, Flexible Career Pathways:

Skill-Based Career Mapping: Moving away from traditional industry-specific mapping, Charlotte Works focuses on helping job seekers transition into careers that maximize the value of their skills. This approach is particularly relevant in the wake of the pandemic, which forced many individuals in the hospitality and food service industries to seek new career paths.
Online Resources: The Charlotte Works website provides content to assist individuals from common industries in identifying occupations across all industries that match their skills, helping them focus on target occupations and develop any additional skills needed for a successful transition.
By prioritizing job quality and skill-based career pathways, Charlotte Works aims to create long-term partnerships with employers offering good jobs and provide strategic, flexible career options that respond to local labor market needs.

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

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 businesses 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.

7. 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, Charlotte Mecklenburg Schools, Central Piedmont Community College and other interested apprenticeship stakeholders.

Using WIOA Title I program funding Charlotte Works will support an apprenticeship initiative in the Energy sector.

Additionally, Charlotte Works was awarded an ARPA grant from NC Commerce to administer WBL funding, which supplements WIOA formula funds. The ARPA WBL grant is designed to provide financial support to micro-businesses for the training and hiring individuals from underrepresented populations.
  Charlotte Works is continuously building partnerships with employers that promote Work-Based Learning projects.

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

To ensure the continuous improvement of eligible service providers and meet the employment needs of local employers, workers, and jobseekers, the local board will:

8. Establish Performance Metrics: Set clear performance standards for service providers based on key outcomes such as job placement rates, earnings, and customer satisfaction.
9. Regular Monitoring and Evaluation: Conduct regular assessments of service providers to ensure compliance with performance metrics and identify areas for improvement.

10. Professional Development: Provide ongoing training and professional development opportunities for staff of service providers to enhance their skills and knowledge in workforce development practices.
11. Stakeholder Engagement: Collaborate with local employers, industry groups, and community organizations to align services with current and emerging labor market demands.
12. Feedback Mechanisms: Implement systems for collecting and analyzing feedback from employers, workers, and jobseekers to inform service adjustments and improvements.
13. Innovation and Best Practices: Encourage the adoption of innovative approaches and best practices in workforce development to enhance service effectiveness.
14. Resource Allocation: Allocate resources strategically to support high-performing providers and address gaps in services.

By implementing these strategies, the local board will ensure that service providers continuously improve and effectively meet the diverse employment needs of the local community.

V. NCWorks Career Centers

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

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

1. Identify PY 2024 NCWorks Career Center location(s) including Comprehensive and Affiliate Sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2024 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]

- Name document: *Local Area Name PY 2024 NCWorks Career Centers.*

2. Provide the name(s) of the current One-Stop provider(s), date, and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract(s) (one to four years and the current year the contract is (e.g., two of three years). [WIOA Section 108(b)(16)]

The current One-Stop provider is Equus Workforce Solutions.

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 Charlotte Works board members and 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.

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

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.

a. Adults access services through the NCWorks Career Center system, which offers workshops, career advising, and resources for job search. The process begins with an orientation video, followed by a meeting with a Talent Engagement Career Advisor for registration and assessments in NCWorks Online. If needed, adults receive Talent Development services, including career advising, training scholarships, and on-the-job training opportunities. The Business Solutions team provides job referrals and supports employers in recruiting qualified talent.

b. Adults access services through the NCWorks Career Center system, which offers workshops, career advising, and resources for job search. The process begins with an orientation video, followed by a meeting with a Talent Engagement Career Advisor for registration and assessments in NCWorks Online. If needed, adults receive Talent Development services, including career advising, training scholarships,

and on-the-job training opportunities. The Business Solutions team provides job referrals and supports employers in recruiting qualified talent.

c.	Youth services begin with intake and file certification to ensure eligibility and suitability for WIOA services. Upon certification, a career advisor assists the young adult with enrollment, objective assessment, and developing an Individualized Education Program (IEP). Plan implementation includes participation in WIOA elements appropriate for the youth's goals, with support from a career advisor. The process concludes with exit and follow-up to ensure continued progress towards independence and self-sufficiency.

