



Workforce Development Area Plan
Workforce Innovation and Opportunity Act
Title I
Four-Year Plan
July 1, 2016 – June 30, 2020

Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each workforce development board to develop and submit, in partnership with the local chief elected official, to the state a comprehensive four-year plan. The WIOA four-year plan will be effective July 1, 2016 - June 30, 2020.

The local and regional plan will support the alignment strategy described in the draft NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. Workforce Development Boards shall comply with WIOA Sections 106 through 108 in the preparation and submission of the plan.

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

Local Workforce Development Boards should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov

North Carolina policy information is available at www.nccommerce.com/workforce. Local Workforce Development Boards may reference the draft North Carolina WIOA Unified State Plan. WIOA Title I Acronyms and WIOA Title I Helpful Definitions have been provided as Appendices A and B to this document for easy reference.

Plan Submission and Due Date

The Local Plan must be submitted through WISE. ***The due date is May 9, 2016.*** Each attachment is provided as an individual Word document and should be submitted separately. Forms requiring original signatures may be mailed to the assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, N.C. 27699-4316.

I. Local Area Outline

A. Local Area Overview

The Local Area Overview provides important contact information that is used throughout the Division. It is important this section remain current. Updates should be submitted to the Division Planner when changes occur especially to contact names and addresses in questions Section A 1-10.

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

The Local Area's legal name is the High Country Workforce Development Board.
The local consortium is the High Country Workforce Consortium.

See High Country Consortium Agreement.

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

Misty Bishop-Price, Interim Director
High Country Workforce Development Board
468 New Market Blvd Boone, NC 28607
828-265-5434, extension 119
misty.bishopprice@highcountrywdb.com

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

Keith Elmore, County Commissioner
Wilkes County Board of Commissioners
124 Old Cotton Mill Place
Roaring River, NC 28669
(336) 651-7346
kelfmore@wilkescounty.net

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

Same as above

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

High Country Council of Governments
468 New Market Boulevard
Boone, NC 28607
828 265-5434

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

Gary Page, Interim Executive Director
High Country Council of Governments
468 New Market Boulevard
Boone, NC 28607
Phone: 828 265-5434
gpage@regiond.org

7. Attach a copy of the Administrative Entity/Fiscal Agent's organizational chart with an 'effective as of date'. Name document: *Administrative Entity Name Organizational Chart*.

See High Country Council of Governments Organizational Chart

8. Provide the Administrative Entity's Data Universal Numbering System (DUNS) number and assurance that the 'System for Award Management' (SAM) status is current. Administrative Entities must register at least annually on the SAM website (<https://www.sam.gov/ccr/>) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

Duns # 136098337
Most recent activation date of 3/4/2016 with next expiration date of 3/4/2017

Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at Appendix C.

9. Provide the Workforce Development Board member's name, business title, business name and address, telephone number and e-mail address. The first block is reserved to identify the Board chairperson. Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: *Local Area Name WDB List*.

Note: Check the block on provided form certifying compliance with required WIOA local Workforce Development Board business nomination process.

* Use form provided and identify categories as indicated on the form. Do not change required category names.

See High Country WDB List

10. Attach the Workforce Development Board By-laws including date adopted/amended. Name document: Local Area Name WDB By-laws.

See High Country WDB By-Laws

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

11. Describe how the Workforce Development Board meets the Sunshine Provision.

WDB meeting dates, information, membership, and minutes are publicly posted on the WDB website, and meeting notices are posted and emailed. Any requested information not posted on our website would be provided as requested.

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

12. Describe how the workforce development board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

The plan will be posted on the High Country Workforce Development Board's website for at least 30 days prior to June 30, 2016. HCCOG submits a weekly electronic newsletter to all the member governments. An announcement will be included in the weekly newsletter during the public comment period to include a link to the plan on the Board's website. HCCOG's website will also be used to solicit public comments by either posting the plan on the COG's website or providing a link to the plan on the Board's website.

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

See High Country WDB Organizational Chart

14. Provide the Local Workforce Development Board’s planned meeting schedule to include time, dates and location.

The High Country Workforce Development Board will meet quarterly on the 2nd Thursday of the month at 2:30 pm in the boardroom at the High Country Council of Governments in Boone:

- July 14, 2016
- October 13, 2016
- January 12, 2017
- April 13, 2017

15. List the county/counties that comprise the Local Area. List the July 1, 2016 population estimates by county (ies) in the Local Area. (Reference: North Carolina State Demographics “County/State projections,” found at www.demog.state.nc.us or, if another source is used, identify source.)

<i>County</i>	<i>July 1, 2016 Population Estimates (2010 Census Data used)</i>
<i>Alleghany</i>	<i>11,219</i>
<i>Ashe</i>	<i>27,507</i>
<i>Avery</i>	<i>17,903</i>
<i>Mitchell</i>	<i>15,894</i>
<i>Watauga</i>	<i>53,706</i>
<i>Wilkes</i>	<i>70,116</i>
<i>Yancey</i>	<i>17,921</i>

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

See High Country Debarment Form (original mailed May 6, 2016)

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

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

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

See High Country Signatory Page (original mailed May 6, 2016)

B. Local Area Planning

Each local Workforce Development Board shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is encouraged to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Plans will require a modification at least every two years to reflect labor market changes and economic conditions.

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

The High Country Workforce Development Board has worked to align its strategic plan with the NCWorks Commission 2014-2016 Strategic Plan - *Preparing North Carolina's Workforce for Today and Tomorrow*. The Board reviewed the plan at their April 2016 Board Retreat and suggested a few minor changes. It is expected to be adopted at their July 2016 Meeting. Focus areas include the following:

- Create an integrated, customer-centered, and seamless workforce system;
- Create a workforce system that is responsive to the changing needs of the economy;
- Prepare workers to succeed in the High Country economy and continuously improve their skills;
- Use data to drive strategies and ensure accountability; and
- Develop a coordinated approach to serving young adults.

See High Country Strategic Plan.

2. Taking into account the analyses described in the Regional Strategic Planning section, 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 described in B.1. [WIOA Section 108(b)(1)(F)]

The WDB continuously outreaches to core partners to address workforce needs and achieve goals of the board in the region. Strategies include the following:

- On-going engagement with public schools to include in particular, CTE programs. The Avery Grade 8 program continues to grow in regards to workforce exposure for students. Due to this partnership, other counties are interested in developing similar programs.
- NCWorks partnerships with various high schools in the region to expose students to workforce development services and NCWorks registration.
- Continued support of Work Ready Communities initiatives.
- Alignment of employer services continues to be a focus through the use of a CRM tool that is being used by a number of partners with a goal to better serve businesses.

- Continuous leadership team meetings are being held at the NCWorks Career Centers to address key issues related to improving services to customers.
 - On-going planning with the regional library system to develop a plan on how library services can complement center services.
 - On-going discussion and planning with Adult Education in order to better align referrals and services.
 - Initial discussion with Goodwill regarding workforce needs and service delivery in the area.
3. Describe Local Area’s workforce development system, including identifying the programs included in the system, and how the Workforce Development Board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). [WIOA Section 108(b)(2)]

Due to the rural nature of the High Country region and its local communities and the variety of staffing and office resources available from partners, each NCWorks Career Center has a unique set of relationships between partners. Board and career center staff are always looking for additional ways to partner and provide more seamless services to customers.

Community Colleges

Mayland Community College and Wilkes Community College serve as our WIOA service providers across all seven counties. This provides for a strong relationship with our community colleges in the counties we serve. In many cases HRD staff from the community colleges are closely connected to our NCWorks Centers through their assistance of our job seekers. Other staff from the community colleges are more focused on business customers and participate in our regional business engagement network.

Secondary Schools and CTE Programs

Workforce Board staff have invested considerable time building relationships with the region’s secondary schools. The Board began this effort in 2013 when hosting a CTE regional forum to share information and best practices. This forum has led to many developments throughout the region between the public schools and the NCWorks system. A current partnership involves the development of a Watauga Summer Teacher Academy with a goal of exposing educators to the true needs of local employers. Approximately 25 educators will participate in industry visits to over a dozen employers to better tie education to employment while also hearing from key workforce partners on regional and local needs.

Appalachian State University

The partnership with Appalachian State University to provide a data analysis of workforce system information continues with hopes of expanding their analysis in the near future either through apprenticeships or through Graduate Assistant support. We continue in conversations with ASU’s career development center to explore ways NCWorks can partner and build on their services.

Senior Employment Programs

Several centers in our region partner with Urban League to host the Senior Service Employment program. Participants also utilize services offered through the center. When appropriate, senior participants are placed at the career center as a worksite to enhance their skills during program participation.

The WDB continues to partner and build on relationships established with NCWorks partners, secondary schools, community colleges, etc. to support the in-demand training needs of students and employers. The High Country WDB continues to stay connected to the local CTE programs in an effort to align NCWorks system activities to support local CTE initiatives. At the January 2016 High Country Workforce Development Board meeting CTE representatives made presentations about current initiatives to provide K-12 students with career guidance and education. A regional meeting with all CTE directors and school superintendents was held in 2015 to share best practices and foster an understanding of regional efforts.

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

The High Country Workforce Development Board continues to have dialogue with Adult Basic Education services within our local community colleges to increase partnering to serve those that have low basic skills so they may pursue additional educational opportunities and/or enter the workforce. Locally, the WDB is partnering closely with the local K-12 school systems, especially superintendents, high school principals, and CTE staff. Historically, the WDB has partnered with the local community action agencies for the purpose of targeting low income individuals for skill upgrading and placement into employment. It is anticipated that this partnership will increase to achieve the goals of reaching this population. Locally Board and career center partnerships with local Vocational Rehabilitation staff have been close, often resulting in dual enrollments to meet customer needs. It is expected these relationships will continue and strengthen with implementation of WIOA services.

The WDB anticipates the development of certified career pathways in healthcare and advanced manufacturing over the next year, as both continue to be identified as in-demand sectors in the High Country.

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

These trainings are offered by a variety of organizations in our area. Local community colleges, Appalachian State University, SBTDC, Ascent Business Network, and others offer

this training. The career centers refer interested customers to these services in addition to hosting some of the workshops on-site at the career centers.

6. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals' career advancement.

Apprenticeships, as part of work-based learning, can be an important part of connecting people to jobs. In the past there have been limited apprenticeship activities in the High Country area. Recently, the apprenticeship consultant has provided local training to center staff. In an effort to expand apprenticeship opportunities, the consultant now has designated hours within the Wilkes NCWorks Career Center.

7. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)]

Rapid Response activities are provided by staff from multiple agencies in attendance using the NCWorks name and referring to NCWorks Career Centers, rather than using a confusing array of program names and acronyms.

High Country Workforce Development Board staff provide regional leadership for Rapid Response Activities. Staff will contact the state to let state level DWS rapid response unit staff know of any layoff/closure as soon as staff are made aware of the event or announcement. If the event requires state level participation then WDB staff work closely with the state to set up the rapid response meeting with the company and communicate this to the appropriate center staff that will need to participate in the company meeting. Because of the long history of working with layoffs and closures, local rapid response teams are in place for each of the workforce centers to work with the company and the affected workers. Meetings with the company and with the workers typically includes High Country WDB staff, WIOA-funded service provider staff, DWS local and regional staff, DSS staff, local community college staff, and other partner staff as appropriate. In many instances, meetings with the company and meetings with the workers will be held at the workplace. In some cases, when there is an immediate closure it is not possible to have the meeting at the workplace, an appropriate facility is secured for purposes of meeting with workers impacted or the meetings are held at the appropriate workforce center.

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

Wagner Peyser services continue to be coordinated in the area. The two Level One certified NCWorks Career Centers have identified center managers with the goal of implementing integrated service delivery between WIOA and DWS staff. Both the Level One centers (2) and the Level Two centers (5) operate using a functional approach with all staff being trained in

career service delivery, referrals, and resource assistance. Wagner Peyser and WIOA staff will continue coordination and integration to avoid duplication.

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

Workforce Development Alignment Summary for Caldwell, Mayland, and Wilkes Community Colleges

The High Country Workforce Development Board partners met on March 8, 2016 to discuss regional needs and to plan alignment strategies for all partners for 2016-2017. Present at the meeting were representatives from the High Country Workforce Development Board, NCWorks, Mayland Community College, Wilkes Community College, Caldwell Community College, WIOA Youth Services, and Vocational Rehabilitation. With quality service to clients and students as the undergirding motivation for all of the partners, the group decided upon the following board priorities and alignment activities on which to focus.

Goal 1: Improve service delivery in the One-Stops.

- Develop a clear, formal referral process between agencies to streamline the process for students, to share information, to avoid repetitious paperwork and to make tracking more efficient.
- Use similar tools for student intake, development, and assessment to allow sharing and consistency among partners (Such as Career Ready 101 and “Working Smart” curriculum).
- Conduct regular cross-training for staff of NCWorks and Adult Education so that clients can receive accurate information from either source for a more fluid process.

Goal 2: Improve outreach and service to employers.

- Understand and utilize career pathways to support training programs aligned with employer needs.
- Strengthen the partnership with the Business Services team to share information and market services and college training programs and align work-based learning opportunities
- Coordinate services to identify On-the-Job Training, work experience, and apprenticeship programs as appropriate for employers and customers
- Align resources and tools for Labor Market Information to assist staff and students.

Goal 3: Engage the region’s youth.

- Develop MOU agreements between public schools, NCWorks and Adult Basic Education to coordinate efforts to serve dropouts, disconnected youth and graduates who are basic skills deficient.
- Convene regular meetings to facilitate communication between partners.

Each local plan for Caldwell, Mayland, and Wilkes Community Colleges addresses our program's plans to provide Adult Education and Literacy Activities, including responses to our strategies for instructional practices, ensuring student engagement, offering transitional support, providing professional development to staff, engaging in continuous improvement measures, and aligning our services with those of the other WIOA partners.

Debbie Woodard, Dean, of College Readiness at Wilkes Community College, serves as the adult literacy representative on the High Country Workforce Development Board for Caldwell, Mayland, and Wilkes Community Colleges. She has served on the board since July 2015.

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

To date, High Country WDB does not have a cooperative agreement with Vocational Rehabilitation. The Local Area consistently emphasizes to our service providers the need to serve customers with disabilities. Past regional Career Center meetings have included short presentations, and Career Center management teams review information and videos made available through Vocational Rehabilitation. Historically, Career Center partners have been invited to the Equal Opportunity training held by the Local Area for service providers. Marketing efforts are always inclusive of persons with disabilities. It is common to co-enroll customers being served through Vocational Rehabilitation to meet these customers' needs. The WDB's regional representative for Vocational Rehabilitation has served on the Board's One Stop Committee and has become directly involved in many of the centers around the region. His presence and attention always raises the awareness of center staff about serving customers with disabilities. Some career centers have Vocational Rehabilitation staff onsite (typically part-time) to assist with referrals and placements.

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

The High Country Local Area procurement policy requires that a competitive process be followed for the procurement of WIOA Adult, Dislocated Worker, Business Services, and Youth Services, except as described in the policy's non-competitive procurement section. Under WIOA, career center operation is also procured through a competitive process.

Typically, the Board begins the process with an announcement and advertising of Intent to Bid process for Adult, Dislocated Worker, and Youth services to determine interest from organizations to provide WIOA services within the seven-county workforce area. If more than one organization submits a completed Intent to Bid response, then the Board will have the interested organizations submit a completed response to the Request for Proposal (RFP)

for provision of services. Responses are reviewed by WDB staff and a designated RFP review committee, and a recommendation is made to the Board for their consideration. The High Country Workforce Development Board procurement policies and procedures contain an appeals process that service providers or prospective service providers may use if they have a complaint or grievance regarding the Board's procurement of services.

WIOA service providers are prohibited from awarding subgrants without prior approval from the Local Area.

12. Describe methods used to track Adult, Dislocated Worker and Youth performance measures throughout each Program Year and plans for continuous improvement of performance.

Performance is tracked in NCWorks Online with all staff imputing services and notes regarding service delivery. Futureworks performance management software is also used and gathers NCWorks online data to provide detailed reports on performance. Futureworks will be used to develop goals and improve performance. Staff have also tried to utilize reports from NCWorks and identify areas that need attention and/or data cleanup. In addition, WDB staff provide reports to assist staff in identifying keying errors and any cleanup of data that may be needed.

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

The WDB continues to review reports provided by the Division towards established goals. The WDB has also developed a quarterly report to assist staff in understanding current numbers and services being provided, that aligns with the measures of high-performing boards. We anticipate working towards certified career pathways in the near future in the areas of healthcare and advanced manufacturing.

Last September, the Board held a regional Business Engagement Boot Camp to assist our region develop a more unified service delivery system for business customers. More than 30 individuals involved in providing business services attended this day-long event. As a follow-up to this event, High Country is participating in a demonstration project to test a business CRM tool, as the state chose not to continue its use of the CRM tool that had previously been used through the Geographic Solutions system. We expect to continue using this tool in PY 2016.

14. Describe how Performance Data, Data Validation, and NCWorks Online oversight is provided by the local Workforce Development Board?

WDB staff continuously provide technical assistance to service providers regarding the requirements of performance, data validation, and NCWorks Online. WDB staff assist with training and data cleanup as necessary to ensure the best data possible. At this time, this is

accomplished mostly through electronic communication and one-on-one assistance. Once regulations are available, group sessions around these topics may make sense as well.

C. NCWorks Career Centers (One-Stop Delivery System)

The Workforce Innovation and Opportunity Act (WIOA) establishes a one-stop workforce delivery system and requires there be at least one One-Stop location (NCWorks Career Center) in each local workforce development area. These NCWorks Career Centers provide workforce development services as well as access to other programs and activities carried out by One-Stop partners identified in the WIOA.

A Tier 1 NCWorks Career Center is a physical location, open full-time as defined by the local Workforce Development Board, at which integrated services delivery is fully implemented and where services on-site include at least Trade Adjustment Act, Veterans Employment Services, Wagner-Peyser, Title I WIOA Adult and Title I WIOA Dislocated Worker.

A Tier 2 NCWorks Career Center is a physical location, open to the public at least 16 hours a week, at which paid, trained staff are available to serve customers during all hours of operation. These are locations whose primary purpose is to provide workforce services and are considered by the workforce development board to be a part of their one-stop delivery system. These locations are staffed by at least two paid, trained staff personnel who are paid by a federal workforce funding stream.

WIOA authorizes career services for adults and dislocated workers. There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer.

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- *Individuals employed less than full-time who are seeking full-time employment;*
- *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
- *Individuals who are employed who meet the definition of a low-income individual in WIOA Section 3(36); and*
- *Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment.*

Individuals who are underemployed and meet the definition of low-income individual may receive career and training services under the Adult program on a priority basis (Also reference Priority of Services pages 16-17).

Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include initial assessment of skill levels including literacy, numeracy, English language proficiency, as well as aptitudes, abilities (including skills gap), supportive service needs, and more.

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all one-stop centers.

Individualized Career Services include outreach, intake and orientation, initial assessment of skills levels, labor exchange services (job search and placement, in-demand occupation information); business services for employers; and appropriate referrals to partners and workforce programs. Additional services include specialized assessment, in-depth interviewing, development of an individual employment plan, career planning; internships and work experiences; financial literacy services; English language acquisition and follow-up services for not less than 12 months after the first day of employment.

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the workplace is an appropriate type of follow-up service.

After receiving an interview and evaluation, adults and dislocated workers who are determined unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services, or be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; or have the skills and qualifications to successfully participate in the selected program of training services; and who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate; and who are determined to be eligible in accordance with the priority system may be enrolled for Training Services.

Training Services may include occupational skills training, on-the-job training, skill upgrading and retraining, entrepreneurial training; transitional jobs or job readiness training, adult education and literacy activities, including activities of English language acquisition, and more.

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

In the High Country area, there are currently two (2) Level One NCWorks Career Centers in Watauga and Wilkes Counties, and five (5) Level Two centers in Alleghany, Ashe, Avery, Mitchell, and Yancey counties. Each county is set up differently based on hours, staffing, partners, and lease holder. WDB staff work closely with center managers on various projects and issues on a regular basis. Career centers also work closely with HRD to provide career services and workshops and/or assessments.

In general, all staff participate in providing basic career services to include welcome, registration, initial assessment, and job search. Individuals that require more one-on-one services may schedule a return visit or meet with HRD staff. Customers that need skill upgrading are referred to WIOA staff.

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

All customers receive basic career services through our NCWorks Career Centers to include registration and initial assessment. During the assessment process, customers that have been identified as appropriate and in need of skill training or upgrading, or who have expressed interest in additional training are referred to WIOA staff or a WIOA orientation session. WIOA staff then further assess the customer on current skills and employability. Other assessments are used as needed to determine the individual's appropriateness for training (such as interests, aptitudes, or basic skills).

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

Follow-up services are provided by WIOA staff on a regular basis for WIOA youth and training customers to include services to assist with successful employment or the need of any additional services. Staff outreach to customers by phone, email, Facebook, mailings, through the NCWorks email system, and schedule follow-up appointments as needed. Centers are currently discussing and exploring ways to improve follow-up services for walk-in traffic to ensure needs are being met so as to encourage return visits, etc. It is the goal of all centers to define and improve follow-up services to customers.

4. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system, dual enrollment of customers in WIOA Titles I & III and have full access to NCWorks.gov and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

All staff have received training from WDB staff and/or DWS managers regarding use and expectations of NCWorks. Local super users consistently provide technical assistance to staff on a daily basis and provide guidance on changes and troubleshooting. New staff are typically trained within two weeks and often shadow other staff during use of system. WDB staff have also provided various training sessions to partners such as VR, libraries, and the housing authority. Once training has been completed, the RFA is submitted by WDB staff or DWS manager for staff access. Staff are also provided the NCWorks training site in order to practice using the system. WDB staff work closely with state staff regarding use of system.

5. Describe how the Workforce Development Board works to improve Career Center operations by working with state and regional Division of Workforce Solutions staff.

The WDB works closely on a regular basis with center Leadership Teams which include local and regional DWS staff. Leadership Teams generally meet at least on a monthly basis to

discuss and address issues related to operations or service delivery in the center. Discussion items focus on a number of items related to customer traffic, staffing concerns, center layout and locations.

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

In PY 2015, WDB staff have focused on developing a quarterly report to be used as a tool for monitoring performance of our local career centers. The initial report data included specific targeted services provided to both job seekers and business customers. The data from 2015 will become our baseline data for setting PY 2016 goals. Staff will continue to monitor federal performance measure outcomes throughout the year using FutureWorks and NCWorks reports. It is anticipated that with close monitoring throughout the year, WDB staff can communicate to center staff ways that performance outcomes may be improved, sooner rather than later. As we learn more about WIOA measures, technical assistance will need to be provided to career center staff either by WDB staff or DWS staff. Goals set by the Commission for our workforce area will be measured to some level down to each career center. The NCWorks Committee and the Executive Committee will provide oversight for career center and service provider performance. Extension of contracts will be dependent on successful delivery of services and acceptable performance outcomes. Customer satisfaction will also need to be measured. WDB staff in partnership with DWS will develop a plan for measuring customer satisfaction.

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

The Workforce Board continues to pursue the use of technology for increased service delivery and in some cases, have implemented initial efforts. Technology usage can be challenging in rural areas where high speed internet is not universally available, and technology literacy levels can be low with some populations. Current efforts include continued training for regional library staff in the use of NCWorks Online and providing contact information easily accessible for staff. Centers have continued outreach to local high schools on using school technology to register seniors for job search.

Additional ways to reach more customers across the region through the use of technology will continue to be developed. It is anticipated that the NCWorks mobile application will also increase access to the local population.

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

Customers receiving unemployment insurance continue to decrease in the region; however, customers continue to need assistance related to their claim. Center staff provide general information regarding how to file a claim and provide the website and customer service

number for additional detailed information. Employability Assessment Interview (EAI) appointments have been expanded to additional centers in order to reduce transportation burdens to our customers. Customers receiving unemployment are informed of all center services and provided referrals as appropriate.

9. Describe how the Local Workforce Development Board connects NCWorks integrated services to:
 - a. persons with disabilities;
 - b. returning veterans and skilled military retirees;
 - c. Temporary Assistance to Needy Families (TANF) recipients;
 - d. Trade Adjustment Act (TAA) and Rapid Response Activities;
 - e. individuals with other barriers to employment; and
 - f. additional specific populations, if applicable.

Career Centers are currently engaged in various ways with partners to serve the above populations. All centers partner with VR on referrals and some share office space to assist customers with disabilities. High Country has a Veterans Specialist that serves the entire region. The work of this person has major impact on veterans learning about our career centers and the range of services available to all customers and those specific to veterans. Centers have outreached to TANF staff regarding partnerships, and this is an ongoing effort. Trade Adjustment Act (TAA) and Rapid Response activities are closely coordinated between staff at the career centers on a daily basis to ensure that customers are dually-enrolled and receive the best service possible. Some centers are also reaching out and forming partnerships to serve additional individuals with barriers including those looking for work to pay child support, those participating in Work First, as well as partnering with a local methadone clinic, and working with those formerly incarcerated.

10. 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)]

All centers meet basic ADA requirements for operation and have been certified as NCWorks Career Centers. Most centers also have some assistive technology available and wheel chair accessible computer stations. Vocational Rehabilitation is a close partner that can also assist with needs as necessary.

11. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Local Area Name Service Flow Chart 2016.

When a customer arrives at the center, he/she is greeted by someone from the welcome team or one of the two or three staff available (this is the case for most of the region's centers). This initial welcome is part of the talent engagement function and is very critical to make the

customer feel welcomed; to know they are dealing with a friendly professional; to be confident in the staff member's expertise and knowledge; and to know they are in the right place.

An initial assessment will be completed during this process to determine if they are a first-time customer or a returning customer, is he/she a job-seeking customer or an employer customer. Employer customers are connected with the Business Services staff.

Staff get better acquainted with the customer and their background and needs while providing an overview of available services and next steps for the customer based on their individual needs and interests. This could potentially end the first visit with something scheduled at the center in the near future or even at the time of this visit, such as an appointment with a case manager, a workshop on job search techniques or pre-employment testing for a particular employer.

If the customer is a job seeker and it is their first visit or it's been quite some time since they have been to the center, then staff assistance will include some type of orientation to the center and its services including getting the person registered in NCWorks or finding their case in the event that they have visited a center before and previously registered.

It would be optimal to have a profile completed in NCWorks at this stage but may not be realistic during this visit. This should be a goal but is not always feasible.

After completing the appropriate services within the talent engagement or welcome function, a customer can move into the talent development or training functional area or move directly to talent employment solutions, depending on their individual needs. If the customer is job-ready then the customer may potentially move directly to Employment Solutions. In a small center, all this may happen with the same staff person as opposed to larger centers where customers have a much greater potential to move around and receive services from an assortment of staff members.

For a customer that may not be job-ready or need to add skills, the next step may lead to the talent development resources. This area may include career guidance and counseling, development of an employment plan, meeting with a staff member about TAA or scholarship services, or other services available.

At the end of each visit to the center, the customer has moved closer to meeting their individual education and/or employment goals with a next step to keep them engaged. Obviously some of the goals will be to increase customer skills, increase educational attainment, and placement into employment. The "product box" that each center develops will provide the tools and resources for customers to meet their goals. Customer satisfaction is important for the centers. As integrated service delivery evolves, the flow may change somewhat to meet continuous improvement for service delivery. The attached flow chart gives a much better picture of the types of services that will be made available through the local centers within the three functional areas and how customers move through the service delivery process.

See High Country Service Flow Chart

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

MOU's continue to be developed in the High Country. Please see attached.

See High Country NCWorks Career Center MOU

See High Country & Winston Salem Urban League MOU

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

The Board provides resources in a variety of ways:

- Lease costs and utilities in Alleghany, Ashe, Avery, Watauga, and Yancey counties;
- Computer hardware/software, furniture upgrades, signage; and
- Provides funding and staff assistance with marketing items related to NCWorks system and Career Center events.

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

In the High Country, we currently have seven NCWorks Career Centers across our seven-county service delivery area. WIOA service providers and local DWS staff form the core of service delivery in our centers and contribute to them. To date we don't have a formal cost sharing agreement, but both partners contribute a reasonable share of cost toward our local centers. For example, DWS pays the rent for the Wilkes center, which has the highest cost. WIOA pays the rent in five centers, which in total is a little more expensive, but not significantly. Mayland Community College provides space on their main campus for the career center at no cost for rent or utilities to WIOA or DWS. In centers, where WIOA pays the rent, DWS typically provides the computers, internet and the networking/server within the center. Beyond this partnership, centers have varying mixes of partners that provide staffing to the centers. In Yancey, staff from a local Community Based Organization (CBO) is a partner and pays for their portion of the rent. The attached High Country Career Center Analysis gives more details about the resources that partner agencies contribute toward our local career center operations.

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).

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

During PY 2015, baseline levels of service delivery are being determined. For PY 2016, a more detailed Scope of Work document will be used to set service delivery goals across the spectrum of services available. The NCWorks Committee meets between WDB board meetings to review center services being provided. WDB staff have developed a quarterly report that is populated from NCWorks reports that gives a snapshot of service provision by center.

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

All NCWorks Career Center staff utilize NCWorks for keying of and tracking participant data and activities to include dual enrollment. All staff are trained on the system and provided technical assistance on an ongoing basis. Staff are also using the document storage features for eligibility and other program documents, and we are in process is the provision of electronic signature pads to the career centers.

17. Identify NCWorks Career Center location(s) including Tier 1 and Tier 2 sites; on-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use form provided. [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.

See High Country Career Centers

D. WIOA Title I Programs

Adult and Dislocated Worker Services

1. Describe the local Workforce Development Board’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

High Country WDB’s vision is “to grow the High Country economy by strengthening the region’s workforce and connecting employers to skilled, high quality employees.” Serving WIOA eligible adults and dislocated workers is a major priority for the Board within that vision. One of the four goals within the latest strategic plan is “prepare workers to succeed in the High Country economy and continuously improve their skills.” The Board is interested in implementing the following strategies:

- Strengthen career development services and ensure consistency across programs

- Enhance programs and enrollment in critical career clusters by targeting resources
- Strategically coordinate programs among workforce partners to develop skill and education pathways
- Become a leader in providing structured work-based learning

During PY 2015, WDB staff invested considerable energy into the development of a quarterly report of career center activities for the WDB and its NCWorks Committee. From this reporting process a baseline of information will be used to develop center and service provider goals for serving adults and dislocated workers. The Board expects customer achievement outcomes to - at a minimum - meet our established federal performance goals of entry into employment, retention in employment and the earning of self-sufficient wages to meet our performance goal. Further, the Board expects our service providers to build on their already successful work-based learning activities. The Board believes that successful implementation of these strategies will further improve our local economy.

The WDB is also developing a marketing plan that will address outreach strategies for targeted populations, to include those with barriers to employment. Centers are also in discussion at Leadership Team meetings on how services can be improved and how customers can be increased.

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

While the High Country Workforce Area is primarily rural in nature, there are a number of training options available within commuting distances of most of the communities. However, transportation to and from training institutions is one of the most serious challenges for many customers to obtain the training and education services needed to obtain adequate employment. Locally, classroom/occupational skills training and on-the-job training are the two types of training most commonly available to customers receiving workforce services within the High Country Workforce Area.

At a recent training, presenter John Chamberlin described paid apprenticeships as something that has shown great success. These work-based learning opportunities are more structured than a typical youth work experience but not as structured or as lengthy as most OJTs but with an emphasis on hiring participants at the end of the training period. Paid apprenticeships are something that High Country will be looking into further during PY 2016.

For those customers that do not qualify for Pell Grants or other financial assistance, adequate funding is an issue. In PY 2014, dislocated worker funding decreased by \$387,947 from the prior year, while adult funds picked up \$33,331 with an overall net loss of \$354,616. For PY 2015, final allocations reflected further fund decreases of \$90,881 to adult funds and \$152,406 to dislocated worker funds for an overall net loss of \$243,287 to adult and dislocated worker services. At this point, it is apparent the state will see decreases to the adult and dislocated worker funding streams for PY 2016. High

Country may see further decreases as a result of the statewide reductions. These continued decreases impact the Local Area's ability to fund training and education services at levels once provided. We will continue to try and meet financial assistance needs of our customers through the use of Pell Grants and other scholarships, moving funds between Adult and Dislocated Worker funding streams, and requesting contingency Dislocated Worker Funds as the state makes those funds available to local areas. Historically, High Country has benefitted financially from multiple voluntary transfers from other WDBs. We will continue to pursue this in the future.

Except for training provided on-site by the employer usually done through OJT's, the bulk of adult and dislocated worker actual occupational skills training opportunities rest with the region's three community colleges. All sites provide curriculum, HRD, and Adult Education opportunities for customers of all ages.

Caldwell Community College & Technical Institute (CCCTI) serves Watauga County; however, the bulk of their skills training must be obtained at the main campus in Hudson. CCCTI continues efforts to expand training opportunities in Watauga County. Mayland Community College (MCC) serves Avery, Mitchell, and Yancey counties, while Alleghany, Ashe, and Wilkes counties are served by Wilkes Community College (WCC). Surry Community College, McDowell Tech, AB Tech, and Western Piedmont Community College are commonly relied on for training, as well. Tennessee Tech also has nursing and allied health training that is easily accessible for North Carolina residents that live on the western side of the region.

Appalachian State University (ASU) serves the region with many community college students transferring to ASU to complete degree requirements. Business, nursing, education, and industrial technology are just a few of the curricular areas designed to fill skill needs. Although not often used by WIOA participants, Lees-McRae College, a private liberal arts college located in Avery County, provides another opportunity for higher education in our region. East Tennessee State University (ETSU) offers in-state tuition for North Carolina residents of counties adjacent to the county where ETSU is located and offers much easier access for residents located on the west side of the region. They have a number of high quality healthcare related programs including nursing. Popular training options among dislocated workers have been nursing and other healthcare related fields. These training areas have often provided excellent career opportunities at high wages.

The following is a broad list of training opportunities available in the Local Area. WIOA may not provide funds for all of these areas. Because economic conditions are always changing, the WDB has tried to take a flexible approach to training for WIOA customers, keeping in mind customer choice and local demands.

Most common training areas utilized through CCCTI include the following: nursing, truck driving, biomedical, and continuing education courses such as welding, nursing assistant, phlebotomy, and pharmacy tech.

Skills training opportunities at MCC include the following: accounting, electrical/electronics technology, electronics engineering technology, welding, nursing, auto body repair, horticulture, basic law enforcement, industrial maintenance, business administration, information systems, cosmetology, manicuring instructor, cosmetology instructor, nursing assistant, human service technology, criminal justice technology, office systems technology (with or without medical concentration), early childhood associate, aesthetics technology and esthetics technology instructor, marketing and retailing, forest management technology, computer engineering technology, medical assisting, physical therapy and physical therapy assistant, carpentry, and plumbing.

Wilkes Community College offers academic programs in the following disciplines: Arts & Sciences, Business & Public Service Technologies, Health Sciences, and Industrial Engineering. A sampling of course offerings within these divisions includes the following: accounting, architectural technology, business administration, computer science/information systems programming, auto body repair, nursing, basic law enforcement, culinary technology, criminal justice, corrections, early childhood associate/operator, hotel and restaurant management, information systems, dental assisting, human service technology, medical assisting, speech-language pathology, automotive systems, broadcasting and production, building construction, horticulture, industrial maintenance/controls, electronics engineering, heavy equipment and transportation technology, heating/ventilation/air conditioning, machining technology.

In an effort to train the workforce for the skills needed for future employer needs, all three community colleges have expanded their course offerings in green technology and have incorporated these skills in a number of classes. Local career advisors are encouraged to utilize those course offerings, when appropriate, with their customers.

Other green training opportunities available in the area include those offered at Appalachian State University. Appalachian State University/Western North Carolina Renewable Energy Initiative and Building Performance Engineering (located in Boone) provides a wide array of nationally recognized energy conservation and energy efficiency courses with emphasis on BPI certification.

Note: Businesses continue to be interested in their incumbent workforce obtaining more training in areas of green construction, energy efficiency and renewable energy. This has been reflected in recent incumbent worker grants submitted and approved.

General observations over the last several years:

- Less long-term curriculum training and more short-term training is being provided.
- Many customers in long-term training qualify for Pell Grants or other financial assistance so the Local Area is paying fewer actual training costs.
- More funds are being expended on supplies/tools needed within their training programs and other ancillary costs such as background checks, physicals, immunizations, drug screening, testing and test preparation costs, and licensing.

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

The High Country Local Area procurement policy requires that a competitive process be followed for the procurement of WIOA Adult, Dislocated Worker, Business Services, and Youth Services, except as described in the policy's non-competitive procurement section. Under WIOA, career center operation is also procured through a competitive process.

Typically, the Board begins the process with an announcement and advertising of Intent to Bid process for Adult, Dislocated Worker, and Youth services to determine interest from organizations to provide WIOA services within the seven-county workforce area. If more than one organization submits a completed Intent to Bid response, then the Board will have the interested organizations submit a completed response to the Request for Proposal (RFP) for provision of services. Responses are reviewed by WDB staff and a designated RFP review committee, and a recommendation is made to the Board for their consideration. The High Country Workforce Development Board procurement policies and procedures contain an appeals process that service providers or prospective service providers may use if they have a complaint or grievance regarding the Board's procurement of services.

High Country Workforce Development Board completed its latest Request for Proposal process for the selection of WIOA Adult, Dislocated Worker and Youth service provision on October 8, 2015 with the WDB approving the selection of service providers at their October meeting. The initial contract period is November 1, 2016 through June 30, 2016. Upon determination that successful service delivery was provided during the initial contract period, it is expected that contracts will be extended for PY 2016.

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

4. Provide the date and process for the competitive procurement of the One-Stop Operator(s).

The One Stop Operators for our seven (7) centers were procured through our most recent WIOA Adult, Dislocated Worker and Youth Request for Proposal process. This process was completed on October 8, 2015 with the HCWDB approving the selection of service providers and the one stop operators. Currently our One Stop Operators include Mayland Community College (MCC) and Wilkes Community College (WCC).

The HCWDB is planning to make a change to the current operator at the Wilkes NCWorks Career Center. We plan to go through the Intent to Bid Process to secure a different operator that center in the upcoming months.

Note: By June 30, 2016, every Local Board must demonstrate it is taking steps to prepare for competition of its one-stop operator. [NPRM Sec. 436.635(b)]

5. Attach the Local Workforce Development Board's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2016. Name document: Local Area Name Adult and DW Providers 2016.

See High Country Adult and DW Providers 2016

6. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers. [Division Policy Statement 21-2015]

Potential WIOA participants are referred to NCWorks Online to search for training providers. If they are interested in a training provider or program that is not approved by the Local Area, they may request that the training provider/program be added and/or approved by the WDB. The WDB is currently reviewing the list of approved in-demand industries and occupations for training. The WDB has three (3) community colleges in addition to for-profit training providers. With this level of coverage, the WDB finds that we have a significant number of competent providers. Training providers who have been approved in NCWorks Online come up for review in the system every two (2) years. At this time, the provider and program are reviewed for demand for jobs in the Local Area and past successes of the program.

7. Provide a description of how the Workforce Development Board will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Section 108(b)(6)(A)]

The Workforce Development Board's NCWorks Committee oversees the performance of the NCWorks Career Center system as a whole, including continuous improvement and customer satisfaction as well as adult and youth services. Staff have developed a quarterly reporting process that continues to evolve. Quarterly reports are provided to this committee. Reports include data about services provided to employers, workers, and job seekers. Reports are generated from both NCWorks and FutureWorks. In addition, HCWDB staff are working with Appalachian State University's Center for Analytics Research and Education (CARE) on a collaborative project to analyze our regional data recorded in NCWorks Online. The outcomes from their work will give HCWDB a more detailed analysis of the people and employers we are serving and the services provided.

The committee receives information about overall trends that appear in the aforementioned reports.

The committee also takes an active role in helping resolve issues that arise from the individual centers. In the event that there are issues with service delivery or performance outcomes then a corrective action plan will be developed detailing steps to be taken to remedy any problem areas identified. Documentation of the committee's oversight is included in committee meeting notes, which are distributed to all Board members.

HCWDB staff provide technical assistance to the region's NCWorks Career Centers through participating in management team meetings, reviewing business plans and certification applications, and providing feedback with regard to both. As new staff join the centers or as management team members change, introductory training is provided. This training encompasses information on the Workforce Development Board and its NCWorks Career Center system oversight role, as well as the general manner in which the region's centers are expected to operate and organize its management team meetings.

All staff are expected to have customer service training and provide excellent customer service.

HCWDB's NCWorks Committee oversees continuous improvement process for the region's NCWorks Centers and the WIOA Service Providers.

8. Describe how the Workforce Development Board will meet all federal and state Adult and Dislocated Worker performance outcomes and training expenditure requirements.

WDB Staff will continue to run performance reports from both NCWorks and FutureWorks at least quarterly to gauge how we are doing in the area of WIOA performance outcomes and service delivery. Staff will also run reports from NCWorks regularly to see which customers are in the performance pool. Staff monitor these cases in NCWorks to determine that all critical data has been keyed into the system to give us the best possible performance outcomes.

HCWDB Staff review monthly invoices from the WIOA service providers. During this process, spending limits and expectations are reviewed to insure compliance with WIOA requirements. Corrective action plans will be developed to remedy any issues observed.

Youth Services

Note: A reference to Youth Services and Activities is provided as Appendix E.