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. How long after the initial start date does staff have full access to NCWorks.gov?
     c. The staff development activities reinforce and improve the initial training efforts.
     d. Describe the specific training that staff receive around diversity, equity, inclusion, and accessibility.

a.	New staff members at NCWorks Career Center undergo a comprehensive onboarding process that includes training in the Integrated Services Delivery (ISD) strategy. This training is conducted by the Charlotte Works Super User/Compliance Manager and covers the essentials of the ISD model, one-on-one meetings

with colleagues, and an overview of NCWorks.gov. The training timeline typically spans the first two weeks of employment.

b. Staff members are granted full access to NCWorks.gov upon completion of their initial training with the Charlotte Works Super User/Compliance Manager, usually within the first two weeks of their start date. This access allows them to fully engage with the platform's tools and resources for job seekers and employers.

c. To reinforce and improve initial training efforts, staff development activities are regularly conducted in bi-weekly and monthly team meetings. These meetings serve as a platform to discuss changes in policies, processes, procedures, and service delivery areas. Additionally, follow-up training sessions are scheduled as needed for new staff who require further guidance.

d. The NCWorks Career Center team receives ongoing training in diversity, equity, inclusion, and accessibility through the NCWorks Training Center. Courses such as Unconscious Bias are completed on a regular basis. The team is also exploring additional training options to meet the organizational development needs of the NCWorks team and address the needs of job seekers in these areas.

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 Center serves 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.

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

• Designated NCWorks Career Center DWS staff alert NCWorks Career Center Business Solutions (BSC) team of new employers that have register NCWorks Online accounts to begin business engagement
• NCWorks Career Center BSC team targets sector specific employers for engagement and makes candidate referrals to employers
• BSC team advises all Career Center job seeker facing staff of employment opportunities, hiring events and solicits job candidates for employers
• Local Veteran Employer Representative (LVER) targets specific employers for veteran hiring initiative and coordinates the utilization of business services with the BSC team
• Charlotte Works 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 a monthly joint Business Services team to discuss outreach efforts and aligns business engagement to prevent duplicated efforts

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

Each career center schedules and conducts Reemployment and Eligibility Assessments (RESEA) 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 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.

11. Attach a flowchart for services – flowchart must include:
    a. initial one-on-one interviews with customers,
    b. skills assessments, and
    c. determination of the need for further services.

- Name document: *Local Area WDB Name Services Flowchart 2024.*

12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(c)(1)(2)(A)]

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

13. Describe the Local Area WDB's method for providing oversight to include:
    a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
    b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

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.

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

To facilitate access to services provided through the NCWorks Career Center delivery system, Charlotte Works has continued to enhance its strategies:

1. Community Information Sessions: Conducting sessions in various community locations such as The McLeod Center, Uptown Men's Shelter, Department of Social Services, The Nest, and Center for Community Transitions to eliminate barriers like transportation and limited income.
2. Outreach Career Advisors: Stationing advisors at community partner locations, including Goodwill, Renaissance West Community Initiative, Central Piedmont Community College, Mecklenburg County Community Resource Centers, Opportunity Corridor neighborhood(s) and Mecklenburg County Sheriff's Office, to provide career coaching and ensure work readiness.
3. Technology Integration: Efforts such as our job seeker assessment and automated phone attendant through wpc.work are technological tools designed to improve job seekers access to services
4. Media Strategies: Employing targeted media outreach, such as Spanish-language newspapers, to reach diverse communities and increase awareness of available services.
5. Training and Development: Offering Working Smart soft-skills training and enrollment in approved training programs to foster education and training development.
6. Partnership Referrals: Referring participants to partners that address barriers as needed, ensuring a holistic approach to service provision.

By implementing these methods, Charlotte Works continues to expand its reach and ensure that all individuals, including those in remote areas, have access to the comprehensive services offered by the NCWorks Career Center delivery system.

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

NCWorks Career Centers are leveraging virtual technology to provide comprehensive, integrated, and technology-enabled intake and case management information systems for programs under WIOA, including youth programs and those carried out by NCWorks Career Center partners. The primary software used is NCWorks Online, which allows job seekers to self-register, and Career Advisors to enter and maintain case

management information, including the development of Individual Employment Plans (IEPs), assessments, training enrollment, and completion of all activities.

Additionally, staff can complete objective assessments, upload resumes, access the ONET, and utilize other job-seeking resources available via NCWorks Online. The system enables staff to view activity codes and case notes of services provided by NCWorks Career Center partners, such as Veterans' assistance, Reemployment Services and Eligibility Assessments (RESEA), Employability Assessment Interview (EAI), and Trade Adjustment Act (TAA).

NCWorks has been providing services virtually since March 2020 and will continue to offer both virtual and in-person services. Virtual platforms are used by NCWorks Career Advisors to facilitate intakes, advising sessions, workshops, and other interactions with job seekers and employers, ensuring accessibility and effectiveness in service delivery.

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

Within the NCWorks Career Center system, Charlotte Works, along with Career Center operators and partners, is committed to ensuring compliance with Section 188 of the Workforce Innovation and Opportunity Act (WIOA) and the Americans with Disabilities Act (ADA) of 1990. The following measures are in place to ensure physical and programmatic accessibility for individuals with disabilities:

Physical Accessibility:

Ensuring that all NCWorks Career Center facilities are accessible to individuals with disabilities, including accessible entrances, restrooms, and signage.
Providing accessible parking spaces and transportation assistance when necessary.
Programmatic Accessibility:

Offering programs and services that are inclusive and accommodating to individuals with disabilities.
Providing reasonable accommodations and modifications to services and training programs as needed.
Technology Accessibility:

Ensuring that all technology, including websites, online resources, and computer stations, are accessible to individuals with disabilities, following Web Content Accessibility Guidelines (WCAG).
Providing assistive technology devices and software, such as screen readers and text-to-speech tools, to support access to digital resources.
Staff Training and Awareness:

Providing regular training for staff on ADA compliance, disability awareness, and how to provide effective accommodations and support.
Designating an ADA Coordinator to oversee compliance efforts and address any accessibility concerns.
Collaboration and Partnerships:

Collaborating with local disability advocacy groups and organizations to ensure that services meet the needs of individuals with disabilities.
Engaging with partners to share best practices and resources for accessibility.
Monitoring and Evaluation:

Regularly reviewing and updating accessibility policies and practices to ensure ongoing compliance with Section 188 and the ADA.
Conducting periodic accessibility audits of facilities, programs, and technology to identify and address any barriers.
By implementing these measures, Charlotte Works and its partners within the NCWorks Career Center system are dedicated to providing accessible and inclusive services, facilities, and technology to support the employment and training needs of individuals with disabilities.

VI.   Employer Services

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

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

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
e.	Charlotte Works has built strategic relationships with professional associations that support HUB employers and we provide potentially eligible HUB employers with the information necessary to be certified. Charlotte Works was awarded an ARPA grant from NC Commerce to administer WBL funding to micro-business. The funding is designed for micro-businesses to train and hire individuals from underrepresented populations and the priority of service is given to HUB certified micro-businesses.

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

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

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 Entreprenurial 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.

VII. Performance

U.S. Department of Labor (USDOL) has the following WIOA Performance Indicators:
- Employment Rate – 2nd Quarter After Exit
- Employment Rate – 4th Quarter After Exit
- Median Earnings – 2nd Quarter After Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers (system-wide measure, not program specific)

1. Examine the Local Area WDB's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2022-2023 and prior Program Years. (Reports available via FutureWorks BI.) What are some factors that have impacted performance levels both positively and negatively in the current program year?

a. Provide at least two examples of positive factors and two examples of negative factors with an explanation of each. Some examples to consider include:
- unemployment rate
- factory closures/openings
- economic development recruitment
- retention and expansion efforts
- regional industry growth priorities
- weather events and natural disasters that may have impacted the area
- internal operational factors

b. Are there any factors that you anticipate will impact your performance during the upcoming program year(s) either positively or negatively?

The performance of the Local Area Workforce Development Board (WDB) for the Program Year (PY) 2022-2023 on the Federal Primary Indicators of Performance for Adult, Dislocated Worker, and Youth programs has been influenced by various factors:

a. Positive Factors:

Economic Development Recruitment: Efforts to attract new businesses and industries to the region have created more job opportunities, positively impacting employment rates and program outcomes.
Retention and Expansion Efforts: Programs focused on retaining existing businesses and helping them expand have led to increased job stability and growth, contributing to improved performance metrics.

b. Negative Factors:

Mass Layoffs Closures: A national trend of layoffs across many sectors has negatively impacted the performance of the Dislocated Worker program and made overall employment performance more difficult along with median earnings as the decrease in available roles has provided employers with more negotiating leverage over job seekers.