9. Provide an analysis of Title I WIOA eligible youth by Local Workforce Development Board area. Include the following information for the local Workforce Development Board area:

In-School Youth Analysis

- a. Number of Youth ages 14-21
27,964
- b. Youth ages 14-21 represent what % of population?
13.1%
- c. What percentage of these youth are low-income (eligible for WIOA In-school program)
45.3% of those ages 12-24 are below poverty level

d. Current school dropout statistics

2014-2015 Dropout Rates

- Alleghany: 2.58%
- Ashe: 3.93%
- Avery: 1.35%
- Mitchell: 2.68%
- Watauga: 1.66%
- Wilkes: 2.68%
- Yancey: 1.61%

Out-of-School Analysis

a. Number of Youth ages 16-24

33,429

b. Youth ages 16-24 represent what % of the population?

15.7%

c. What are the general educational levels of this age group?

Educational attainment for 18-24 year olds

	Estimate	Percentage
Regional Population 18-24 years old	28,408	
Less than 9th grade	335	1.2%
9th to 12th grade, no diploma	2,353	8.3%
High school graduate <i>(includes equivalency)</i>	6,430	22.6%
Some college, no degree	16,330	57.5%
Associate's degree	1,178	4.1%
Bachelor's degree	1,736	6.1%
Graduate or professional degree	46	0.2%

□

d. What is the general employment status of this age group?

Civilian Labor Force Statistics Ages 16-24

Regional Population	Civilian Labor Force	Employed	Employment to Population	Unemployment	Unemployment Rate
33,358	18,536	14,183	42.5%	4,353	23.5%

10. Describe the local Workforce Development Board's new vision for serving the WIOA eligible Youth to include high level goals, outreach strategies, planned interactions, service delivery, concepts and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

High Country continues to build the youth system throughout the region by closely partnering WIOA youth staff with education and other agencies that serve youth. The WDB is invested in improving services to youth. WDB staff currently participates in the NC Framework Design workgroup with a goal of providing a consistent framework of services across NC and the region and actively participates in the NC Youth Leads meetings. Statewide and locally, the need for training and consistency continues to be an emphasis. We are committed to providing additional training specific to youth in order to improve knowledge of performance which will assist with achieving outcomes. Based on the results of the NC youth program survey, we will work to align resources to meet identified gaps. We welcome any technical assistance around youth program design and marketing.

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

The High Country region has greatly increased its partnerships with the local schools and community colleges in regards to serving youth system-wide. Partnerships with the Wilkes County Schools Business and Industry Education Forum (BEIF), assisting with Watauga EDC's efforts in planning for expanding programs for educators (Summer Teacher Academy), holding recent county-wide REAL World events in Alleghany (which required close coordination between the public school, NCWorks, local employers, and other community partners), assisting with planning and carrying out of Avery's Grade 8 program and Blue Ridge Academy, and Mitchell and Yancey's career days and senior NCWorks registrations. Youth staff work closely with VR for appropriate referrals both to and from for appropriate enrollments. These efforts continue to grow stronger as WDB and provider staff engage with additional projects and partners.

In Yancey County, approximately 200 high school sophomores attended an event to provide them with real local labor market and workplace skills information. Groups of 25 students rotated throughout the day to different scheduled events: tours of the Yancey County Campus of Mayland Community College, which included an extensive look at the Anspach Advanced Manufacturing Center's 3D modeling and other advanced technology; local industry tours with Altec and BRP; and 90 minute workplace skills workshops provided by the NCWorks Career Center staff.

A newly identified partnership in Wilkes County includes a partnership with a local TASK group, designed to provide services to include career counseling for drug offenders. This group has identified that a large number of the drug offenders being served are between the ages of 16-24, which may serve as potential referrals for WIOA services.

In addition to these efforts, the region has strong connections with local training providers. Locally, classroom/occupational skills training and work experience are the two types of training available to youth customers receiving services within the High Country Workforce Area.

As funds allow, staff may set up short-term work experiences between youth and an employer that meets a participant's interest and needs in an effort to obtain work readiness skills and hands-on skill development. This type of hands-on training provides youth with a realistic view of employer expectations while being in the real world of work. Work experiences will be set up as funds allow by Mayland Community College for Avery, Mitchell and Yancey; and Wilkes Community College provides this service in Alleghany, Ashe, Watauga and Wilkes counties.

Service providers also promote the achievement of the Career Readiness Certificate throughout the region in partnership with the community colleges and Work Ready Communities.

The High Country region includes three community colleges: Caldwell Community College and Technical Institute, Mayland Community College, and Wilkes Community College. All sites provide curriculum, HRD, and Basic Skills opportunities for customers of all ages.

Caldwell Community College & Technical Institute serves Watauga County; however, the bulk of their skills training must be obtained at the main campus in Hudson. CCCTI continues efforts to expand training opportunities in Watauga County. Mayland Community College (MCC) serves Avery, Mitchell, and Yancey counties, while Alleghany, Ashe, and Wilkes counties are served by Wilkes Community College (WCC). Surry Community College, McDowell Tech, AB Tech, and Western Piedmont Community College are commonly relied on for training, as well. Tennessee Tech also has nursing and allied health training that is easily accessible for North Carolina residents that live on the western side of the region.

Appalachian State University (ASU) serves the region with many community college students transferring to ASU to complete degree requirements. Business, nursing, education, and industrial technology are just a few of the curricular areas designed to fill skill needs. Although not often used by WIOA participants, Lees-McRae College, a private liberal arts college located in Avery County, provides another opportunity for higher education in our region. East Tennessee State University (ETSU) offers in-state tuition for North Carolina residents of counties adjacent to the county where ETSU is located and offers much easier access for residents located on the west side of the region. They have a number of high quality healthcare related programs including nursing. Popular training options among dislocated workers have been nursing and other healthcare related fields. These training areas have often provided excellent career opportunities at high wages.

Most common training areas utilized through CCCTI include the following: nursing, truck driving, biomedical, and continuing education courses such as welding, nursing assistant, phlebotomy, and pharmacy tech.

Skills training opportunities at MCC include the following: accounting, electrical/electronics technology, electronics engineering technology, welding, nursing, auto body repair, horticulture, basic law enforcement, industrial maintenance, business administration, information systems, cosmetology, manicuring instructor, cosmetology instructor, nursing assistant, human service technology, criminal justice technology, office systems technology (with or without medical concentration), early childhood associate, aesthetics technology and esthetics technology instructor, marketing and retailing, forest management technology, computer engineering technology, medical assisting, physical therapy and physical therapy assistant, carpentry, and plumbing.

Wilkes Community College offers academic programs in the following disciplines: Arts & Sciences, Business & Public Service Technologies, Health Sciences, and Industrial Engineering. A sampling of course offerings within these divisions includes the following: accounting, architectural technology, business administration, computer science/information systems programming, auto body repair, nursing, basic law enforcement, culinary technology, criminal justice, corrections, early childhood associate/operator, hotel and restaurant management, information systems, dental assisting, human service technology, medical assisting, speech-language pathology, automotive systems, broadcasting and production, building construction, horticulture, industrial maintenance/controls, electronics engineering, heavy equipment and transportation technology, heating/ventilation/air conditioning, machining technology. Wilkes also has Project College, designed to serve youth/students with disabilities that has also been a WIOA youth program partner. Depending on funding, Project College may be facing curriculum changes and will focus more on life skills for self-sufficiency.

In an effort to train the workforce for the skills needed for future employer needs, all three community colleges have expanded their course offerings in green technology and have incorporated these skills in a number of classes. Local career advisors are encouraged to utilize those course offerings, when appropriate, with their customers.

Other green training opportunities available in the area include those offered at Appalachian State University. Appalachian State University/Western North Carolina Renewable Energy Initiative and Building Performance Engineering (located in Boone) provides a wide array of nationally recognized energy conservation and energy efficiency courses with emphasis on BPI certification.

12. Will the Workforce Development Board have a standing committee to provide information and 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.

Currently the WDB does not have a standing youth committee. Locally, youth services are provided within the career centers. Given the increased age of youth up to 24, we feel many needed services will be similar to that of our adult services. The NCWorks committee reviews information related to services through the centers, which will include youth services.

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

1. Provide the committee's purpose/vision.
2. Provide the planned Program Year meeting schedule.
3. List the 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.
4. Provide the Committee's Chair information (who must be a Workforce Development Board member.) [WIOA Section 107(b)(4)(A)(ii)]

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

High Country has emphasized services to out of school youth over the past several years. We are currently developing a marketing plan that will increase the visibility of our career centers, with a target population of out of school youth. Discussion also continues with Adult Education on ways to partner and refer in order to serve dropouts or those who are basic skills deficient. Staff continue to work with partners and emphasize our target population of out of school youth. Current program design elements being considered include services/activities directly related to soft skills and career pathways.

14. Provide the Workforce Development Board's approach to meeting the required 20% minimum for work experience to include an estimate of expenditures that will be paid wages to youth. [WIOA Section 129(c)(4)]

Contracted service providers know the requirement that a minimum of 20% of youth funding is dedicated to work experience. Staff are actively assessing youth and setting up work experiences at locations to meet the needs of youth. It is expected that \$75,000 of PY2015 and \$94,900 of PY2016 funds will be expended on work experiences.

15. Describe how the local Workforce Development Board partners, aligns, and leverages, as appropriate with:

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

The WDB continues to build and partner with Adult Education, Vocational Rehabilitation, to integrate education and training as part of provided services. Center staff are closely connected with Adult Education, and in some counties have incorporated set scheduled time to spend within Adult Education to outreach to students. Adult Education and VR are both active WDB members and represent their services regionally. The WDB anticipates applying for planning funding to assist in the development of career pathways, specifically for Health Care and Advanced Manufacturing.

Workforce Development Alignment Summary for Caldwell, Mayland, and Wilkes Community Colleges

The High Country Workforce Development Board partners met on March 8, 2016 to discuss regional needs and to plan alignment strategies for all partners for 2016-2017. Present at the meeting were representatives from the High Country Workforce Development Board, NCWorks, Mayland Community College, Wilkes Community College, Caldwell Community College, WIOA Youth Services, and Vocational Rehabilitation. With quality service to clients and students as the undergirding motivation for all of the partners, the group decided upon the following board priorities and alignment activities on which to focus.

Goal 1: Improve service delivery in the One-Stops.

- Develop a clear, formal referral process between agencies to streamline the process for students, to share information, to avoid repetitious paperwork and to make tracking more efficient.
- Use similar tools for student intake, development, and assessment to allow sharing and consistency among partners (Such as Career Ready 101 and “Working Smart” curriculum).
- Conduct regular cross-training for staff of NCWorks and Adult Education so that clients can receive accurate information from either source for a more fluid process.

Goal 2: Improve outreach and service to employers.

- Understand and utilize career pathways to support training programs aligned with employer needs.

- Strengthen the partnership with the Business Services team to share information and market services and college training programs and align work-based learning opportunities
- Coordinate services to identify On-the-Job Training, work experience, and apprenticeship programs as appropriate for employers and customers
- Align resources and tools for Labor Market Information to assist staff and students.

Goal 3: Engage the region’s youth.

- Develop MOU agreements between public schools, NCWorks and Adult Basic Education to coordinate efforts to serve dropouts, disconnected youth and graduates who are basic skills deficient.
- Convene regular meetings to facilitate communication between partners.

Each local plan for Caldwell, Mayland, and Wilkes Community Colleges addresses our program’s plans to provide Adult Education and Literacy Activities, including responses to our strategies for instructional practices, ensuring student engagement, offering transitional support, providing professional development to staff, engaging in continuous improvement measures, and aligning our services with those of the other WIOA partners.

Debbie Woodard, Dean of College Readiness at Wilkes Community College serves as the adult literacy representative on the High Country Workforce Development Board for Caldwell, Mayland, and Wilkes Community Colleges. She has served on the board since July 2015.

16. Describe how each of the required fourteen program elements will be made available to youth. Complete the Youth Program Elements chart on the provided form. Name document: Local Area Name Youth Program Elements.

See High Country Youth Program Elements

17. Describe how follow-up services will be provided for youth.

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

All youth receive follow-up services for at least 12 months. It is expected that at least quarterly follow-up be provided by staff once a youth has exited. Staff outreach to youth by phone, email, Facebook, mailings, through NCWorks email system, and schedule follow-up appointments as needed. Follow-up services may include many services similarly provided during enrollment to assist the youth with retention and/or education completion. Services are keyed in NCWorks and any attained outcomes are keyed in the appropriate quarterly follow-up section.

18. Provide the date and process for when the competitive procurement of the Youth Programs were completed to include any contract extensions.

The WDB completed competitive procurement of youth services October 2015, with contracts beginning November 2015. An RFP was released July 2015, with proposals due August 2015, and the review/selection during September/October 2015.

19. Attach the Local Workforce Development Board youth service providers chart, effective July 1, 2016 using the provided form. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers.

See High Country Youth Providers

20. Describe how the Workforce Development Board will meet all federal and state Youth performance outcome requirements.

WDB Staff will continue to run performance reports from both NCWorks and FutureWorks at least quarterly to gauge how we are doing in the area of WIOA performance outcomes and service delivery. Staff will also run reports from NCWorks regularly to see which customers are in the performance pool. Staff monitor these cases in NCWorks to determine that all critical data has been keyed into the system to give us the best possible performance outcomes.

HCWDB staff review monthly invoices from the WIOA service providers. During this process, spending limits and expectations are reviewed to insure compliance with WIOA requirements. Corrective action plans will be developed to remedy any issues observed.

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

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

High Country does offer incentives to youth.

Please see High Country Youth Incentive Policy.

E. Policies

1. Provide a description of the Local Workforce Development Board oversight and monitoring process including processes for program and fiscal monitoring. [WIOA Section 107(d)(8)]. Attach a copy of the monitoring policy and tools. Name document: Local Area Name Oversight and Monitoring PY 2016.

The Local Area conducts formal on-site monitoring visits annually. WIOA service providers receive copies of the monitoring review document(s) to use as self-monitoring and continuous improvement tools. Formal monitoring will occur sooner and more frequently where potential serious or recurring problems are identified.

Following the review, the service provider receives a written report outlining the results, including any findings. If corrective action is indicated, the report provides instructions on how to eliminate the deficiency and gives a time frame in which to do so.

The Local Area will continue to offer technical assistance in several forms. On an as-needed basis, the Local Area will host regional meetings with service providers to provide needed information and to serve as a forum where sub-recipients can request clarification on issues of concern. In addition, informal technical assistance visits will be made to NCWorks Centers throughout the year. Workforce Board staff attend staff meetings to stay abreast of service delivery. During monitoring visits, the Local Area staff will review documents and systems to determine that the sub-recipient is in compliance with applicable laws and regulations and will provide specific technical assistance where problems are identified. In addition, Local Area staff will conduct desk reviews of documents it receives and customer information documented in NCWorks to identify and address any potential problem areas.

The Workforce Development Board, through the appropriate Board Committee, establishes corrective action procedures. If required corrective action is not taken as requested, policies are invoked to include termination of contracts, if appropriate.

See High Country Oversight and Monitoring PY 2016

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

Workforce staff are made aware of expectations for maintaining non-discriminatory programs and services by the WDB staff and the administrative entity. Equal Opportunity (EO) requirements are also covered by the employing organization for new employees as part of their orientation. Customers are made aware of equal opportunity rights through placement of EO posters in each of the NCWorks Centers. Also customers enrolled into services are given an orientation which includes an overview of equal opportunity policy. As part of the orientation, a Customer Participant Rights Form is completed by the staff person with signatures from both the customer and the staff person. The customer is provided a copy of

this form which explains the EO process and how to file a complaint if the customer feels they have been a victim of discrimination.

Staff are made aware of their right to file a complaint as well. This is typically done by the service provider organization or in the case of the WDB level staff by the administrative entity. Also brochures, marketing materials, the Board website, letterhead, and email signatures, etc. include the EO tagline. Contracts include the state mandated EO language and service provider assurances include statements regarding compliance with EO requirements.

3. Attach the Local Workforce Development Board's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Local Area Name EO Complaint Grievance Procedure 2016.

See High Country EO Complaint Procedure 2016

4. Provide the Workforce Development Board policy(ies) on supportive services for Adults, Dislocated Workers and Youth (i.e., amount, duration, qualifying criteria). [WIOA Section 134(d)(2)]. Name document: Local Area Name Supportive Services Policy.

See High Country Supportive Services Policy

5. Does the Workforce Development Board provide Needs-Related Payments?

The High Country Workforce Development Board does not plan to provide WIOA funded Needs-Related Payments. If this changes, a local Needs-Related Payment policy will be developed and submitted to DWS for their consideration.

6. Does the Workforce Development Board provide local Incumbent Worker Training?

The High Country Workforce Development Board does not plan to provide local Incumbent Worker Training in PY 2016. If this changes, a local Incumbent Worker Training policy will be developed and submitted to DWS for their consideration.

7. Does the Workforce Development Board provide local Transitional Jobs Training?

The High Country Workforce Development Board does not plan to provide local Transitional Job Training immediately in PY 2016. As we learn more about Transitional Jobs Training, the High Country Workforce Development Board will consider the use of Transitional Jobs Training as an additional tool for serving WIOA customers. At that point, a policy will be developed and submitted to DWS for their consideration.

8. Describe the Local Area's planned use of On-the-Job Training (OJT). Provide the Local Area's On-the-Job Training policy(ies). [WIOA Section 134(c)(3)(H). Name document: Local Area Name OJT Policy].

High Country expects to continue its use of On-the-Job Training as a vital and appropriate means for providing necessary skill upgrades for WIOA enrolled participants to insure that entry into unsubsidized employment is achieved. The extension of the JDI-NEG grant that was received by North Carolina will extend our use of those funds for providing paid OJT to eligible customers, at least through September 30, 2016. In addition, as funding allows, the High Country Local Area will encourage and support the use of OJT activities for WIOA enrolled adults, dislocated workers, and youth.

[See High Country OJT Policy](#)

Priority of Services - Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, one-stop center staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis. Additionally, individuals who meet the definition of an individual with a barrier to employment (WIOA 3(24)) who are underemployed may also be served in the Adult program. [USDOL TEGL 3-15]

Individuals who are underemployed may include:

- *Individuals employed less than full-time who are seeking full-time employment;*
- *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
- *Individuals who are employed who meet the definition of a low-income individual in WIOA section 3(36); and*
- *Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, per State and/or local policy.*

Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

- i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.*

- ii. *Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.*
- iii. *Third, to veterans and eligible spouses who are not included in WIOA's priority groups.*
- iv. *Last, to non-covered persons outside the groups given priority under WIOA.*

Priority for services does not preclude service to individuals who are not low-income or not receiving public assistance or not a veteran, but rather establishes the order of precedence for service as provided at WIOA and section 134(b)(3)(E).

Note: *When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.*

With respect to funds allocated to a local area for adult employment and training activities priority shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services and training services. In addition, Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs.

Under WIOA, an individual may receive training services after an interview, evaluation, or assessment, and career planning if the one-stop operator or partner determines the individual is unlikely or unable, by only receiving career services, to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Additionally, the one-stop operator or partner must also determine that the training the individual receives would result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. The one-stop operator or partner must also determine that the individual has the skills and qualifications to successfully participate in and complete the training. [NPRM 680.210]

9. Describe the Local Workforce Development Board's process and policy to meet priority of service requirements for Adult Training Services. If the Local Workforce Development Board has a policy, attach the document and name document: Local Area Name Priority of Service Policy.

In the High Country Local Area, all customers will receive career services. The Local Area's priority of services for adults ensures consideration for services to low-income individuals, public assistance recipients, individuals who are basic skills deficient, veterans, and military spouses. Priority for services does not preclude service to individuals who are not low-income or not receiving public assistance or not a veteran, but rather establishes the order of precedence for service as provided at WIOA and section 134(b)(3)(E). In 1997, North Carolina's General Assembly enacted legislation that mandates the provision of priority service for veterans in state and federally funded employment and job training programs. In the event of limited funding, expenditures of adult funds will be closely monitored.

10. How does the Local Workforce Development Board define self-sufficiency?

The High Country Workforce Development Board’s criteria that employment leads to self-sufficiency are determined as follows:

- Adult Self Sufficiency – 200% of low-income guidelines provided by DWS and availability of family health insurance benefits, and not receiving public assistance, to include housing, transportation, childcare, food stamps.
- Dislocated Worker Self Sufficiency – 80% of previous compensation level and availability of family health insurance benefits of Adult Self Sufficiency definition, whichever is higher.

Note: The low income guidelines are typically updated each year usually in April or May. NCDWS typically send these out to the Local Areas as an issuance and posted to their website in Policy Statements. The Local Area makes every effort to send the updated low income guidelines out to all WIOA staff once received by the Local Area from DWS. However, it is the responsibility of each WIOA staff to ask their supervisor or the Local Area or check the DWS website, if there are any questions about having the current guidelines.

11. Provide the Local Workforce Development Board Individual Training Account (ITA) Policy and include the following elements in summary. [WIOA Section 108(b)(19)]. Name document: Local Area Name ITA Policy.

See High Country ITA Policy

Individual Training Accounts (ITA) Summary	
Dollar Amount Limits annually	\$4,300
Dollar Amount Lifetime Limits	\$8,600
Time Limits	Generally two years, however, longer as necessary based on training needs
Degree or Certificates allowed (Associate’s, Bachelor’s, other)	Generally Associate’s degrees, however, as need is identified assisting with Bachelor’s is allowed along with other diploma/certification/or licensure programs
Period of time for which ITAs are issued (semester, school year, short term, etc.)	ITA’s are issued on a semester basis.
Procedures for determining case-by-case exceptions for training that may be allowed	Service Providers typically make decisions on training programs for customers. However, often when questions come up or something out of the ordinary arises the service providers contact WDB staff for guidance.

12. Describe methods to ensure all updates and changes to the local Workforce Development Board Policies are submitted to the Division throughout the life of this Local Plan.

The WDB will submit any updated policies and plan changes to the Division as they are made.

II. Regional Strategic Planning

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 system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults and youth. To enhance services to all these constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. Communities and regions recognize that to have successful economic development, it must go hand-in-hand with a well-functioning workforce development system. North Carolina has built on several years of emphasizing the value of regional efforts and worked with local workforce development boards and local elected officials to establish and enhance identification of appropriate regions and the working relationships that have been developed.

Local Area Plans should reflect compatibility with NCWorks Commission's Strategic Plan and the North Carolina Jobs Plan, issued in December 2013 that contains recommended strategies for economic growth during the years 2014 – 2024 and the draft North Carolina WIOA State Unified Plan. A regional framework in Local Area Plans should:

- Promote effective and efficient use of resources;*
- Align with North Carolina's regional economic development efforts;*
- Identify the workforce needs of businesses, job seekers and workers, current and projected employment opportunities and job skills necessary to obtain employment;*
- Better address the workforce issues of businesses and individuals on a labor market basis;*
- Detail coordination with community colleges and universities;*
- Provide a customer-focused coordinated approach to delivery of training, employment services and economic development; and*
- Articulate a consistent and defined regional approach to workforce development.*

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

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

1. Identify the Workforce Development Boards comprising the configuration for regional strategic planning and the counties each Board serves. Provide a reference name for the regional group, if applicable.

High Country Workforce Development Board; Region C Workforce Development Board; and Western Piedmont Workforce Development Board, collectively known as the Future Workforce Alliance (FWA).

2. Describe the vision for the region and how the Workforce Development Boards collaborate to achieve that vision. Describe the regional goals that have been established and how performance towards those goals be measured?

3. The vision of the FWA is to help employers meet their workforce needs, help individuals build careers, strengthen the local economy, and meet the challenges of global competition.

Our goal is to provide job seekers the opportunity for advanced educational attainment that will provide meaningful careers and improve their quality of life by making them self-sustaining. We also represent employers from a broad range of leading industries that need workers with the training, skills and dedication to produce important products and services for a global marketplace. For both, we help guide the efforts of public and community resources to enhance North Carolina's workforce capabilities.

The FWA realize that embracing an employer (business customer) led system is paramount to our ability to truly develop and provide quality training opportunities for jobseeker customers that will have significant impact and value for local/regional businesses. This includes working collaboratively with our local community colleges as well as other training providers to convene honest communication with business leaders and assess training that truly enhances their workforce as well as increases a job seeker's employability.

Goals

- Workers have skills they need to be successful and fill the current and emerging high-wage demand jobs.
- Employers have skilled workforce to remain competitive and continue to contribute to local prosperity.
- Continue to align services that are integrated and make efficient and effective use of resources.
- Increase partner agency referrals and reverse referrals for greater impact and collaboration.

Strategies and Measurement

- Sector strategies through the development and tracking of Certified Career Pathways
- Continue to progress toward the establishment of Work Ready Communities, which can be tracked via www.workreadycommunities.org
- Promote and assist in the establishment of Registered Apprenticeship Programs
- Engage youth to increase their work experience opportunities, to prepare them to be productive citizens. This will be tracked through service providers and ncworks.gov performance measures.

3. Provide a brief synopsis of the region's significant accomplishments working together during the past year.

In PY 2015, regional accomplishments by FWA were limited due to the implications of rolling out WIOA services without having regulations and guidance from the US Department of Labor. We continue to collaborate via phone and in-person to discuss challenges and interpretations of the new WIOA legislation while trying to meet customer demands. We do meet quarterly as a regional leadership team along with our NCWorks Center Managers and the Northwest Regional Operations Director to determine strategies for success and continuous improvement.

Early in the program year Region C experienced the situation of having their workforce board director vacate the role and move to work for DWS as the Southwest Regional Operations Director. In April 2016 the High Country workforce board director also left and took another position outside the area.

4. Describe how the regional vision aligns with the draft NC Unified State Plan.

Our regional vision, goals, and strategies align with the NC Unified State Plan by focusing on Career Pathways, Work Ready Communities, Youth Engagement, Adult Basic Education, providing funding for increased skill sets and consistent job placements.

5. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; 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)]

Please see attached report from EMSI showing growing industries and occupations in the region.

Knowledge and skills needed and preferred vary among employers even within the same industry. However local, anecdotal feedback from employers at committee meetings, board meetings, economic development meetings, and other partner gatherings regularly return to the lack of soft skills in job candidates. The general opinion is that other needs (work experience, education credentials, and technical skills) can be more easily addressed. The 2014 Employer Needs Survey produced by NC LEAD and the NC Association of Workforce Development

Boards found that roughly one in four employers statewide reported that a lack of soft skills (communication, enthusiasm, and interpersonal skills) was a reason for business hiring difficulty.

It is anticipated that the creation of new industry sector partnerships where none previously existed and the ongoing work of current groups will be able to provide more detailed needs, whether industry-specific or locally-specific, that will begin to address the hiring challenges of local and regional businesses.

6. Provide a thorough 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)]

An analysis of the workforce in the region is carefully examined and considered using www.ncworks.gov, Labor Market Facts and Analysis, and LEAD LMI information. Consistent involvement with K-16 stakeholders also gives us immediate insight to educational and skill levels of our youth and under/unemployed workforce.

Please see attached EMSI report.

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

Each of the FWA member workforce entities regularly meets with local economic development entities to assess their needs, discuss projects and provide support and encouragement related to both new recruitment efforts and to existing industries. The Certified Work Ready Community initiative has also brought both voices to the table for collaboration and commitment to make sure it is a success and that goals are met on time. The FWA is completely committed to developing and maintaining relationships with economic development partners in order to best meet business customer needs. For the Northwest Prosperity Zone, we meet with Bill Slagle, Regional Industry Manager; Marty Tobey, CTE Regional Representative, and Betty Silver, Customized Training Representative to discuss strategies and services for workforce and economic development.

8. Describe how the business services resources of each of the Workforce Development Boards work together on a regional basis to serve employers across the labor market.

The business services representatives regionally currently meet on a regular basis to discuss coordination of business services across the western region. PipeLine committees have been established in Region C that meet monthly to discuss the business needs as related to staffing positions including soft skills and specific training needs for possible candidates. This Pipeline Committee is led by local business leaders (private and public employers) and includes representatives from the local community colleges to include staff from administration, HRD, Customized Training, CTE Directors, Vocational Rehabilitation, Chamber of Commerce, high school principals and guidance counselors, economic development, Department of Social

Services, Division of Workforce Solutions, and Veterans Representatives. High Country has recently begun using a new CRM database to explore its effectiveness in improving coordinated services to business.

The western BSR's meet quarterly to discuss and address issues that have been presented by local business leaders. Discussions include best practices; current employer needs; instruction, navigation, and issues with using the NCWorks system; raising manufacturing awareness of the Career Readiness Certification; and discussion and scheduling career and job fairs as needed and requested by potential employers. The group is also responding to any needed rapid response meetings to meet with employees who are being laid off due to plant closings or economic downturns. We are developing a coordination of regional apprenticeship programs and the creation of an Apprenticeship Partnership Agreement as a viable employment tool.

The group is discussing Certified Work Ready Communities and how to maintain the certification once it's in place. This initiative is one that has been and continues to be important to the entire region, and the group members have every intention of working toward each of the counties achieving this designation as soon as possible. This approach is also aligns with the NCWorks Commission Strategic Plan with expanding the number of Work Ready Communities on a statewide basis.

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

Most of the FWA are rural areas and local transportation is one of the biggest challenges, and in most cases mass transit does not exist; therefore, making the conversation around regional transportation a moot point at this time. Many rural counties have local transportation authorities that may be utilized when necessary; however, often the cost of utilizing these services is prohibitive.

Watuaga County is unique in that AppalCart provides free bus services to all citizens of the town of Boone and offers a reasonably-priced rural program, Dial-A-Ride, providing transportation into Boone from many of the smaller outlying communities.

Below is data showing commuting statistics for the 15-county region. Fifty-seven percent (57%) of workers are employed outside of their county of residence, while forty-four percent (44%) live and work in the same county.

Data compiled from the 2014 Data Books for North Carolina Prosperity Zones by NC LEAD.

	Employed in County, Live Outside	Live in County, Employed Outside	Employed and Live in County
Alexander	4,038	9,547	4,199
Alleghany	1,320	1,758	1,414
Ashe	2,566	4,755	4,105
Avery	3,342	4,743	1,906
Burke	12,875	14,579	12,069
Caldwell	10,476	24,269	12,791
Catawba	41,053	27,011	33,462
Cleveland	15,554	26,998	15,708
McDowell	6,749	8,930	6,962
Mitchell	2,470	3,280	1,950
Polk	2,906	4,292	1,624
Rutherford	7,378	10,659	9,438
Watauga	10,063	9,774	9,303
Wilkes	8,955	13,806	11,595
Yancey	1,574	3,963	1,799

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

Each of the FWA workforce development boards benefits from regular collaboration and consistent communication with local community college providers. Currently there are eight community colleges in the FWA service region that are members of the NC Community College system (Caldwell Community College & Technical Institute, Catawba Valley Community College, Cleveland Community College, Isothermal Community College, Mayland Community College, McDowell Technical Community College, Western Piedmont Community College, and Wilkes Community College). The prevalence of these institutions of higher learning allows the FWA providers to collaboratively work in developing training programs that support high growth occupations and in building career pathways that can support local business needs and foster growth. It also allows the FWA to regularly act as a convener to share ideas and program of instruction examples between training entities, thus ensuring that there is an effort to minimize duplication.

We are engaged in ongoing communication with community college providers to build and monitor training programs for viability and effectiveness. Furthermore, the FWA remains very involved with public school officials on a regular basis. This engagement allows for career pathway development to be targeted at specific sectors and to insure that all applicable representatives are involved in the planning and execution of building such initiatives.

This past year a multi-county effort to hold an Allied Health Career Fair allowed for over 300 students to learn more about and further explore individual opportunities to consider and enter into the sector specific pathway. In particular, there is an early stage initiative called, STEM West that is seeking support in order to mimic the STEM East alliance and provide and reap the same benefits for the western part of the State. Catawba County Schools has been the lead on this project so far, but the advisory board is made of up public and private partners.

The FWA will continue to leverage current educational partnerships and stakeholders in an effort to always be developing and evolving career pathway strategies for students, job seekers, and business customers.

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

The FWA covers a total of 15 of the 100 North Carolina counties. As a result, there is a wide range of diversity regarding socio-economic, demographic, and logistic challenges. While the majority of the FWA service area is recognized as being in rural communities, there are developing cities and towns scattered throughout the entire region. Despite these differences, the FWA is currently experiencing moderate growth in the Manufacturing, Allied Health and Hospitality/Tourism sectors. As a result, the FWA is able to continue to identify and replicate best practices wherever possible. Examples include the creation of Work Readiness Certification training programs to address soft skills issues throughout multiple areas. The

FWA also works diligently to remain engaged and active throughout the entire NCWorks Career Center system through the auspices of Integrated Services Delivery. It is through these relationships that the FWA and associated staff can stay informed about local challenges, develop and maintain regular communication with jobseeker customers, and continuously assess and identify workforce issues in a variety of areas.

The FWA workforce boards also have an advantage of knowing and understanding the cities, towns, suburban and rural areas' outlying workforce issues because they are housed within councils of government. Through this relationship we have quicker knowledge of business expansion needs from the community development block grants; housing needs from Section 8 housing; as well as transportation and data analysis that can assist us and other workforce partners.

12. Provide details on how the region connects military skills to occupational demands to serve military veterans and families. Include methods the region uses to promote the hiring of military veterans.

The FWA is committed to providing prioritized services to military veterans and their families. The FWA works closely with Local Veteran Employment Representatives as well as with Disabled Veteran's Outreach Program Specialists to insure that there is a wide variety of services available to military veterans and their families. It is vital to the FWA to insure that local business and employer representatives are aware of a variety of veteran related subsidies and incentives designed to encourage and accelerate the employment of military veterans.

The FWA also participates in regional Stand Downs in order to provide services for veterans. The WDBs work with, assist, and help coordinate these events. Recently the Innovate Catawba Workforce team coordinated a USO of NC training event, sending out invitations across the region to HR personnel. This opportunity consisted of military consultant/outreach groups like USO of NC to provide training to HR personnel in the region to educate them on how to go to a military base, engage with those about to separate, and recruit them for job opportunities in our area.

13. Describe the Workforce Development Board's use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108(b)(4)(B)]

On September 17th, the High Country Workforce Development Board hosted a one day Business U Boot Camp, an invitation-only event to continue the region's work to build partnerships in a collaborative environment and expand the region's portfolio of services to foster long-term relationships with area businesses. A group of about 30 attendees from regional career center staff, chambers of commerce, community colleges, economic developers, partner agencies, as well as Appalachian State University participated in the day-long event.

During the day the group focused identifying a regional network of assets to support and grow business and industry; worked on a business engagement plan to support business-facing organizations; and long-term relationship building strategies for improving business engagement among others.

The main outcomes of the day were the asset mapping work to help create a structured business services network and launching a customer relations management tool (High Country's utilization is part of a pilot project), which will be used by the network of business-facing partners to share information and eliminate duplication of services.

WDBs and regional partnerships are committed to expanding the recognition of the labor force throughout our service areas by continuing to work with counties to achieve recognition as a Certified Work Ready Community, as recognized by ACT. Additionally, the WDBs will focus primarily on the promoting and the facilitation of training for the following occupational clusters:

- Advanced Manufacturing, including STEM and maintenance occupations
- Nursing, Allied Health, and other health-related occupations
- Mission Critical Operations and Information Technology
- Hospitality and Tourism

This training focus will be enhanced by the development of Certified Career Pathways in Advanced Manufacturing and Nursing/Allied Health.

The On-the-Job Training Program provides incentives for business to help defray the cost of training eligible new employees. The program also provides training opportunities in the local business community to adults and dislocated workers. OJT is a training method where experienced employees instruct and coach new employees on how to perform their job, giving them the benefit of experience.

OJT services to the businesses include the following:

- Screening aptitude and basic skills requirements
- Referral of eligible applicants
- Reimbursement of up to 75% of the training wage (depending on the number of employees at the company's training location - see OJT Policy document) for up to 26 weeks-depending on the skills needed to perform the job and the skills gap identified for the training individual.
- Follow-up services to help ensure completion of training and retention of the newly trained employee

OJT is available to both public and private sector businesses and may be linked concurrently or consecutively to classroom training funded through WIOA or other resources.

Agreement of Counties to Create the High Country Workforce Development Consortium

ARTICLE I. TITLE AND PURPOSE

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

ARTICLE II. MEMBERSHIP

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

Alleghany County
Ashe County
Avery County
Mitchell County
Watauga County
Wilkes County
Yancey County

ARTICLE III. CERTIFICATION OF AUTHORITY

1. AUTHORITY UNDER STATE AND LOCAL LAW

The above-named counties each certify that they possess full legal authority, as provided by State and local law, to enter into this agreement and to fulfill the legal and financial requirements of operating as a local Workforce Development Area under the Workforce Innovation and Opportunity Act for the entire geographic area covered by this agreement.

2. SPECIFIC RESOLUTIONS TO ENTER INTO AGREEMENT

A copy of each duly executed resolution of each of the above-named counties giving specific authority to enter into this agreement are attached to this document and are incorporated herein by reference.

3. DESIGNATION OF REPRESENTATIVES FROM EACH MEMBER UNIT OF GOVERNMENT

Each member unit of government designates as its "chief elected official" pursuant to the Workforce Innovation and Opportunity Act, being its representative to the Consortium Board and upon whose representations the State, the Workforce Development Board, the administrative entity and the other member units may rely, its duly elected Chairman of its Board of Commissioners, or such other elected commissioner as said County may appoint in his or her stead, or as his or her alternate. Such representative shall be the signatory of this agreement and shall be authorized to execute such other agreements as are necessary for Workforce Innovation and Opportunity Act purposes. Such representative will serve until his or her successor is installed.

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

The member units agree that the Consortium representatives each year shall elect one of themselves as the Chief Elected Official (CEO), to be the presiding officer of the Consortium Board. Such CEO shall be authorized to exercise the functions of the "local area chief elected official" required or allowed by the Workforce Innovation and Opportunity Act, to serve until his or her successor is installed.

ARTICLE IV. DURATION

This agreement will become effective on the date of the last county representative's signature and shall continue in effect until the local Workforce Development Area is redesignated by the Governor of North Carolina or until termination of this Agreement as provided for in ARTICLE X.

ARTICLE V. ASSURANCES AND CERTIFICATIONS

Each county will comply with the requirements of the Workforce Innovation and Opportunity Act, the regulations promulgated thereunder, all other applicable federal regulations, the statutes of the State of North Carolina, and written directives and instructions relevant to local workforce development area operations from the Governor of North Carolina or his/her designee.

ARTICLE VI. FINANCING

It is anticipated that funding necessary to implement this agreement will be derived from federal grant funds received through the office of the Governor.

The units of local government acknowledge that, subject to the paragraph immediately below, they are jointly and severally accountable for liabilities arising out of activities under the Workforce Innovation and Opportunity Act, and all funds received by the local workforce development area pursuant to WIOA. Liability includes, but is not limited to, responsibility for prompt repayment from non-program funds of any costs disallowed by the US Department of Labor or the NC Department of Commerce.

Liability shall be apportioned between the above-named counties as follows:

A. To the extent that one or more (but not all) of the above-named Counties can be identified as benefiting from the expenditure which is disallowed for any reason, said county or counties shall be liable for the repayment of such funds.

B. To the extent that one or more of the above-named Counties cannot be identified as the benefiting County or Counties of the WIOA funds in question, any disallowed expenditure shall be divided only among the benefitting Counties on a pro rata basis, based upon the percentage of all WIOA funds allocated to each of the Counties for the program fiscal year during which the disallowed funds were disbursed.

Nothing contained in this Article VI shall be interpreted so as to prohibit the above-named Counties from seeking contribution or indemnification from the Grant Recipient, any subrecipient, service provider, contractor, or from any other responsible person or entity.

The above-named Counties shall contractually be held harmless by the program service providers from liabilities arising out of activities by the said providers under the Workforce Innovation and Opportunity Act.

Any entity or joint agency created or designated by this local workforce development area, including the Workforce Development Board, and Administrative Entity, shall be considered a public agency for the purposes of the Local Government Budget and Fiscal Control Act.

ARTICLE VII. ESTABLISHMENT OF A WORKFORCE DEVELOPMENT BOARD

The above-named Counties agree that its Workforce Development Board is being established in accordance with Section 107 of the Workforce Innovation and Opportunity Act and applicable State of North Carolina laws, including G.S. 143B-438.11.

The Workforce Development Board shall have 14 private sector members who are appointed by the above-named counties (2 appointments per County Consortium representative) in accordance with the Workforce Innovation and Opportunity Act. The Consortium Board shall appoint 9 public sector members to the Workforce Development Board by a vote of a majority of the total number of members of the Consortium. The members of the Consortium Board shall be entitled to vote by alternative means including and not restricted to email, telephone, and in person.

ARTICLE VIII. REAL PROPERTY, EQUIPMENT AND SUPPLIES

The Consortium will follow all Workforce Innovation and Opportunity Act requirements governing the title, use and disposition of real property, equipment and supplies purchased with federal funds. The Consortium shall not own real property, assume debt, or hire personnel without authorizing resolutions from each of the above-named counties.

ARTICLE IX. AMENDMENTS

This agreement may be amended only upon the consent of all the parties hereto as evidenced by resolutions of the governing bodies of each of the above-named counties and subject to any required approval by the State.