Staffing Challenges: Issues pertaining to turnover and staff having access to free quality training on delivering services has been a challenge for us requiring a major investment of time and resources to attempt to stabilize these issues. Should the state invest in a free fundamental training without capacity restrictions that is accessible to our career center staff that would have a significant impact on our performance.

c. Anticipated Factors for Upcoming Program Years:

Unemployment Rate: Fluctuations in the unemployment rate will continue to influence program performance; projected declines in interest rates, economic contraction, and layoffs suggest this could be a problem in the future.
Regional Industry Growth Priorities: Shifts in industry growth priorities may create new opportunities or challenges for workforce development programs, impacting future performance. The emergence of

technologies such as AI could drastically shift the employment landscape both positively and negatively in a short period of time.

Overall, the WDB's performance is subject to a variety of external and internal factors, requiring adaptability and strategic planning to navigate challenges and capitalize on opportunities.

2. What strategies and methods are in place to meet or exceed performance goals? Include information about tracking performance, ensuring accountability of positive performance outcomes, and training.

Consider including the following information:

- Who is responsible for tracking performance?
- Which reporting resources are used?
- Is FutureWorks BI employed? If so, how, and how often?
- How often is training provided to staff?

At the start of each program year, Charlotte Works and its Board of Directors create annual goals for Charlotte Works and its program providers. The program providers for PY23 are Equus Workforce Solutionscovering (Adult, Dislocated Worker, and Business Solutions) Equus also holds a separate contract for ouout-of-schoolol yoprogrammingming along with Central Piedmont Community College they are our two out-of-school youth service providers. Our lone in-school-youth provider is MeckeEd. 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.

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

This question is intended to be hypothetical and is seeking what plan the Local Area WDB has in place to address failing performance, if it were to occur. Answers should address how the Local Area WDB:

- monitors performance,
- communicates with staff,

- makes changes to Local Area WDB performance and training strategies based on reporting data,
- and utilizes follow-up accountability measures.

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.

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

   Consider including the following information:

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

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.

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

Charlotte Works places a strong emphasis on credential attainment as a key indicator of successful workforce development. The following factors contribute to our credential attainment indicator:

a. Challenges in Achieving Credential Attainment Goal:

Access and Equity: Ensuring equitable access to training and credentialing programs for all individuals, including those with barriers to employment.
Alignment with Industry Needs: Continuously updating programs to align with evolving industry demands and ensuring that credentials are valued by employers.
Funding and Resources: Securing adequate funding to support training programs and assist participants with associated costs.
b. Strategies for Success in Credential Attainment:

Partnerships with Employers and Educators: Collaborating with industry partners and educational institutions to develop relevant training programs and ensure that credentials are recognized and valued in the job market.
Targeted Support Services: Providing comprehensive support services, including career counseling, job placement assistance, and support for overcoming barriers to education and employment.
Data-Driven Decision Making: Utilizing labor market data to identify in-demand credentials and guide program development and participant enrollment.
c. Use of NCcareers.org and NC Workforce Credentials List:

Case managers utilize NCcareers.org to provide participants with access to career exploration tools, labor market information, and details on training programs and credentials.
The NC Workforce Credentials list, available through NCcareers.org, is used to identify and recommend industry-supported credentials that align with local labor market needs and participant career goals.
Case managers assist participants in navigating the credentialing process, from selecting appropriate programs to understanding the requirements and potential career pathways associated with each credential.
By addressing these challenges, implementing effective strategies, and leveraging resources like NCcareers.org and the NC Workforce Credentials list, Charlotte Works aims to increase credential attainment and enhance workforce development outcomes in our region.

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

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.

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

Charlotte Works, the workforce development board for Mecklenburg County, has established specific policy requirements and procedures for training providers interested in offering services funded by the Workforce Innovation and Opportunity Act (WIOA). These policies are designed to ensure that training providers and their programs meet both state and local criteria, with a focus on informed client choice, performance accountability, and continuous improvement.

Training vouchers issued to WIOA-eligible youth and adults are contingent upon the selection of training providers listed on the Eligible Training Provider List (ETPL). Charlotte Works emphasizes the importance of providing clients with access to skills assessment tools, career planning resources, and up-to-date labor market information to facilitate informed decisions regarding their training and career paths.

To maintain their status on the ETPL, training providers must comply with several key requirements outlined in the Charlotte Works Training Provider Policy:

Program of Training Services: Programs must lead to recognized credentials, employment, or measurable skill gains.
Completion of Training: Defined as successfully attaining the skills, competencies, or credentials associated with the activity in the client's employment plan.
In-Demand Occupations: Training must align with in-demand sectors and career pathways in high-wage occupations.
Memorandum of Understanding (MOU): Training providers must sign an MOU acknowledging their understanding and agreement to comply with the Training Provider Policy.
Additionally, training providers are subject to ongoing performance monitoring and accountability measures. They must submit performance data for each program, maintain specified graduation and employment placement rates, and comply with equal employment and nondiscrimination requirements.

Charlotte Works reserves the right to conduct unannounced onsite visits, remove programs from the ETPL for non-compliance, and continuously monitor the labor industry and economic climate to ensure training programs meet the needs of both employers and job seekers in the region.

Trainingproviderresults.gov is used where possible, but has limited use due to the NC waiver on performance data, once a more robust dataset exists this will be a better tool for provider evaluation.

- Name Document: _Local Area WDB Name_ ETPL Policy.

VIII. 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 scheduled 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

IX. 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.

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

In the local area served by Charlotte Works, a variety of employment and training activities are available for adults and dislocated workers. These activities are designed to meet the diverse needs of our workforce and align with the Workforce Innovation and Opportunity Act (WIOA) guidelines.

Types of Activities:

Career Services: Includes career counseling, job search assistance, resume writing workshops, interview preparation, and labor market information.

Training Services: Offers occupational skills training, on-the-job training, incumbent worker training, and customized training aligned with in-demand industries.

Supportive Services: Provides assistance with transportation, childcare, work attire, and other needs to remove barriers to employment.

Adult Education and Literacy: Includes basic education, English language acquisition, and integrated education and training programs.

Dislocated Worker Programs: Tailored services for individuals who have been laid off or are facing job loss due to economic changes, providing rapid reemployment and retraining support.

Availability Assessment:

The availability of these services is assessed through ongoing engagement with employers, labor market analysis, and feedback from program participants. Charlotte Works ensures that services are accessible to all eligible individuals, with a focus on reaching underserved populations. The organization continuously evaluates and adapts its offerings to respond to evolving workforce needs and economic conditions.

By providing a comprehensive range of employment and training activities, Charlotte Works aims to empower adults and dislocated workers in the local area to achieve sustainable employment and career growth.

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

The 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.

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

---

4. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2024 using the PY 2024 Adult/Dislocated Worker Service Provider List provided.

    •   Name document: *Local Area WDB Name PY 2024 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.

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

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.

X. Youth Services

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

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

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

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

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

In-School Youth analysis
   a. Approximately 158 individuals served in PY22
   b. Approximately 99% are low-income
   c. 100% were listed as in-school status at time of entry
Out-of-School Youth Analysis
   a. Approximately 278 individuals served in PY22
   b. Approximately 12.8% of the population of Mecklenburg is between 15-24
   c. For our participants, 56% have a diploma, 6% have a high school equivalency, 36% have less than a high school diploma, 2% have some level of education higher than high school
   d. 74% of out-of-school youth were not employed at time of entry into the program

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

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

Based on the analysis in question 1, the local Workforce Development Board does plan to serve In-School Youth. The analysis indicates a strong need for these services, and 99% of these youth are considered low-income, making them eligible for the WIOA In-School program. Additionally, 100% of these youth were listed as in-school status at the time of entry into the program. Given the high percentage of in-school youth who are eligible for WIOA services and the focus on supporting this demographic, it is clear that the local Workforce Development Board intends to continue serving In-School Youth to address their educational and employment needs. For PY23, Charlotte Works has requested a waiver to spend up to 50% of youth funds on In-School Youth. Charlotte Works has had significant success in serving in-school youth over the years and the WIOA Title I program services has supported in-school youth in graduating and having a post-secondary plan.

3. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area WDB, including activities for youth who are individuals with disabilities. Include identification of

> successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)]

The organizations providing workforce activities in the Charlotte-Mecklenburg area include Equus Workforce Solutions, Central Piedmont Community College, 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. As per the guidelines set by the state of North Carolina, a minimum of 75% of the Youth funds allocated to Local Area Workforce Development Boards (WDBs), with the exception of administration expenses, must be utilized to provide services to out-of-school youth (OSY). Our team has been working diligently to maximize the utilization of these funds to ensure that OSY in our community receive the support they need to succeed in their future endeavors. Some notable highlights of our efforts include:

Expanded Service Offerings: We have enhanced our service offerings to cater specifically to the unique needs of OSY. These services encompass comprehensive career counseling, vocational training programs, apprenticeships, and mentorship opportunities. Our aim is to provide holistic support that equips OSY with the necessary skills and knowledge for success in the workforce.

Collaborative Partnerships: We have actively engaged with various local partners, including educational institutions, nonprofit organizations, and employers, to establish strong collaborations. By working together, we are able to leverage additional resources and expertise, ensuring a seamless network of support for OSY.

Targeted Outreach and Recruitment: To ensure that we reach OSY who may not be actively seeking assistance, we have implemented targeted outreach and recruitment strategies. By collaborating with schools, community centers, and social service agencies, we aim to identify and connect with OSY who may be unaware of the resources available to them.

Continuous Improvement: We understand the importance of continuous evaluation and improvement of our programs and services. Through robust feedback mechanisms and data analysis, we strive to enhance the effectiveness and efficiency of our initiatives, ultimately leading to better outcomes for OSY.

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 youth 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.

Youth Workforce Activity	Activities For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

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

The 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.

---

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

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.

---

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

In 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.

---

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

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.

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

---

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

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

9. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2024, using the PY 2024 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided.

- Name the document: *PY 2024 <u>Local Area WDB Name</u> Youth Service Provider List*.

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

The 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, 2023-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 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

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

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

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

    a) State how the WDB will achieve the 75% OSY expenditure rate and describe the steps that will be taken to comply with the WDB's programmatic goals and outcomes.
    b) Describe why there is a need to serve additional ISY in the local area region and state how the WDB will achieve the 25% ISY expenditure rate.
    c) Describe how the local area region will be able to meet the demand for youth services by using the waiver.

[WIOA Section 129(a)(4)(A)] (CPS 09-2021, Change 1) (OG 07-2022, Change 1)

Charlotte Works has been operating 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. In March of PY23, Charlotte Works submitted and was granted a waiver to decrease from 75% to 50% of OSY expenditures and increase from 25% to 50% ISY expenditures.

12. How does the Local Area WDB ensure that the minimum of 20% of funds is spent on work experience and is the Local Area WDB expending the 20% minimum on work experience, to include an estimate of expenditures that will be paid wages to youth? If the Local Area WDB has not been meeting the minimum of 20% of funds, please explain additional measures to be taken this year. [WIOA Section 129(c)(4)] (CPS 09-2021, Change 1)

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.

13. Does the Local Area WDB have a dedicated full-time Youth Business Services Representative (or similar title) at the Local Area WDB level or at the Provider level. If so, state at which level, how many representatives, and how this impacts the Youth Program Design?

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

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

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.

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

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.

---

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

- Name document: *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. Youth Incentive Policies should include: compliance with the Cost Principles in 2 CFR part 200; identify types of items that may be awarded (gift cards, plaques, certificates, checks); identify types of achievements/completion of activities (an inclusive list is required); practices for internal controls for safeguarding incentives, and provide a sample list of required documentation for reimbursement (diploma, evaluations).

---

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

N/A

---

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

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

---

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

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

---

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

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

N/A

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

a) Provide the committee's purpose/vision.

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) Provide the youth committee's top three goals or objectives for PY 2024. 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 2024 Youth Committee's planned meeting schedule to include dates, time, and location. (Expand form as needed or mark Not Applicable.)