ARTICLE X. TERMINATION

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

Tom F. Smith 6/5/15
Alleghany County Commissioner Date

Gary W. Rount 6/5/15
Ashe County Date

Jay Hines 6/5/15
Alleghany County Finance Officer Date

Janeck Jones 6-5-15
Ashe County Finance Officer Date

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

Rob Buppith 6/1/15
Avery County Commissioner Date

Tom Halliburton 06-08-15
Mitchell County Commissioner Date

Ray Johnson 6/1/15
Avery County Finance Officer Date

Mario Paroleux 06-08-15
Mitchell County Finance Officer Date

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

Jimmy Sklar
Watauga County Commissioner Date

Ed Bell
Wilkes County Commissioner Date

Margaret M. Rice 6-1-15
Watauga County Finance Officer Date

Jess Shepherd 6-5-15
Wilkes County Finance Officer Date

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

John Biddle 6-8-15
Yancey County Commissioner Date

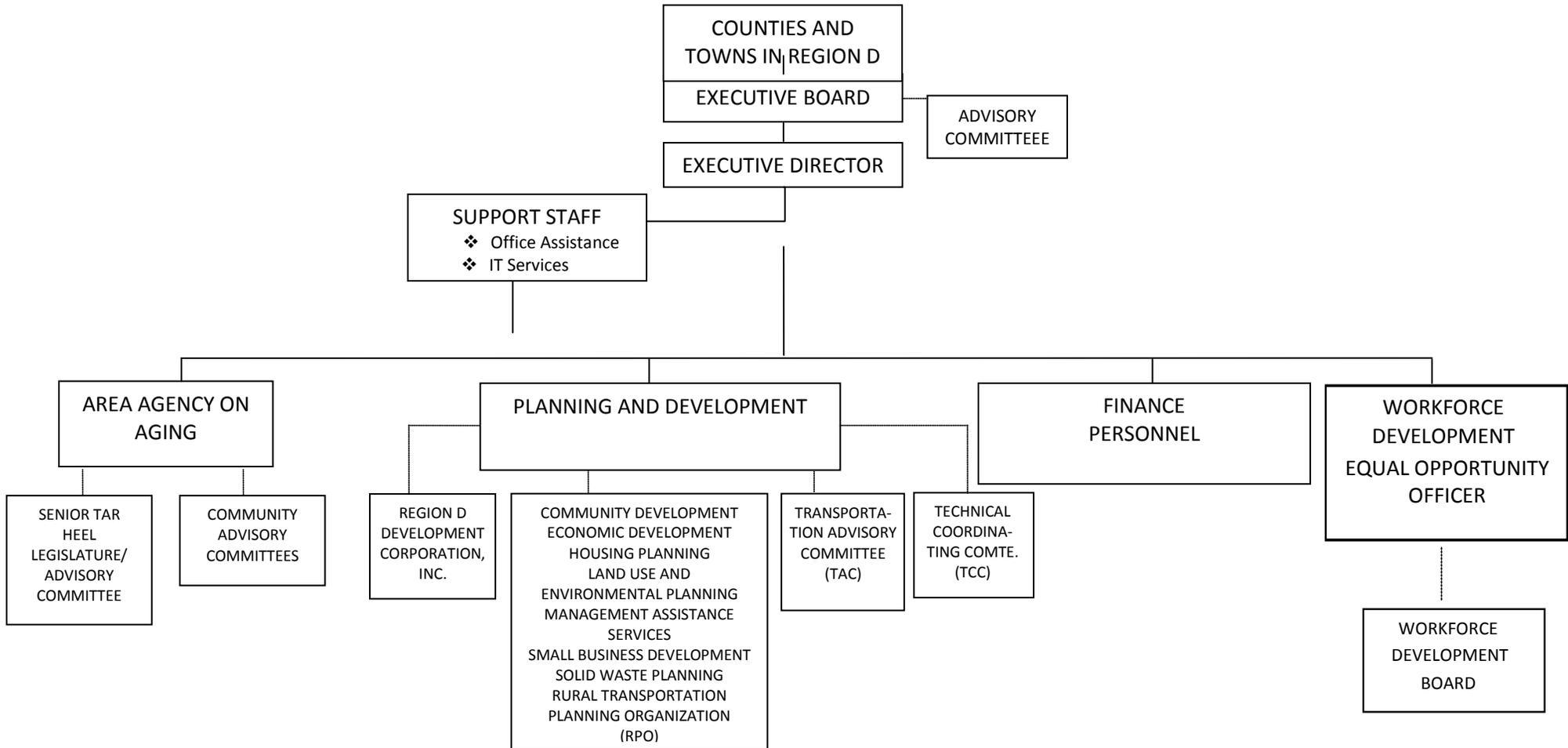
Brandi Bourleson 6-8-15
Yancey County Finance Officer Date

This document has been pre-audited in the manner required
by the Local Government Budget and Fiscal Control Act.

HIGH COUNTRY COUNCIL OF GOVERNMENTS

FY 2015 - 2016

Revised 4.11.16



High Country Workforce Development WIOA Board List

(Effective 5-6-2016)

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
1.	Business, Chair <i>(Can be one of the required small business seats.)</i>	Sallie Woodring, Volunteer Services, Career Pathways Director	Appalachian Regional Health System PO Box 1796 Banner Elk, NC 28604	828-737-7538 (o)	swoodring@apprhs.org	6/30/2017
2.	Business	Dale Caveny, Manager	Blue Ridge Business Development Center 115 Atwood Street Sparta, NC 28675	336-372-1525 ext. 22	bdcaadmin@blueridgebdc.org	6/30/2016
3.	Business	Trasa Jones, Human Resources Director	Pioneer Eclipse PO Box 909 Sparta, NC 28675	336-372-3748	trasajones@pioneer-eclipse.com	6/30/2017
4.	Business	Laura Lambeth, Chief Executive Officer	Ashe Memorial Hospital 200 Hospital Avenue Jefferson, NC 28640	336-846-0790	l.lambeth@ashememorial.org	6/30/2016
5.	Business	Kory Wilcox, Human Resources Manager	GE Aviation 400 The Professional Drive West Jefferson, NC 28694	336-246-1725	kory.wilcox@ge.com	6/30/2017
6.	Business	Bernice Wilson, Environment, Health & Safety Coordinator / Project Manager	BRP US, Inc. 1211 Greenwood Road Spruce Pine, NC 28777	828-766-1185	bernice.wilson@brp.com	6/30/2016

Notes:

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

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

High Country Workforce Development WIOA Board List

(Effective 5-6-2016)

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
7.	Business	Chris Edwards, Assistant General Manager / Human Resources Director	Chetola Resort at Blowing Rock PO Box 17 Blowing Rock, NC 28605	828-295-5510	cedwards@chetola.com	6/30/2017
8.	Business	Bob Hege, President	Meadows Mills, Inc. PO Box 1288 N. Wilkesboro, NC 28659	336-838-2282	bobh@meadowsmills.com	6/30/2016
9.	Small Business	Justin Ray, President	Shady Lawn Lodge & Restaurant 330 Cranberry Street Newland, NC 28657	828-733-9006	jray34@gmail.com	6/30/2016
10.	Small Business	Jason Carlton, Owner	GoWilkes.com PO Box 143 N. Wilkesboro, NC 28659	336-902-8163	jcarlton@gowilkes.com	6/30/2017
11.	Business	Bryan Peterson, Human Resources Manager	Altec Industries PO Box 130 Burnsville, NC 28714	828-678-5502	bryan.peterson@altec.com	6/30/2016
12.	Business	Chris McCurry, Co-Owner	The Bark House at Highland Craftsmen, Inc. 534 Oak Avenue Spruce Pine, NC 28777	828-765-9010	chris@barkhouse.com	6/30/2017

Notes:

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

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

High Country Workforce Development WIOA Board List

(Effective 5-6-2016)

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
13.	Business	Sandra Reese, Human Resources Manager Pending	Lowe's Home Improvement 1855 Blowing Rock Road Boone, NC 28607	828-262-0773	sandra.reese@store.lowes.com	6/30/2016
14.	Business	Rebecca Carter, President/CNO Pending	Blue Ridge Regional Hospital 125 Hospital Drive PO Drawer 9 Spruce Pine, NC 28777	828-765-4201	rebecca.carter@msj.org	6/30/2017
15.	Labor Organization, or where none exists, other representative of employees <i>(provide organization affiliation)</i>	Stacy Sears, Director, Academic Services for Athletes	Appalachian State University SEANC (State Employees Association of NC) PO Box 1163 Boone, NC 28607	828-262-6889	searssr@appstate.edu	6/30/2017
16.	Community Based Organization	Melissa Soto, Executive Director	WAMY Community Action, Inc. 225 Birch Street, Suite 2 Boone, NC 28607	828-264-2421	melissa@wamycommunityaction.org	6/30/2017

Notes:

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

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

High Country Workforce Development WIOA Board List

(Effective 5-6-2016)

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
17.	Joint Labor- Management, or union affiliated, registered apprenticeship program. Or where none exists, representative of registered apprenticeship program <i>(provide representative's affiliation)</i>	Keith Deveraux, Apprenticeship Consultant	NCWorks Apprenticeship 510 South Bridge Street Wilkesboro, NC 28697	704-430-7087	keith.deveraux@nccommerce.com	6/30/2017
18.	Organizations addressing needs of eligible youth	Jane Blackburn, Director of Libraries	Appalachian Regional Library 148 Library Drive West Jefferson, NC 28694	336-846-2041	jblackburn@arlibrary.org	6/30/2017
19.	Adult Education and Literacy eligible under WIOA Title II	Debbie Woodard, Dean, College Readiness	Wilkes Community College PO Box 120 Wilkesboro, NC 28697	336-667-5368	debbie.woodard@wilkescc.edu	6/30/2017
20.	Higher Education	Dr. Terry Rawls, Executive Director, Educational Outreach and Summer Programs	Appalachian State University 400 University Hall Drive Boone, NC 28607	828-262-6519	rawlsdt@appstate.edu	6/30/2017

Notes:

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

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

High Country Workforce Development WIOA Board List

(Effective 5-6-2016)

	Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
21.	Vocational Rehabilitation Program	Mike Birkmire Manager	Vocational Rehabilitation Services 245 Winklers Creek Road, Suite A Boone, NC 28607	828-265-5396	michael.birkmire@dhhs.nc.gov	6/30/2017
22.	Economic Development	Dan Little, President	Wilkes Economic Development Corp. 213 Ninth Street North Wilkesboro, NC 28659	336-838-1501	dlittle@wilkesedc.com	6/30/2017
23.	Organizations addressing needs of eligible youth	Tom Hughes, Director	Watauga County Department of Social Services 132 Poplar Grove Connector, Suite C Boone, NC 28607	828-265-8100	tom.hughes@watgov.org	6/30/2017
24.	Wagner-Peyser Act	Veronica Grantham, NCWorks Regional Operations Director	Division of Workforce Solutions 3301 Hwy 70 SE Newton, NC 28658	828-465-5535 ext. 230	veronica.grantham@nccommmerce.com	6/30/2017

Notes:

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

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

ARTICLE I — The Board

Section 1 - Name: The name of this organization shall be the High Country Workforce Development Board (WDB or Board).

Section 2 - Service Area: The area to be served by the WDB shall be Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes, and Yancey Counties. This Service Area shall also be known as the Local Area.

Section 3 - Purpose: It is the purpose of the Board to serve as a governance board for workforce development in the Service Area and to provide policy guidance for and exercise oversight with respect to activities conducted under the Workforce Innovation and Opportunity Act for the Service Area in partnership with the High Country Workforce Development Consortium (Consortium).

a. **Duties and Responsibilities:** Duties and responsibilities of the WDB are as follows:

1. **Local Plan:** to jointly develop a Local Plan with the Chief Elected Official in coordination with appropriate community partners to address the workforce development needs of the Service Area;
2. **Workforce Research and Regional Labor Market Analysis:** to assist in the development and implementation of the Local Plan;
3. **Convening, Brokering, Leveraging:** to convene local stakeholders in the development and implementation of the local plan under Section 108 of the WIOA and in identifying

non-Federal expertise and resources to leverage support for workforce development activities;

4. Employer Engagement: to lead efforts in engaging a diverse range of employers and entities in the region;
5. Career Pathways Development: to lead efforts in the Local Area with education partners to develop and implement career pathways by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;
6. Proven and Promising Practices: to lead efforts in the Local Area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers; to disseminate information on proven and promising practices carried out in other Local Areas for meeting such needs;
7. Technology: to develop strategies for using technology; to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers;
8. Program Oversight: in partnership with the local Consortium, the Board shall conduct oversight for local youth workforce investment activities, local employment and training activities, and the one-stop delivery system; ensure the appropriate use, management, and investment of funds to maximize performance outcomes under Section 116 of the WIOA;

9. Negotiation of Local Performance Accountability Measures: the local Board, Consortium, and the North Carolina Governor shall negotiate and reach agreement on local performance accountability measures as described in Section 116;
10. Selection of Operators and Providers: the local Board, with the agreement of the Chief Elected Official for the Local Area, shall:
 - i. designate and certify one-stop operators, may terminate for cause the eligibility of such operators;
 - ii. identify eligible providers of youth workforce investment activities and may terminate for cause the eligibility of such providers;
 - iii. identify eligible providers of training services;
 - iv. identify eligible providers of career services
 - v. work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the Local Area and that these services are provided in a manner that maximizes customer choice;
11. Coordination with Education Providers: to coordinate activities with education and training providers in the Local Area;
12. Budget and Administration: to develop a budget for activities in the Service Area that are consistent with the Local Plan and duties of the Board;
13. Accessibility for Individuals with Disabilities: to annually assess the physical and programmatic accessibility in accordance with applicable provisions under Title I of the

WIOA and of the Americans with Disabilities Act of 1990 of all one-stop centers in the Service Area;

- b. To ensure that the Local Fiscal Area Agent contracts for an outside audit of its own financial procedures annually. The WDB has audit review rights.
- c. The Workforce Development Board shall not operate or manage career centers but shall serve in the role of governance providing planning, monitoring, evaluation, and oversight of the selected operators and partners.

Section 4 - The Board shall act as local partners with the Consortium in the implementation of the WIOA, and provide guidance to staff in the development of the Local Plan. The Board will review the Local Plan for approval by the Consortium prior to submission to the North Carolina Governor.

ARTICLE II — Membership

Section 1 - The voting members of the Workforce Development Board shall be appointed by the County Commission Chairs or designated chief elected official for WIOA purposes of each county (Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes, and Yancey) in a manner consistent with federal and state laws and regulations governing the Board.

Section 2 - The High Country Workforce Development Board shall consist of a minimum of twenty-three (23) voting members. The Board shall have fourteen (14) private sector members who are appointed by Boards of County Commissioners or their Consortium representatives (two (2) appointments per County Consortium Representative) in accordance with the WIOA. The Consortium shall appoint nine (9)

public sector members of the WDB by a vote of a majority of the total number of members of the Consortium.

Section 3 - Board Membership Composition

Private Sector/Business Member Seats (14 seats):

- No less than 51% of total board composition;
- Two (2) seats from each county with one seat expiring in an odd-numbered year and the other in an even-numbered year (fourteen (14) total) beginning July 1;
- Shall be appointed from key industry sectors or key local businesses aligned with local or regional economic development strategies;
- Should have optimum decision-making authority within their organizations. Owners, managers, or Human Resource managers are appropriate. They may represent small or large businesses or organizations representing businesses as described in the WIOA; and
- Nominations shall be provided by local business groups such as chambers of commerce, economic development commissions and business trade associations;

Public Sector Seats (9 seats):

Whereas private sector/business members are representing the workforce needs of their organization, sector, and county, public sector members are representing their organization with a regional perspective. These Board members shall be regional representatives and shall be appointed through a majority vote of the Consortium. All public sector members shall be in accordance with WIOA Section 107 (b) (2) and shall include:

- No less than 20% of total Board composition shall be representatives of the workforce within the Local Area and include the following:
 - Labor: shall be a representative from a labor organization, who has been nominated by a labor federation, or other representatives of employees.
 - Apprenticeship: shall be a representative from the North Carolina Apprenticeship Program or similar organization focusing on apprenticeship activities.
 - Community-Based Organizations (CBOs): Organizations with demonstrated experience in addressing the employment needs of individuals with barriers to employment including veterans' organizations and youth organizations.
- Adult Education and Literacy: The regional adult education and literacy program directors shall nominate a representative to serve in this role.
- Post-Secondary Education: The regional post-secondary educational institutions shall nominate a representative to serve in this role (to include community, state, and private colleges in the Service Area).
- State Employment Service: The Department of Commerce will nominate a regional representative to serve in this role.
- Economic Development: The local economic development commissions or directors will nominate a representative in this role.
- Vocational Rehabilitation Agency: The North Carolina Division of Vocational Rehabilitation shall nominate a regional representative to serve in this role.

Ex-Officio Members

The Consortium may appoint other members of the community in an ex-officio role that may be helpful in an advisory role to further advance the mission statements and goals. The WDB may add non-voting members at its discretion, to include elected officials or their representatives.

Section 5 - All appointments and reappointments will be for a two-year (2) period, with alternating terms. Vacancies shall be filled by the procedures prescribed for all other appointments and shall be for the remainder of the term.

ARTICLE III — Officers

Section 1 - Chair: Voting members of the Workforce Development Board shall elect the Chair from the Private Sector Representatives who are eligible to serve pursuant to the requirements of state and federal law. The chair shall call and preside at meetings, appoint committees, and through the Board's support staff, perform such other duties as directed by the Board.

Section 2 - Vice-Chair: The eligibility requirements shall be the same as for the Chair. The duties of the Vice-Chair shall be to conduct the business of the Board in the absence of the Chair and such other duties as may be assigned by the Chair.

Section 3 - Term of Office: The term of office shall be for a period of one (1) year; however, officers may succeed themselves. Elections shall be held at the last regularly scheduled meeting of each Program Year. The terms of office shall begin on July 1 of each year.

ARTICLE IV — Conflict of Interest and Code of Conduct

In an effort to maintain the high standard of conduct expected in the management of its affairs, the High Country Workforce Development Board adopts the following Code of Conduct applicable to all members:

No Board member shall engage in or do the following:

1. Use the name, endorsement, or services of the Service Area for the benefit of any person, or authorize such use, except in conformance with WDB policy;
2. Accept or seek for oneself, or any other person, any financial advantage or gain other than nominal value offered as a result of Board affiliation;
3. Disclose any confidential Workforce Development Board information to any person not authorized to receive such information or use such information to the disadvantage of the Service Area;
4. Take part in any religion, anti-religious, or partisan political activities in the discharge of Board duties;
5. Take any action which results in a conflict of interest, or the appearance of a conflict of interest, in accordance with Federal Uniform Administrative Requirements;
 - a. Conflict of Interest arises when any of the following may be positively or negatively affected by an action under consideration by the WDB:

- i. the business in which a member, or one of the immediate family of a member, has a financial interest;
- ii. the public or non-profit agency which employs a member, or one of the immediate family of a member; or
- iii. the public or non-profit agency on whose Board a member, or one of the immediate family of a member sits.

Immediate Family shall be defined as a member's spouse, parents, children, and siblings.

- b. Members must declare any potential conflict of interest in writing upon joining the Board and thereafter at the first meeting of each Program Year. When a potential conflict of interest arises during the year, the member will immediately notify the WDB Chair and the Workforce Development Director in writing.
- c. The Conflict of Interest provision applies equally to Board meetings, or personal contact with members outside of meetings, for the purpose of influencing or affecting the member's thinking or decision-making.
- d. WDB members must make a conflict declaration upon the introduction of any agenda item that raises a real or apparent conflict of interest and must abstain from discussion and voting after declaring the conflict. Meeting minutes must show all conflict declarations and abstentions.
- e. Where there is a real or apparent conflict of interest, WDB members must refrain from participating in all stages of the procurement process, including the following:

- i. participating in the planning process to the extent of advocating that a certain type of service be included or excluded;
 - ii. participating in the development, review, or approval of the procurement method and instrument which a member, one of the immediate family of a member, or the entity a member represents intends to respond to by submitting a proposal;
 - iii. participating in the provider selection process including discussing or voting on one's own or a rival proposal (one which competes for funding from the same source); and
 - iv. attempting to influence a planning or funding decision by lobbying or advocating for or against a plan for proposal.
- f. No member who has a conflict of interest may serve as a WDB officer or committee chair.

It is the responsibility of each member and alternate of the Workforce Development Board to govern the actions of all Board members in compliance with the Code of Conduct. If a member thinks there is a possibility of a conflict of interest, real or apparent, on the part of another member, it is his or her affirmative responsibility to immediately bring the matter to the attention of the Board or Executive Committee.

Upon the assertion of a possible violation of this policy, the Chair or Vice-Chair will appoint an ad hoc committee to review the circumstances, report their findings to the Board for discussion and vote, and recommend a course of action in the event a member is found to be in violation. Action may include, but is not limited to, a

declaration that the member's seat is vacant and a request to the appropriate Consortium representative or Consortium Board to make a new appointment.

This Code of Conduct conforms to the Federal Uniform Administrative Requirements (Common Rule).

ARTICLE V — Staff

Section 1 - WDB Support: The WDB shall be supported in the performance of its duties by the Workforce Development Director and/or staff provided by the Local Area Fiscal Agent. This staff shall be responsive to the needs of the WDB and shall support the WDB in its mandated functions

ARTICLE VI — Board Meetings

Section 1 - Regular Meetings: The Board shall meet on a quarterly basis or as otherwise designated by the chairperson.

Section 2 - Special or Called Meetings: The Chair, and the Workforce Development Director, may call special meetings of the Board as required or with a majority decision of Board members.