Date	Time	Location (include address and room #)
July 10, 2024	3:00	Zoom https://us02web.zoom.us/j/86515443451?pwd=M3Z3aE01RWNUcEt5Q3d0MjZ4bWlCQT09 Meeting ID: 865 1544 3451 Passcode: 718260
October 30, 2024	3:00	Zoom https://us02web.zoom.us/j/82925948350?pwd=ckJ1eFVOZkNwQUIza0lZbUx3aUZ3dz09 Meeting ID: 829 2594 8350 Passcode: 481929
February 19, 2025	3:00	Zoom https://us02web.zoom.us/j/82676607211?pwd=bkJNQi9uZ0JVdFlXeVE3dnFFdHpTUT09 Meeting ID: 826 7660 7211 Passcode: 228262
May 21, 2025	3:00	Zoom https://us02web.zoom.us/j/89216418557?pwd=Mk5jR01YVDQvSW4zNjdWNGZueGhFZz09 Meeting ID: 892 1641 8557 Passcode: 132160

XI. Local Area WDB Innovations

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

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
ARPA Small Business	Provides funds to establish work-based learning programs targeting businesses with fewer than 25 employees.	11.01.22-12.31.26	$500,000 (NC Department of Commerce)	
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.	11.01.22-12.31.26	$200,000 (NC Department Commerce)	
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	01.01.24-12.31.24	United Way $67,000	United Way
Mecklenburg County (Scarborough CRC)	Funding to cover a career advisor at the Ella B Scarborough Center	08/17/2023-06/30/2024	Mecklenburg County $65,000.00 (Contingent Renewable Grant)	Mecklenburg County
Deloitte Foundation Local Area Impact	To provide a one-time strategic support grant to CW to be directed to the	12.12.23 - 12.31.24	Deloitte Foundation $25,000.00	Deloitte Foundation

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
	NC Works Next Gen Program			
Deloitte Foundation	One time donation to assist with expense of STEAM Event for Youth	02.02.2024-02.02.2025	Deloitte Foundation $25,000.00	Deloitte Foundation
City of Charlotte	Assist with Administrative Cost associated with providing Workforce Development services.	11.06.2023-11.05.2024	City of Charlotte $50,000.00	City of Charlotte

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

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

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

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

o   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

o   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.

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

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.
In PY 23

- C3 training partner created new training curriculum for the 2 vocations identified as "critical-demand".

- C3 coordinated a site visit to Mecklenburg County's largest employer to discuss a critical hiring need. This event directly resulted in a community partner's training graduate being hired for the position.

- The NCWorks Career Center continues to facilitate a large-scale, on-going hiring initiative called the "Pearl hiring Project" upon C3 employer Champion request.

XII. Program Year 2024 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2024 Local Area Plan. The Local Area Plan is not complete without these documents.

- Name Each Document: *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 2024 Plan and has not been previously submitted to the DWS.
- Revised policies should be submitted with a highlight or summary of the changes made to the local policy.
- Do not add an empty document in WISE as a "placeholder".

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2024 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	Yes	No

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2024 (Yes/No) and needs review
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes	No
11. Supportive Services Policy	Yes	No
12. Local Area WDB WIOA and TAA Co-enrollment Policy	Yes	No
13. Eligible Training Provider Policy	Yes	No
14. Non-Criminal Complaint Procedures	Yes	No

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

In the second column mark "Yes" **only** if the policy has been changed for PY 2024 and has not been previously submitted to the DWS.

- Do not add a blank document in WISE as a "placeholder".
- These policies are required to operate/offer these services
- If "Yes", load the policy as a separate document.
- Name document: *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 2024 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	Yes	No
2. Local Area WDB Needs-Related Policy	N/A	N/A
3. Local Area WDB Transitional Jobs Policy	N/A	N/A
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 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.
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, transportation (gas cards) uniforms and appropriate shoes/boots, and physical exams.

Individual Training Accounts (ITA) Summary	
Other	Click here to enter text.