Section 3 - Quorum: For any regularly, or otherwise properly, called meeting, the voting members present shall constitute a quorum.

Section 4 - Voting: All actions of the Board shall be determined by a majority of the quorum. The adoption and amendments of the by-laws shall be by a two-thirds vote of the members present. Each member of the Board shall have one vote and no proxy votes shall be allowed.

Section 5 - Order of Business: The Chair shall be responsible for orderly business of the Board and for calling items on the agenda. During the course of considering items on the agenda, only members of the Board shall participate in the discussion except 1) by prior arrangement with the Chair upon request of a member of the Board or 2) during the public participation period.

Section 6 - Agenda: The agenda for Board meetings shall be developed by the Board staff and by the Chair.

Section 7 - The rules set forth in the current edition of *Robert's Rules of Order, Newly Revised*, shall govern the procedures of the Board, unless otherwise agreed upon by the members.

Section 8 - Public Notice: Meetings of the Workforce Development Board shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters in accordance with Article V, Section 5. Workforce Development Board meetings should be publicized and operated in accordance with the North Carolina Open Meetings Law.

Section 9 - Reimbursement: Workforce Development Board members who do not have compensation available from their employing agencies shall be reimbursed for board related meeting expenses. Funds for such reimbursement will be provided by the Local Area Fiscal Agent. The Local Area Fiscal Agent will be responsible for maintaining records of reimbursements.

Section 11 - Minutes: The Local Area staff shall keep minutes and provide copies to all WDB members.

Section 12 - Attendance: Positions of WDB members, or their designated alternate representatives, who miss two (2) consecutive regular meetings shall be declared vacant. The Consortium representative responsible for the vacant seat's appointment will be notified by the WDB staff to appoint a representative to fill the vacancy.

Section 13 - Alternates: Each WDB member may request that an alternate be appointed by the appropriate Consortium Representative to attend in the WDB member's absence. The WDB member will be responsible for keeping his/her alternate informed of the meetings and information pertaining to the meeting(s) the alternate will attend for the WDB member. The alternate will vote as a WDB member in the absence of the member. Alternates must be from the same category of representatives (i.e. business/industry, agency) as the WDB member for whom the alternate is appointed.

ARTICLE VII — Committees

Section 1 - Committee Structure: The WDB shall, as necessary, be organized into standing or ad hoc committees to carry out its functions and responsibilities as assigned. The Chair and committee members shall be designated by the WDB Chair. Committees shall be chaired by a board member. Committee members are subject to attendance requirements as outlined in Article VI, Section 12.

Section 2 - Executive Committee: The Chair, Vice-Chair, past Chair, and other members appointed by the Chair shall compose the Executive Committee.

Section 3 - Committee Authority: The High Country Workforce Development Board recognizes that each committee serves as policy maker and systems builder for its specific area and delegates to its

committees authority and flexibility to accomplish the goals and assignments for the tasks under their authority so long as the committees are functioning within the framework of the Board's underlying philosophy.

Section 4 - Quorum: Committees have the same quorum requirements as outlined in Article V, Section 3.

ARTICLE VIII — By-Laws Amendment Procedure

These by-laws may be amended at any regular meeting of the Board by a two-thirds vote of the quorum present, provided that the proposed amendment has been submitted in writing at the previous regular meeting. Amendments will not take effect until approved by a majority of the Consortium Board.

Adopted this the 1st day of July, 2015 by a majority vote of the Consortium Board.



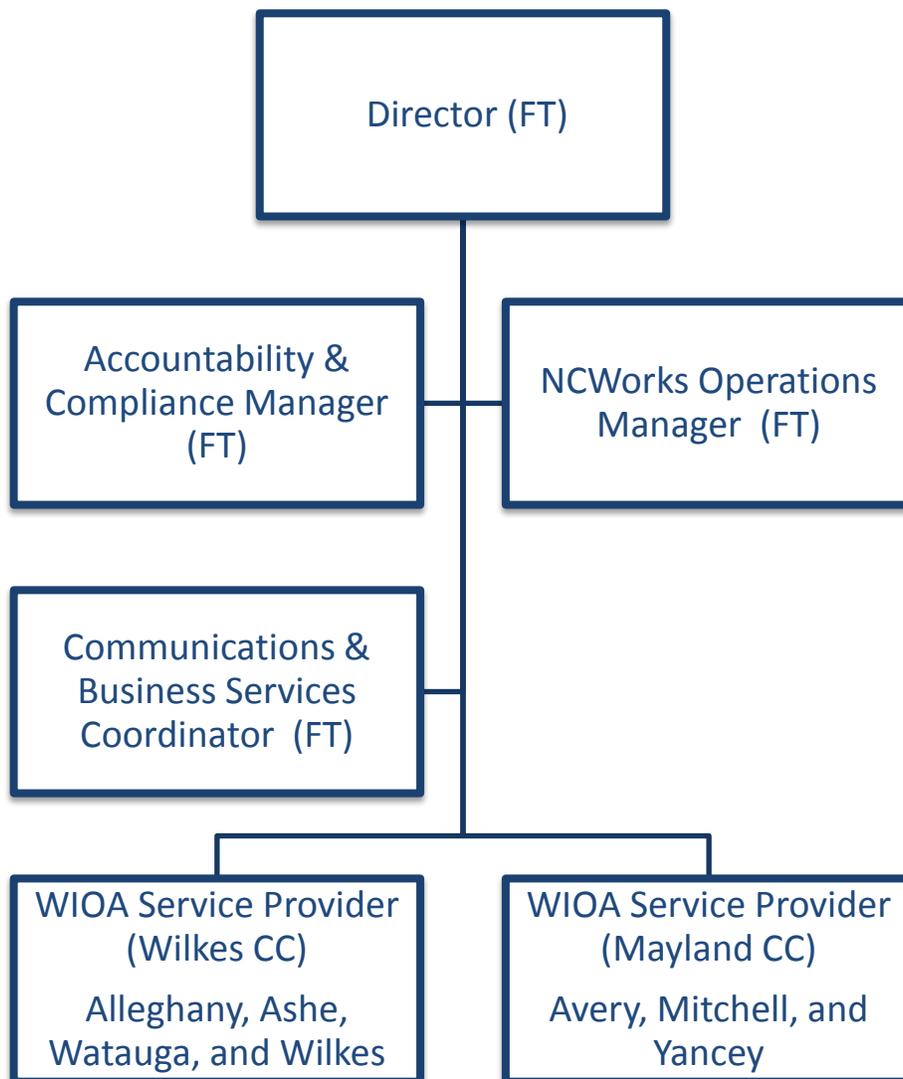
Consortium Chief Elected Official Date

I hereby certify that during the regular organizational meeting of the High Country Consortium on July 1, 2015, these By-Laws were adopted.

| 
(attest) _____ 7/1/15
Date



2016 Organizational Chart



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

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

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

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction," provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

Gary L. Page, Interim Executive Director HCCOG

Printed Name and Title of Authorized Administrative Entity Signatory Official

Gary L. Page

Signature

4/29/16

Date

Workforce Innovation and Opportunity Act of 2014

Four-Year Local Plan Signatory Page

for

High Country Workforce Development Board
Local Workforce Development Area Name

We affirm that the Local Area Workforce Development Board (WDB) and the Chief Elected Official(s) of the Local Area, in partnership, have developed and now submit this comprehensive, strategic Regional and Local Area Plan in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

May 9, 2016

Submission Date

Workforce Development Board
Chair

Chief Elected Official

Sallie Woodring
Typed or Printed Name
WDB Chair, Volunteer Services/
Career Pathways Director-Appalachian
Regional Healthcare System
Sallie Woodring
Typed or Printed Title

G. Keith Elmore
Typed or Printed Name
Business Owner, Foothills Auto Spa
Wilkes County Commissioner
G. Keith Elmore
Typed or Printed Title

Signature

Signature

Date

Date

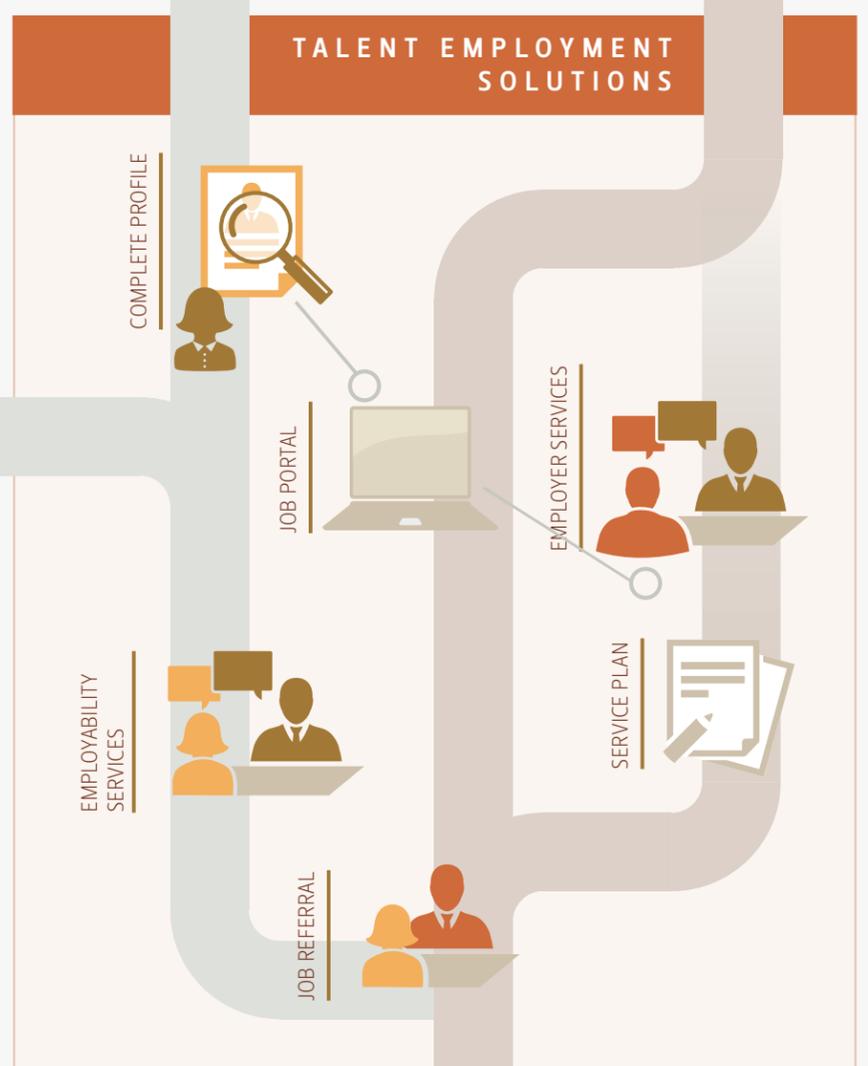
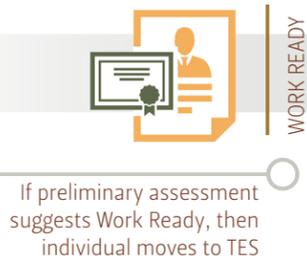
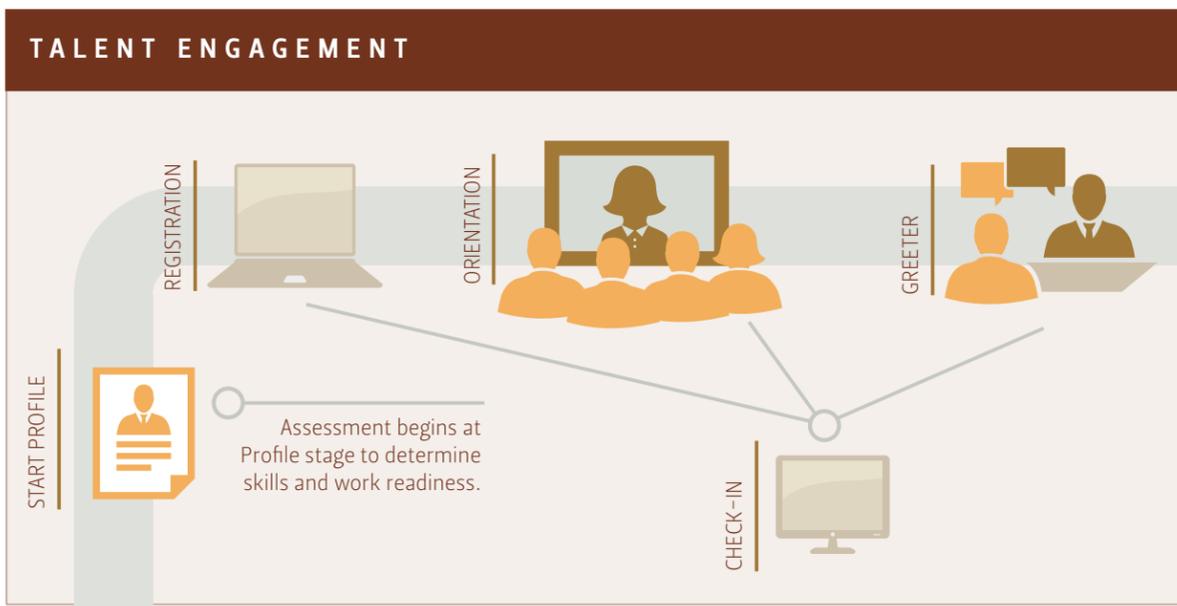
05/05/16

5-6-16

Functional Areas and Process for Workforce Development System in North Carolina

Job Seeker

Employer



PRODUCT BOX

- Case management or service coordination
- Specialized assessments/testing/in-depth interviewing and evaluation
- Development of an individualized employment plan
- Counseling or career planning (individual or group)
- Basic job readiness, short-term pre-vocational skills which may include: communication skills, interviewing skills, punctuality, personal maintenance skills, English as a Second Language (ESL), remediation and workplace literacy
- Literacy activities related to basic workforce readiness
- Adult basic education, GED preparation
- Job search assistance
- Work experience (paid or unpaid)
- Internships
- Referrals to training
- Adult education and literacy activities in combination with other training services and/or job skills
- Customized training
- Entrepreneurial training
- Job readiness training (specific occupation skills)
- Occupational skills training
- On-the-job training
- Programs that combine workplace training with related instruction
- Skill upgrading and retraining



Employed

MEMORANDUM OF AGREEMENT HIGH COUNTRY CAREER CENTER SYSTEM

AVERY, MITCHELL, AND YANCEY COUNTIES

This Memorandum of Agreement (MOA) (hereinafter, “this Agreement”) is entered into between the High Country Workforce Development Board [hereinafter “WDB”] acting as the entity responsible for oversight of the local workforce delivery system, the High Country Chief Elected Official [hereinafter “CEO”], Mayland Community College [the Avery, Mitchell & Yancey NCWorks Career Center Operator], the North Carolina Department of Commerce, Division of Workforce Solutions [hereinafter DWS], and other designated partner agencies [hereinafter “partners”].

This Agreement sets forth the terms of cooperation and support in building and maintaining an integrated service delivery system in the High Country three county area, which is characterized by integrated career center staffing, integrated customer pool, integrated customer flow, and integrated technology for our Career Centers. The parties to this Agreement will work cooperatively to provide high quality services which are responsive to the needs of workers and businesses and to the economic viability of all communities in the High Country area, with the primary focus of connecting citizens to employment in a timely and effective manner.

By signatures to this MOA, the parties agree to abide by the terms, conditions, goals, policies, principles and regulations of the N.C. Department of Commerce, Division of Workforce Solutions for the purpose of Title I of the Workforce Innovation and Opportunity Act, the NCWorks Commission, and the High Country Workforce Development Board.

SECTION I

Vision

The vision for the Career Center System is that all customers of the system will be served by staff organized by function, rather than by program or funding source, through a customer-focused, skill-based, integrated service delivery strategy in Avery, Mitchell and Yancey Counties.

High Country’s NCWorks Career Centers will provide integrated services to better serve customers – both individuals and employers. This system will feature an integrated customer flow that responds to customer need(s), fulfilled by cross-trained teams, with functional and formal leadership funded by both Wagner-Peyser and WIOA Title I, and other partners, as appropriate.

SECTION II

Mutual Understandings

The revision of the Career Center system to an integrated service delivery model enhances the movement towards a seamless united approach, and emphasizes the need for and support of partner collaboration across the three county region. Under this model, DWS and the WDB will integrate their staff and any WIOA contractor staff, to shift from program specific organizations to an integrated services approach. All local Career Center staff and partner staff will be integrated into functional units not separated by program or funding stream. While WIOA and Wagner-Peyser funded staff are the foundation of this new approach to service delivery, other partners and programs are needed and encouraged to participate in the staffing, as well as the success of a Career Center.

The WDB and Career Center staff and partner staff will work together to implement integrated customer flow designed to respond to customer need in addition to program requirements. Staff-assisted services will be emphasized and Center services will be continuously promoted and provided until the customer's goal has been achieved. The Career Center customer flow of services will include three major functions: welcome, skill development, and employment. (Refer to: ***Shared Accountability*** here as Attachment A)

Using regional labor market information, the Center will design and provide services to meet the needs of employers and jobseeker customers.

All Career Center customers will be provided with the opportunity to assess their skills, improve their skills, and obtain the best job possible with their skills. The goal is that all jobseekers that enter a Career Center will leave as better job candidates because of the value-added services received. The WDB and Career Center staff and partner staff will develop a system where customers move easily within the labor market, continuing to further their education and training over a lifetime to advance in their careers.

The Career Center customer flow will include an initial skills assessment, access to a wide range of skill development services, and/or options to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

High Country's Career Centers will provide a wide range of short-term skill development opportunities through multiple service delivery methods. All services in this robust "product box" will be available to Center customers, embedded in an integrated customer flow, and easily accessed by all customers with the support of all Center staff.

Functional Versus Formal Leadership

Career Center staff will be supervised based upon two different approaches – functional and formal supervision. The functional leader has the authority to organize and supervise staff, without regard to the program that funds an individual staff member and will focus on day-to-day supervision of service delivery efforts. The formal leader has responsibilities as the employer of record.

The Functional Leader:

- Creates daily work schedules, team assignments and work flow of all center staff based upon operational needs.
- Coordinates staff vacations/unscheduled absences with the formal leader to ensure service coverage by Center staff.
- Ensures staff are properly trained and provided technical assistance as needed.
- Provides constructive feedback to team staff regarding their duties.
- Facilitates communication among the other functional leaders and teams in the Center.
- Provides input to the formal leader on the work performance of staff under their purview.
- Notifies the formal leader immediately of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status.
- Identifies and facilitates the timely resolution of complaints, problems, and other issues.
- Will not have access to personnel information or disciplinary actions of Center staff unless under their direct employment.
- Provides and/or contributes to reports of Center activities as requested by the WDB or DWS.
- Will ensure open communication with the formal leader(s), center Manager, DWS Regional Operations Director, and the WDB Director/designated WDB staff, in order to facilitate efficient and effective Center operations.

The Formal Leader has the following responsibilities only for Center staff under their purview. Sometimes referred to as the employer of record.

- Hires, disciplines, and/or terminates staff.
- Completes performance appraisals and disciplinary actions for Center staff in concert with feedback from the functional leader.
- Approves payroll records, travel requests, and reimbursements.
- Identifies and facilitates the timely resolution of complaints, problems, and other issues.
- Approves and assists with procurement and other fiscal matters that obligate State or federal funds under their purview.
- Ensure open communication with the functional leader(s), Center Manager, DWS Regional Operations Director and WDB Director/designated WDB staff, in order to facilitate efficient and effective Center operations.

SECTION III

Specific Roles and Responsibilities

High Country Workforce Development Board (WDB)

The WDB is responsible for the coordination of workforce development services and strategies which meet local and regional workforce and economic needs. This is accomplished, in part, by the WDB carrying out its responsibility of developing and overseeing the Career Center system in the High Country local area. The WDB will utilize policies, developed by the NCWorks Commission, and its workforce delivery system requirements in establishing local area processes for partner activities. The WDB will:

1. Assure that High Country Career Centers adhere to the Commission's policies, as well as any additional standards established by the WDB.
2. Organize, oversee, and support at least one comprehensive Career Center in the area served by the WDB.
3. Coordinate with leadership and partners in determining the appropriate workforce services and service access locations, based on local and regional needs.
4. Assure that WIOA services provided in the local area (whether delivered by WDB staff or by contractors) are delivered in a manner consistent with WDB policies.
5. Assure that a local Memorandum of Agreement is executed between the WDB and the required partners as identified by the Workforce Innovation and Opportunity Act.
6. Maintain overall functional oversight of local centers and activities, and has designated the High Country Workforce Development Board staff to provide guidance and oversight of Center Managers.

The WDB will provide the leadership and advocacy for maintaining a quality and continuous improvement focus in order to ensure excellent customer service in the NCWorks Career Centers.

Career Center Manager

The Center Manager is the functional supervisor of all Career Center staff and responsible primarily to the WDB and the High Country Workforce Development Board Director. The High Country Workforce Development Board in coordination with DWS, designates the Career Center Manager. The Center Manager's responsibilities will include, but not be limited to:

1. Primary responsibility to ensure that all integrated operations at the assigned site(s) are meeting all system, center, and program goals.
2. Ensure all decisions relative to the Center are made in the best interest of the WDB and in alignment with local, state, and federal policies.

3. Developing a thorough working knowledge of all applicable laws, regulations, and policies to ensure proper implementation within the Center.
4. Ensure all directives, policies, and procedures of the Career Center system are met and communicated through the WDB.
5. Participating as a local Leadership Team member with the WDB in development of interagency agreements such as MOA and Resource Sharing agreements; reviewing and updating as necessary.
6. Assisting in creating Career Center standard operating procedures that facilitate customer-focused work processes within each functional area, between and across functions.
7. Communicating all new (or changed) policies, procedures, and/or processes with relevant staff to ensure they have the most up-to-date and current information affecting their work.
8. Ensuring all functions are staffed appropriately and workload is organized to facilitate implementation of Career Center system goals.
9. Guiding staff to understand their roles/responsibilities within a function and in relationship to other functions to achieve the Center's goals.
10. Identifying needed staff development activities and providing and/or securing technical assistance and/or training.
11. Facilitating regularly scheduled Career Center staff meetings to foster teamwork, discuss Center operations, technical problems and the status of projects, etc.
12. Continually improve upon the Center's products and services and adjust as necessary in response to customer feedback.
13. In coordination with the WDB, participating in ongoing comprehensive public relations activities across all communities in the region so there is public awareness and optimum utilization of the Career Center system, centers and services.
14. Attending relevant state, regional or local meetings, and sharing information with staff.
15. Providing reports on Center activities as required by the WDB and/or DWS.

High Country Workforce Development Consortium

An agreement to establish The High Country Workforce Development Consortium (HCWDC) was signed in 2015. This agreement establishes the Service Delivery Area (SDA) and the authority of the Consortium to fulfill the legal and financial requirements of operating as a SDA within the guidelines of the WIOA. The agreement was signed by seven units of local government in the High Country area. The appointed delegate to the High Country Council of Governments (HCCOG) policy board, from these seven local government entities, serves as the official representative of the High Country Workforce Development Consortium.

The specific responsibilities of the Consortium are:

- The establishment of and appointments to the Workforce Development Board.
- Ultimate responsibility for all liabilities arising out of WIOA-funded activities and for all WIOA funds received. This liability includes, yet is not limited to, responsibility for prompt repayment from non-WIOA funds of any mis-expenditures by any of its

sub-recipients and subcontractors. The Consortium does, however, have recourse to program operators for any liabilities that are attributable to a specific program operator

- Responsibility for approving the Local Area plan for submittal to the State in collaboration with the Workforce Development Board.

The Consortium designated HCCOG as the Administrative Entity for the purposes of carrying out the responsibilities and functions of the SDA under the WIOA legislation. The staff responsible for these duties and functions is employed by HCCOG.

Section IV

Terms

This Agreement will remain in effect until re-negotiated by authorized representatives from the entities hereto. It shall be reviewed by the parties as necessary or at least every two years, and may be amended to change the scope and terms if mutually agreed upon and approved by authorized representatives of the participating entities. Such changes shall be incorporated as a written amendment to this Agreement.

SHARED ACCOUNTABILITY

All staff located in the Career Center will actively participate in activities and training related to management and operation of the Career Center System. All partners will be committed to Career Center staff development and training. The management of each partner agency will authorize, when possible, Career Center staff to participate in appropriate Career Center training opportunities;

Publicly support the mission, goals, and development of the Career Center and the Career Center system;

Participate in coordinated development of integrated services to employers to include marketing Career Center mission, services and identifying workforce needs;

Participate in customer feedback and focus group surveys to determine that services are responsive to needs of the community;

Participate in coordinated development of integrated case management system for customers. Partners providing case management services agree to participate in joint case management activities;

Participate in coordinated development of procedures to expose clients to job listings; Provide and participate in cross training with Career Center partner agencies to more effectively deliver services in the Career Center System;

Share information that will mutually benefit partners and clients about services which are available and/or have been provided, and that will maximize electronic sharing of this data when possible maintaining necessary confidentiality;

Compliance with Career Center and partner agency policies and procedures regarding client confidentiality and data security;

Participate in Career Center activities to ensure action steps outlined in the County's Career Center strategic plan (business plan) are implemented;

Agree to display the appropriate Career Center signage when recognized as Certified Career Center;

Agree to identify the facility as the Career Center when personally greeting customers and when answering the telephone;

Agree to use the NCWorks Career Center logo as the predominant logo on all Career Center marketing material;

Participate in a process of program review to assure continuous improvement in meeting the High Country WDB's specified criteria and to look for opportunities for further integration;

Share materials, supplies and resources as funds permit;

Acknowledge that funds generated by fee-for-service activities are handled as "program income" and must be managed by the appropriate organization in a pre-determined manner and in accordance with Federal Guidelines;

Acknowledge that all non-expendable goods purchased with Career Center monies are the property of the High Country Workforce Development Consortium.

Note: Shared accountability does not mean that partners have given up their own specific missions; it means they have recognized their connection to the whole system.

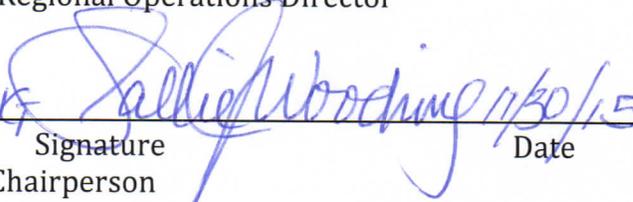
Signatures

By signature hereto, the parties attest to participation of the development of this Agreement and will support and implement the provisions contained herein.

Pam Wilson Pam Wilson 1-14-16
Printed Name Signature Date
Mayland Community College/ Career Center Operator

ADRIAN TAIT  12/15/15
Printed Name Signature Date
Workforce Development Board Director

Veronica L. Grantham Veronica L. Grantham 1-14-16
Printed Name Signature Date
Division of Workforce Solutions Regional Operations Director

SALLIE J WOODRUFF  1/30/15
Printed Name Signature Date
Workforce Development Board Chairperson

Giddan K Elmore  5-6-16
Printed Name Signature Date
Chief Elected Official

**Memorandum of Understanding Between
High Country Workforce Development Board
and
Winston-Salem Urban League**

This Memorandum of Understanding (MOU) has been developed in accordance with the proposed Workforce Innovation and Opportunity Act of 2014 (WIOA) regulations. The Partners recognize that transition time is required in order to fully implement WIOA and will amend this MOU in a timely manner to ensure compliance with the terms of WIOA. WIOA was signed into law on July 22, 2014 as Public Law 113-128. Full implementation is required by July 1, 2016.

This MOU is executed between the High Country Workforce Development Board and Winston-Salem Urban League and covers the Alleghany, Ashe, Avery, Watauga, and Wilkes County service area.

I. Purpose of Memorandum of Understanding

To develop an understanding of partners in regards to services and operation of the One-Stop delivery system. The Urban League will provide job readiness training including resume development, interview skills and job search training for mature adults through the Senior Community Services Employment Program (SCSEP) and as appropriate partner with One-Stops in the region. The High Country WDB will procure One-Stop operators that will establish partnerships to serve the needs of individuals and employers with career and training services.

II. American Job Center Operator/System: NCWorks Career Centers

The Urban League will partner with the local Workforce Development Boards/One-Stop Operators to enhance the service delivery for SCSEP participants. SCSEP participants will benefit from professional job readiness, job search and placement services. NCWorks staff will collaborate with the Urban League to provide career services for SCSEP participants to assist in obtaining unsubsidized employment. SCSEP participants may also attend job fairs and hiring events at the NCWorks Career Center.

III. Partner Services

Local partnerships with educational providers may assist with vocational, computer, and entrepreneurial training. NCWorks staff will refer as appropriate to community resources to address identified barriers and provide access to career services applicable to the program. Urban League will provide SCSEP program services.

IV. Modification Process

The MOU may be modified/amended by either party upon agreement to the content and the terms of the agreement.

V. Duration of the MOU

The MOU will be in effect from April 1, 2016 until cancelled by either party with a 30 day notice. Notice shall be given to all parties shown on this MOU, and to the contact persons so listed.

Memorandum of Understanding Between
High Country Workforce Development Board
and
Winston-Salem Urban League

VI. Customer Referral Method between the Urban League and NCWorks Career Centers

The Urban League has developed a referral form for SCSEP participants indicating the need of particular career services that may be available through the NCWorks Career Center.

VII. Applicable Laws

Each partner is responsible for ensuring that its legislated programs, services, and activities are provided in accordance with the goals, objectives and performance measures of WIOA. Each partner agrees to work to support the achievement of SCSEP, WIOA and NCWorks performance measures.

VIII. Confidentiality

All parties agree to maintain strict confidentiality of records and any information that may be obtained as according to applicable laws and regulations. Exchange of information among partners is encouraged as allowed.

IX. Fair Practices Certification

We certify that the Urban League and High County Workforce Development Board will continue to prohibit discrimination on the basis of (a) political or religious opinion or affiliation, marital status, sexual orientation, gender identification, race, color, creed, or national origin; (b) sex or age, except where age or sex constitutes a bona fide occupational qualification; or (c) the physical or mental disability of a qualified individual with a disability.

X. Assurance of Non-Discrimination and Equal Opportunity in DOL-Funded Agreements

All parties will ensure that there is no Discrimination and that Equal Opportunity is enforced in DOL funded agreements.

XI. Drug and Alcohol Free Workplace

All parties will comply with the state's policies concerning drug, and alcohol-free workplaces and the Drug-Free Workplace Act of 1988.

XII. Certification Regarding Lobbying

All parties will comply with the Byrd Anti-Lobbying Amendment.

XIII. Department and Suspension

All parties will comply with the department and suspension requirements.

Memorandum of Understanding Between
High Country Workforce Development Board
and
Winston-Salem Urban League

XIV. Cost Plan

In-kind services will be used as cost sharing. In-kind services from Urban League may include duties related to general operation of the center and/or utilizing the NCWorks Career Center as a worksite. NCWorks Career Centers may provide use of facility space for program events or staffing and/or serve as a worksite host as appropriate and/or available.

XV. Signatures

IN WITNESS WHEREOF, the parties hereto have affixed their signature and seal as written below. This MOU will be reviewed and renewed at least once during the next three (3) years.

Misty Bishop-Price Interim Director, High Country Workforce Development Board
Printed Name, Title and Organization

Misty Bishop-Price 5/4/16
Signature and Date

Patricia Sadler, SCSEP Program Director
Printed Name, Title and Organization Winston-Salem Urban League

Patricia Sadler 5/4/16
Signature and Date

Printed Name, Title and Organization

Signature and Date

High Country NCWorks Career Center System
 (Reflects Local Area Structure as of July 1, 2016)

A. One-Stop Location(s) (Address and Hours)	B. Tier 1 or Tier 2	C. On-site Partners	D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Provider(s) and Type of On-site Youth Services	G. Additional Partners
Alleghany NCWorks Career Center 115 Atwood Street Sparta, NC 28675 Hours: Monday - Thursday 8-5 (closed 12-1)	Tier 2	Division of Workforce Solutions, Wilkes Community College	Operator: Wilkes Community College Method: Competitive Procurement	Provider: Wilkes Community College Method: Competitive Procurement	Provider: Wilkes Community College Type: Most Youth Services (see Youth Program Elements chart)	Blue Ridge BDC, DSS, Vocational Rehabilitation, Wilkes Community College
Ashe NCWorks Career Center 626 Ashe Central School Road, Unit 6 Jefferson, NC 28640 Hours: Monday - Friday 8:30 to 4:30 (closed 12-1)	Tier 2	Division of Workforce Solutions, Wilkes Community College, Winston-Salem Urban League	Operator: Wilkes Community College Method: : Competitive Procurement	Provider: Wilkes Community College Method: Competitive Procurement	Provider: Wilkes Community College Type: Most Youth Services (see Youth Program Elements chart)	DSS, Vocational Rehabilitation, Wilkes Community College
Avery NCWorks Career Center 428 Pineola Street Newland, NC 28657 Hours: Monday- Thursday 8:30-5:00 (closed 12-1); Friday 8:30-12	Tier 2	Division of Workforce Solutions, Mayland Community College	Operator: Mayland Community College Method: : Competitive Procurement	Provider: Mayland Community College Method: Competitive Procurement	Provider: Mayland Community College Type: Most Youth Services (see Youth Program Elements chart)	DSS, Mayland Community College, Vocational Rehabilitation, Winston-Salem Urban League, AMY Regional Library

A. One-Stop Location(s) (Address and Hours)	B. Tier 1 or Tier 2	C. On-site Partners	D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Provider(s) and Type of On-site Youth Services	G. Additional Partners
<p>Mitchell NCWorks Career Center 200 Mayland Drive Spruce Pine, NC 28777</p> <p>Hours: Monday & Wednesday 8-5 (closed 12-1)</p>	Tier 2	Division of Workforce Solutions, Mayland Community College	<p>Operator: Mayland Community College</p> <p>Method: : Competitive Procurement</p>	<p>Provider: Mayland Community College</p> <p>Method: Competitive Procurement</p>	<p>Provider: Mayland Community College</p> <p>Type: Most Youth Services (see Youth Program Elements chart)</p>	DSS, Mayland Community College, Vocational Rehabilitation, AMY Regional Library
<p>Watauga NCWorks Career Center 130 Poplar Grove Road Connector Boone, NC 28607</p> <p>Hours: Monday-Thursday 8-5; Friday 8-12 (Noon)</p>	Tier 1	Caldwell Community College & Technical Institute, Division of Workforce Solutions, Wilkes Community College, Winston-Salem Urban League	<p>Operator: Wilkes Community College</p> <p>Method: : Competitive Procurement</p>	<p>Provider: Wilkes Community College</p> <p>Method: Competitive Procurement</p>	<p>Provider: Cognitive Connections</p> <p>Type: Most Youth Services (see Youth Program Elements chart)</p>	Caldwell Community College & Technical Institute, DSS, Vocational Rehabilitation, Watauga County Economic Development
<p>Wilkes NCWorks Career Center 103 Call Street Extension Wilkesboro, NC 28697 Hours: Monday-Friday 8-5</p>	Tier 1	Division of Workforce Solutions, Northwestern Regional Housing Authority, Wilkes Community College, Winston-Salem Urban League	<p>Operator: Wilkes Community College</p> <p>Method: : Competitive Procurement</p>	<p>Provider: Wilkes Community College</p> <p>Method: Competitive Procurement</p>	<p>Provider: Wilkes Community College</p> <p>Type: Most Youth Services (see Youth Program Elements chart)</p>	DSS, Goodwill Industries, Vocational Rehabilitation, Wilkes Community College

A. One-Stop Location(s) (Address and Hours)	B. Tier 1 or Tier 2	C. On-site Partners	D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Provider(s) and Type of On-site Youth Services	G. Additional Partners
<p>Yancey NCWorks Career Center 1040 East US Highway 19E, Suite L Burnsville, NC 28714</p> <p>Hours: Monday- Thursday 8:30- 5:00(closed 12-1)</p>	Tier 2	Division of Workforce Solutions, Mayland Community College, Vocational Rehabilitation	<p>Operator: Mayland Community College</p> <p>Method: : Competitive Procurement</p>	<p>Provider: Mayland Community College</p> <p>Method: Competitive Procurement</p>	<p>Provider: Mayland Community College</p> <p>Type: Most Youth Services (see Youth Program Elements chart)</p>	DSS, Mayland Community College, WAMY Community Action, AMY Regional Library

Program Year 2016 WIOA Local Adult/Dislocated Worker Services Providers Form

WIOA Adult/Dislocated Worker Activity Provider (Organization Name, Address and Telephone Number)	Contact Person (Name, Title and E-mail Address)	County/Counties Served	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
Mayland Community College PO Box 827 Spruce Pine, NC 28777 (828) 682-6618	Pam Wilson, WIOA Director pam.wilson@nccommerce.com	Avery, Mitchell, and Yancey	Community College	Reimbursement
Wilkes Community College PO Box 120 Wilkesboro, NC 28697 (336) 838-5164	Kim Bell, WIOA Director kim.bell@wilkescc.edu	Alleghany, Ashe, Watauga, and Wilkes	Community College	Reimbursement

WIOA Youth Program Elements

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the WIOA Youth shall provide elements consisting of the following.

Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area, provided by referral, or both.

	Program Elements	WIOA Funded (Specify Provider)	Referral by Agreement (Specify Provider)
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	WIOA Providers: Mayland CC, Wilkes CC	Caldwell CC, Mayland CC SOAR and learning labs, Wilkes CC, Blue Ridge Academy, High Country Academy, Agricultural Extension Agency, VR
2.	Alternative secondary school services, or dropout recovery services, as appropriate	Referral	Caldwell CC, Mayland CC Adult Education and Early College, Wilkes CC, Blue Ridge Academy
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	WIOA Providers: Mayland CC, Wilkes CC	NC Dept of Commerce Apprenticeship
4.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved	WIOA Providers: Mayland CC, Wilkes CC	Local training institutions such as WCC, MCC, CCC&TI, ETSU, SCC, etc.
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	WIOA Providers: Mayland CC, Wilkes CC	Local training institutions and partners, HRD, Continuing Ed, curriculum, CRC, Public Schools CTE Pathways
6.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	WIOA Providers: Mayland CC, Wilkes CC	Partnerships with local events and organizations, Chambers of Commerce, etc.
7.	Supportive services	WIOA Providers if not available by referral to	Referrals to DSS, Smart Start, Faith Based, VR, Civic Organizations,

		partners	BROC, WAMY
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	WIOA Providers: Mayland CC, Wilkes CC	MY Mountain Friends, Communities in Schools
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate	WIOA Providers: Mayland CC, Wilkes CC	NA
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	WIOA Providers: Mayland CC, Wilkes CC	Smokey Mountain LME-MCO, Mental Health Services
11.	Financial literacy education	WIOA Providers: Mayland CC, Wilkes CC	Local banking institutions, FDIC Money Smart
12.	Entrepreneurial skills training	WIOA Providers: Mayland CC, Wilkes CC	ASU Center for Entrepreneurship, Small Business Centers, Employers
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	WIOA Providers: Mayland CC, Wilkes CC	NCWorks, Local Libraries, Employers
14.	Activities that help youth prepare for and transition to postsecondary education and training	WIOA Providers: Mayland CC, Wilkes CC	Local training providers College Readiness Programs, GEAR Up, Local Public Schools

Program Year 2016 WIOA Youth Services Providers

WIOA Youth Activity Provider (Name, Address and Telephone Number)	Contact Person (Name, Title and E-mail Address)	County/Counties Served and where services are provided** (One-Stop, Office, Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)
Mayland Community College PO Box 827 Spruce Pine, NC 28777 (828) 682-6618	Pam Wilson, WIOA Director pam.wilson@nccommerce.com	Avery, Mitchell, and Yancey (One-Stops)	Community College	Reimbursement
Wilkes Community College PO Box 120 Wilkesboro, NC 28697 (336) 838-5164	Kim Bell, WIOA Director kim.bell@wilkescc.edu	Alleghany, Ashe, Watauga, and Wilkes (One-Stops)	Community College	Reimbursement

*Must be updated at two-year review.

**Note where Youth Services are provided – at the One-Stop Centers, at the Office location provided, combination. Be specific.

Program Year 2015 *(Issued April 2016)*

Incentives provide a means to recognize and reward an active youth's success while participating in WIOA youth services. Youth funds may be used to provide incentives for recognition and achievement to eligible youth provided it is made a part of the participant's individualized assessment and service strategy. Incentives can be in the form of gift cards and/or checks payable to the youth when it is deemed appropriate.

Incentives may be provided to youth enrolled or in active follow-up services. Incentives during follow-up may assist with completion towards program goals. Achievements completed prior to WIOA enrollment do not qualify for incentives.

Incentives may not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment (per 2CFR part 200).

Documentation Required

Case note/file documentation for incentives should include the following:

- The type of achievement that is being awarded
- The type of and the amount of incentive awarded
- Supporting documentation (copy of grades/credential, evaluations, attendance record, etc.)
- Incentive activity (484 Support Service-Incentives/Bonuses) keyed into NCWorks

Service providers are to have internal controls to safeguard any cash/gift cards/certificates that may be purchased. Incentives should be purchased and awarded within the same program year. Service providers should avoid bulk purchase of incentives that are not intended to be used in a timely manner.

Controls should also include sign-in sheets during the activity and signature sheets verifying receipt of hand-delivered incentives.

Service providers must submit a plan to the WDB for how incentives will be used if they are offered outside of the region-wide incentives policy and should consider how the program budget will be impacted. Incentives offered that exceed the value of \$50 (with the exception of those listed below) should be submitted for approval. Incentives may be provided to all qualifying youth and/or by random drawing from those that participate in the selected activity. It is not recommended that incentives be awarded on a regular basis for simply attending a stand-alone activity. Activities that merit incentives should require an expected level of participant engagement/participation.