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

Training services under Chapter 3 of Subtitle B of the Workforce Innovation and Opportunity Act (WIOA) will be provided in accordance with Section 134(c)(3)(G) through a combination of Individual Training Accounts (ITAs) and contracts. The use of contracts for training services will be employed when there is a demonstrated need for a specific training program that is not readily available through ITAs or when a group of individuals requires the same training. These contracts will be coordinated with the use of ITAs to ensure that they complement each other and do not duplicate services.

The local workforce development board will ensure informed customer choice in the selection of training programs by providing transparent and accessible information about available training options, including program outcomes, costs, and provider performance. This will be achieved through the NCWorks system, where job seekers can access detailed information about training providers and programs. Additionally, career advisors will assist individuals in making informed decisions based on their career goals, skill levels, and labor market demand.

The board will also monitor the effectiveness of training programs and providers to ensure that they meet the needs of both job seekers and employers. Regular reviews and evaluations will be conducted to assess the alignment of training programs with in-demand industry sectors and occupations, and adjustments will be made as necessary to address changing labor market needs.

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

Transportation	Childcare	Supplies (include examples)	Emergency (include examples)	Other (include examples)
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.

Transportation	Childcare	Supplies (include examples)	Emergency (include examples)	Other (include examples)
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)
NC vehicle registration fee, Nc Driver's License Parking Fees Mileage Reimbursement		Job specific/job related supplies Training Related Supplies	Medical (eye glasses, dentist, etc.)	Records required for employment (birth certificate, background check)

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

Attachment Checklist from Local Area Plan Instructions

☐ Local Area WDB Signed copy of Consortium Agreement (if applicable)

☐ Local Area WDB Administrative Entity Organizational Chart

☐ Local Area WDB Board Members (*form provided*)

☐ Local Area WDB By-Laws

☐ Local Area WDB By-Laws Required Elements Crosswalk (*form provided*)

☐ Local Area WDB Organizational Chart

☐ Local Area WDB Administrative Entity Certification Regarding Debarment* (*form provided*)

☐ Local Area WDB Workforce Development Area Signatory Form* (*form provided*)

☐ Local Area WDB NCWorks Career Centers (*form provided*)

☐ Local Area WDB Adult and Dislocated Worker Service Provider (*form provided*)

☐ Local Area WDB Eligible Training Provider Policy

☐ Local Area WDB 14 Youth Program Elements Chart (*form provided*)

☐ Local Area WDB Youth Committee Meeting Schedule (*optional*)

☐ Local Area WDB Youth Committee Members (*optional*)

☐ Local Area WDB Youth Service Provider (*form provided*)

☐ Local Area WDB Youth Incentive Policy (*optional*)

☐ Local Area WDB WIOA and TAA Co-enrollment Policy (*required*)

☐ Local Area Adult/Dislocated Worker Work Experience Policy

☐ Competitive Procurement Policy

☐ Conflict of Interest Policy

☐ Nondiscrimination/Equal Opportunity Standards and Complaint Procedures

☐ Financial Management Policy for Workforce Innovation and Opportunity Act Title I

☐ Local Area WDB Individualized Training Account Policy

☐ On-the-Job Training Policy

☐ Local Area WDB Oversight Monitoring Policy, Tool, and Schedule

☐ Priority of Service Policy

☐ Youth Work Experience Policy

☐ Local Area WDB Supportive Services Policy

☐ Local Area WDB Incumbent Worker Training Policy (*optional*)

☐ Local Area WDB Needs-Related Policy (*optional*)

☐ Non-Criminal Complaint Procedures

☐ Local Area WDB Transitional Jobs Policy (*optional*)

☐ Memorandum of Understanding

☐ 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

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 **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 **WDB**.

The Board services area shall encompass the counties of .

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 Board members. Members of this organization shall be appointed by the following procedure: The Chief Local Elected Official (of the 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 Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.
Section 6. Vacancies

By-Laws Guidance

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

Article 3
Meetings

Section 1. Regular Meetings

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

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

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

Section 2. Special Meetings

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

Section 3. Quorum

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

Section 4. Conduct of Meetings

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

Section 5. Open Meetings

By-Laws Guidance

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 of eligible youth, including representatives of organizations that serve out-of-school youth.

Community College representatives would not be appropriate for this category.

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

Who May Satisfy the Requirements:

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

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

Local Area WDB Membership Requirements

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

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

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