Types of Incentives/Achievements

Achievements may be awarded in various ways depending on the need or desire of the participant and format of the activity and may include the following:

Achievements

- Academic achievement
- Obtaining employment
- Participation in specific activities related to leadership/citizenship, HRD classes, etc.
- Completion of job readiness preparation or volunteer project
- Retesting as scheduled
- Increase in Educational Functioning Levels
- Attainment of diploma, credential, Career Readiness Certificate
- Successful completion of work experience/internship
- Frequent contact/attendance with career advisor for three consecutive months (to include at least one face-to-face appointment each month)

Incentives

- Gift cards/gift certificates (such as gas/retail/restaurants)
- Cash (in form of check)
- Clothing for interview, work-site, or special event such as graduation and awards ceremonies
- Award ceremonies/event or certificates
- Summer work experience for year round participation
- Trips educational in nature that support youth program elements and goals

Incentives awarded outside of the regional list below must have defined expectations on how the achievement will be met and awarded. For example, job readiness preparation may require completion of eight modules in Career Ready 101 or a volunteer project may require at least 20 hours of service, etc.

Standard Regional Incentives

The following incentives have been established for the High Country region. It is not required to award all of them if attained; however, staff are encouraged to make use of incentives to motivate youth towards successful outcomes when funding permits.

\$20	Frequent contact/attendance with career advisor for three consecutive months (to include at least one face-to-face appointment each month)
	Completion of Key-Train pre-assessments
	Retesting as scheduled towards goal attainment
\$25	Maintaining minimum grade of C in all classes per semester
	Increase in Educational Functioning Level by anniversary date
	Obtained employment after enrollment (max of two incentives)
\$50	Successful completion of work experience/internship with satisfactory evaluation
	Completion of Career Readiness Certificate
\$100	Completion of credential (high school diploma/equivalency; completion of training and awarded certificate/credential/diploma/degree)

*Workforce Innovation and
Opportunity Act
Adult/Dislocated Worker/Business Services/Youth*

*ADMINISTRATIVE/PROGRAMMATIC/FISCAL
MONITORING GUIDE*

*HIGH COUNTRY LOCAL AREA
(REGION D)*

High Country Council of Governments
High Country (Region D) Local Area
468 New Market Blvd.
Boone, North Carolina 28607

Revised
May 2016

Monitoring Guide Instructions

- ❖ **Workforce Innovation Opportunity Act (WIOA) Providers** need to **be prepared to answer** the administrative and program sections of the Monitoring Guide during the on-site visit by Local Area Staff. These sections have changed very little from last year.
- ❖ The administrative section is intended to cover the personnel and equal opportunity responsibilities associated with the Title I Workforce Innovation Opportunity Act services that your agency provides.
- ❖ The program document includes three sections: Adult and Dislocated Worker Services and Youth Services. Please review the section(s) that are applicable to the program(s) that the High Country Local Area contracts with your agency to provide. The information contained in the programmatic sections will address information and processes related to program service delivery. Our goal is to monitor your agency's systems in providing the best possible program services and to insure that the program(s) you provide are in compliance with local, state, and federal legislation, regulations and policies.
- ❖ Customer file monitoring checklists are being provided for the WIOA program services that your agency provides. Local Area staff will review a predetermined sample of cases using the file checklists. The review will focus on eligibility documentation, data validation, the individual employment plan and documentation of the case in the case and/or activity notes recorded in NCWorks Online, the state's WIOA customer management system. You may use the document(s) for internal monitoring of customer files or you may use the guide(s) as reference(s) in developing your own document(s). Prior to and during the on-site review, local area staff will look at your internal monitoring reviews, the findings, any corrective action needed, and the completion of corrective action. Staff will pick a sample of files to review and compare to your internal monitoring results.
- ❖ The Financial Monitoring will be scheduled with your organization's finance staff responsible for reporting expenses to the Local Area. A copy of the financial monitoring document is being provided for your information prior to our visit. Local Area staff will review overall financial systems. During that review staff will perform an in-depth review of expenses and backup documentation for a predetermined month during the current program year. The month to be reviewed will be communicated to the appropriate finance staff prior to the financial monitoring visit. A copy of the invoice(s), printouts from your organization's accounting system will need to include a copy of the chart of accounts, appropriate and relevant reports from the General Ledger, timesheets and time effort forms for all WIOA funded positions, cost allocation plans for the month being reviewed, and backup documentation supporting the reported monthly expenses will need to be available during the onsite review. Any additional documents will be requested prior to or during the on-site review.

- ❖ Monitoring activities may also include work site visits, class site visits, and customer interviews.
- ❖ Following the review, the LA staff will review any findings that have been noted, review additional documents if necessary, and resolve as many issues as possible. **If appropriate, operators are expected to respond to any issues in dispute at this time.** A summary of this meeting will be recorded and maintained at the LA office.
- ❖ A desk review will be conducted at the LA office prior to and/or following the on-site review. A written summary of both the on-site and desk review, with any required corrective action, will be mailed to the operator following the review. The summary will include deadlines for corrective action and responses. Failure to comply with corrective action requirements in a timely manner may be referred to the High Country Workforce Development Board for further action.
- ❖ The LA monitor(s) will maintain complete monitoring records and will be responsible for tracking corrective action responses and any additional needed correspondence. Operators should contact the LA monitor(s) directly with questions or comments. If necessary, monitor(s) will direct inquiries to other appropriate staff.

HIGH COUNTRY (REGION D) LOCAL AREA
Workforce Development
CONTRACTOR MONITORING GUIDE

Contractor: _____

Address: _____

Contact Person(s)/Title(s): _____

Telephone Number(s): _____

Date(s) Monitored: _____

Site(s) Monitored: _____

High Country staff conducting review: _____

Contracts

Contract Amounts

CORRECTIVE ACTION REQUIRED AS A RESULT OF THIS REVIEW? YES NO

REGION D STAFF FOLLOW-UP REQUIRED? _____ YES _____ NO

Staff Signature(s): _____

SECTION I. Administrative Systems			
Personnel Procedures (please have a copy of your agency's personnel policy available for review at the time of our on-site visit)	YES	NO	N/A
1. Are personnel policies established in writing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are personnel policies readily available for review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are personnel policies readily available to individual staff member(s)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the personnel policy cover the following?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Hiring Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Employee Classifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Termination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Grievance Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Employee Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Work Rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- EO Statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Travel/Per Diem Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Nepotism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Non-Discrimination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Political Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Sectarian Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Have these policies been presented to and discussed with staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Does the contractor have a current organizational chart or diagram showing the relationship and lines of responsibilities among the various units/staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. If the organizational chart has been modified or revised after contracting, has a copy of the revised chart been submitted to the LA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Are there job descriptions available for review for each WIOA funded position in the agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Do staff job descriptions contain the following elements:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Descriptions of each staff position's specific duties and responsibilities, including the percentage of time allocated to each funding source?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Reflect actual job duties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Does each staff member have a copy of his/her job description?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Are there procedures to ensure that all contractor staff are knowledgeable about WIOA rules and regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Do WIOA staff have in their possession all of the following:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Applicable High Country Policy Manuals and Issuances?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Applicable Federal legislation and regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- The Contractor's current, applicable Proposal/Modification?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Are all staff aware of individual expectations for outreach, enrollment goals, performance goals, etc?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Are all staff aware of program spending limits/ fund availability/procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel Procedures Comments:			
Notification of Fraud and Abuse			
1. Does the Contractor have procedures for immediately notifying the LA in writing of any charges or allegations of criminal misconduct, fraud, or negligence in connection with the program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Notification of Fraud and Abuse Comments:			

Contracting		YES	NO	N/A
1.	Does the Contractor have procedures to prevent the subcontracting of any or all interests, work, or services under the Contract without prior written approval of the LA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Does the Contractor acknowledge the LA or its assignee's rights to documents, materials, and data identified and produced under the Contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting Comments:				
Worker's Compensation Policy or Medical Accident Insurance		YES	NO	N/A
1.	Does the Contractor have clear documentation of Worker's Compensation or medical/accident/disease insurance policies covering all WIOA customers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Are customers provided with adequate on-site medical and accident insurance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Where customers are engaged in activities not covered under the Occupational Safety and Health Act of 1970, are there assurances that customers will not be exposed to training or working conditions which are unsanitary, hazardous, and/or dangerous to health and safety?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worker's Compensation Policy/Medical Accident Insurance Policy Comments:				

Equal Opportunity Compliance				
Equal Opportunity Officer (29 CFR 37.54 (d) (1) (ii))				
Please name your agency's Equal Opportunity Officer and give their non EO Position Title:				
By what means has your agency made public the name, position title and telephone number (including free Relay Number 711 in NC) of the EO Officer:				
		YES	NO	N/A
1.	Does your organization chart show the EO Officer's position in the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Does your organization have a documented position description for the Equal Opportunity Officer that includes all EO related responsibilities? If so, please have available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Has the Equal Opportunity Officer had training to ensure competency in the area of Equal Opportunity responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, please provide a list of EO training sessions and dates attended by the EO Officer and list any future training sessions scheduled with dates.				

Equal Opportunity Officer Comments:			
Notice and Communication			
1. Are the Office of Civil Rights and Equal Opportunity notices displayed in areas accessible to staff, applicants, and customers?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
2. Is a signed copy of the EO Notice placed in each customer's file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please identify locations where the notices are available:			
Identify and provide documentation to substantiate the methods and frequency of dissemination of the Equal Opportunity Notice:			
Describe how the EO Notice is made available to individuals with disabilities:			
Notice and Communication Comments:			
Assurances			
1. Does the organization have written Equal Opportunity policies? If yes,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do they cover staff and customers funded by WIOA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do the EO policies provide adequate systems to guarantee equal opportunity and nondiscrimination in programs funded under WIOA including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- The designation of an EO Officer and the public notification of this designation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Contract development that includes equal opportunity and nondiscrimination assurances and grievance procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are there procedures to ensure that all contractor staff are knowledgeable about Equal Opportunity rules and regulations and your EOPolicies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do all WIOA funded staff have in their possession a copy of the organization's Equal Opportunity Policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Are policy issuances developed in manner that promotes non-discrimination?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Describe how your organization ensures that all staff are adequately trained regarding non-discrimination and equal opportunity responsibilities:			
Assurances Comments:			
Universal Access	YES	NO	N/A
1. Has the contractor made efforts (including outreach) to broaden the composition of the pool of those considered for participation and employment in their programs and activities in an effort to include members of both sexes, of the various racial and ethnic groups and of various age groups, as well as individuals with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, please include a summary of those efforts and/or copies of the following: targeting, outreach and recruitment plans, criteria for determining priority of service, plans for the NCWorks Career Center to expand the pool of those considered for participation or employment in their programs by race/ethnicity, sex, disability status, and age.			
	YES	NO	N/A
2. Are samples of brochures, posters, public service announcements, computer screens displaying related information and other publicity materials available for review? If so, please include copies:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your organization provide persons with limited English speaking abilities equal opportunities to participate in programs and activities as those who are proficient in English?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you provide customer information to persons with limited English speaking abilities in languages other than English? If yes, please provide a sample of those documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Universal Access Comments:			
Accessibility (Section 504 of the Rehabilitation Act of 1973, as amended and 29 CFR 37.54 (d) (2) (v))	YES	NO	N/A
1. Has the agency completed an accessibility analysis with the assistance of persons with disabilities or other specially qualified individuals within the last year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is analysis available for review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have adequate steps been taken to address areas identified as problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO	N/A
3. Does the contractor assure that all areas of accessibility for persons with disabilities are within the guidelines of Section 504 of the Rehabilitation Act of 1974 and the Americans With Disabilities Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have all problem areas been resolved? If no, please specify problems areas that continue to exist along with plans and timelines for resolution of the deficiencies:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does agency have telecommunications devices for individuals with hearing impairments (TDDs) or equivalent as required by 29 CFR Part 34?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is there evidence that there are equal opportunities for participation for persons with disabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Has guidance been sought from Services for the Blind to determine if additional reasonable accommodations need to be made for current or potential customers with visual impairments? If yes, please include documentation of the guidance provided.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Does literature and broadcast materials made available to the public include the following: <ul style="list-style-type: none"> - "Equal Opportunity Employer/Program(s)"? - "Auxiliary aids and services are available upon request to individuals with disabilities"? - Indication of free relay number in North Carolina 711 or provision for equally effective means of communication with individuals with hearing impairments? Please have copies of these materials available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments on Accessibility:			
Data Collection and Analysis (29 CFR 37.54(d) (1) (iv) and (vi))			
1. Does the Title I WIOA Service Provider collect the following demographic information for each registrant, applicant, eligible applicant, customer, employee and applicant for employment: <ul style="list-style-type: none"> - Race/ethnicity? - Sex? - Age? - Disability status? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is there evidence that programs contribute to the elimination of sex stereotyping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Has the Title I WIOA service provider established a data collection and maintenance system for its Title I financially assisted programs to demonstrate equal opportunity performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If yes, please provide a copy of the data collected:			
If no, please provide a plan with timelines to have the data collection and maintenance system in place regarding equal opportunity performance:			

Please provide an analysis of data collected by race/ethnicity and sex, of program and employment activity, including but not limited to rates of application, registration into WIOA funded programs, job placement and outcomes:

Data Collection and Analysis Comments:

Monitoring	YES	NO	N/A
1. Does your agency have documented, policies and procedures for monitoring subcontractors (such as OJT) to insure Equal Opportunity compliance with those subcontracts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are there policies that address the handling of problems/issues that result from monitoring EO compliance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have any EO violations been identified with any subcontractors during the current program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have those problems been resolved? If no, please comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Are WIOA Service providers aware of the Local Area's responsibility to monitor each service provider for Equal Opportunity Compliance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments on Monitoring:

Discrimination Complaint Processing Procedures	YES	NO	N/A
1. Are there written procedures for addressing complaints of non-criminal and program discriminations, including discrimination on the basis of handicap/disability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are procedures for grievances and complaints shared with staff and customers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do the written procedures contain provisions for the following:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Initial, written notice to the complainant that contains an acknowledgement that the contractor has received the complaint, and a notice that the complainant has a right to be represented in the complaint process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- A written statement, provided to the complainant, that contains a list of the issues raised in the complaint and for each issue, a statement whether the contractor will accept the issue for investigation or reject the issue, and the reasons for the rejection?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- A period for fact-finding or investigation of the circumstances underlying the complaint?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- A period during which the contractor attempts to resolve the complaint which includes alternative dispute resolution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Description of procedures to be followed if the complaint is filed more than 180 days after the date of the alleged violation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Program Management Comments:				
WIOA Recruitment/Referral		YES	NO	N/A
1.	Has the Contractor established procedures in conjunction with NCWorks partners to ensure appropriate and efficient referral of customers to individualized services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Are the NCWorks partners making referrals to the WIOA Case Managers when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Describe the WIOA customer outreach services:				
What other type of recruitment is being performed?				
Recruitment and Referral Comments:				
WIOA Intake/Eligibility Determination (Review a sample of the Contractor's customer records to verify eligibility determination and verification documentation.)		YES	NO	N/A
1.	Based on a sample file review, has the Contractor met the eligibility documentation requirements as specified in the WIOA legislation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Does the Contractor correctly verify and document those items of information pertinent to the determination of eligibility under the regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Is the appropriate supporting documentation for eligibility in the files?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Has documentation of Adult Basic Career services received been maintained on file for each customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Does the WIOA Service Provider have a documented referral procedure for individuals who are not served by WIOA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Does the Contractor maintain individual files for eligible applicants or customers who choose not to participate in WIOA services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Are files maintained on all ineligible referrals, which indicates the reason the individual was not eligible for WIOA services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Does the Contractor provide customer information on the full array of services available and the eligibility requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What systems are in place for determining priority of services for veterans, low-income individuals and those receiving public assistance where funds are limited? (Please attach a copy of form, if applicable.)				
What procedures are in place for determining suitability?				

WIOA Intake/Eligibility Determination Comments:				
Orientation				
1.	Does the Contractor provide WIOA orientation to all customers prior to enrollment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Has the Orientation and Participant Rights form been completed with each customer, including the customer's signature and the date?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Is the signed copy of the Orientation and Participant Rights form maintained in each customer's file/NCWorks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Has the Consent for Release of Confidential Information been completed and a copy retained in the customer file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Orientation Comments:				
NC Works Transition				
1.	Does the contractor have cases that have exited from NCWorks Online since the system went live? - Does the contractor have a system in place to track "exits".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Is the Contractor keying customer information within 10 working days from date of involvement including: - Appropriate Intake/Assessment Information? - Certification of eligibility? - Registration? - Service in existing and new activities? - Activity completion information? - Training/Support Services? - Enrollments/Outcomes? - Job Referral and Placement Information? - Employment Referrals and Outcomes Information? - Employment Follow-up Information, as appropriate? - Adult/DW/Youth Outcomes Information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Are individual case/meeting notes documented and maintained in the NCWorks Online System?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reporting Requirements Comments:				
WIOA Assessment				
1.	Does the Contractor's assessment include an evaluation of the following: - Review of basic skills? - Review of educational attainment? - Review of occupational skills? - Prior work experience/work history? - Willingness to work? - Employability? - Interests and aptitudes? - Supportive services needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WIOA Assessment Comments:			
Employability Plan	YES	NO	N/A
1. Has the Employability Plan been completed with a signature by each customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the Contractor incorporate all assessment information into the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does the Contractor prepare a list of supportive services needs and incorporate those needs into the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the Employability Plan identify both long-term and current/short-term employment goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the Contractor list specific action steps, dates for achievement, the responsible party, and referral contacts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Are goals and objectives clearly stated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are the Employability Plans individually tailored for each customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Is it evident the Contractor reviews and updates the Employability Plan as needs change?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Does the Contractor review and update the Employability Plan when a customer enters into or receives another service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Does the Contractor initial each update on the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Does the WIOA customer receive a copy of his/her Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Is there evidence that the Employability Plan is developed in a timely manner based upon the needs, interests, and aptitudes of the customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Has the contractor begun using Employment Plans in NCWorks Online?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employability Plan Comments:			
Employment Counseling	YES	NO	N/A
1. Does the Contractor document all employment counseling, and customer contacts in NCWorks Online?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the employment counseling documentation contain enough information to, at a minimum give an objective picture of each customer's situation as it relates to employment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is there evidence that the frequency and content of employment counseling is individualized to meet each customer's needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counseling Comments:			
Supportive Services	YES	NO	N/A
1. Does the contractor utilize supportive service funds?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the need for payment supported by Employability Plan and the case notes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is there a full accounting of: - the basis for the support payment? - the name, address, and phone number of the individual to whom the supportive services payment was made? - A receipt for the supportive services rendered or purchased?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are supportive services documented in the customer's Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supportive Services Comments:			
Individual Training Accounts	YES	NO	N/A
1. Are ITAs explained and offered to the WIOA customers who were unsuccessful under individualized services and are suitable for such services? - Is there a system for tracking ITAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.	Does the service provider use NCWorks Online to assist the customer in selecting training programs approved by the WDB?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Are Pell Grants and other financial assistance utilized prior to use of WIOA funds for training services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Is the training plan based on the individual's interests, aptitudes and abilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Is the Contractor only providing ITAs for the occupations in demand identified by the High Country WDB?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Describe the system for tracking ITAs			
7.	Does this tracking system ensure that the maximum annual/lifetime limits established by the WDB are not exceeded?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual Training Account Comments:				
Work Experience		YES	NO	N/A
1.	Is placement into a Work Experience consistent with the customer's Employability Plan or WIOA customer's prior performance in earlier activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Is the Work Experience training length determination appropriately documented in the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Are Work Experience placements made based upon results of the assessments and the individual needs of the customers?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4.	Does the Contractor explain all the details of the contract including the necessity of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Do Policies and Agreements address employer's responsibilities; service provider's responsibilities; and the participant's responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Do Work Experience Agreements comply with the WIOA Act/Regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Are appropriate Work Experience contracts being developed consistently?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Does the Contractor monitor the employer to ensure that customers are receiving the training specified in the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Do the customer files contain work site evaluations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Does the customer's time and attendance correspond to Work Experience invoices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Does the contracted wage rate correspond to actual wages paid?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Are the following items maintained in the file:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Work Experience contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Customer performance evaluation report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Invoices/time sheets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Experience Comments				
On-The-Job Training		YES	NO	N/A
1.	Is placement into OJT activity consistent with Employability Plan or WIOA customer's prior performance in earlier activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Are OJT placements appropriate and based on the results of the assessments and employment goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Is an OJT Pre-award checklist being used consistently and appropriately?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Does the Contractor ensure that employers understand the intended outcome of the OJT activity (unsubsidized employment)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Is a detailed occupationally specific Job Training Plan developed for each customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	What assessments are being used to determine skill gaps for Training Plan?			
7.	Does the OJT customer's time and attendance correspond to OJT invoices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Are customers being compensated at the same rates as similarly situated employees or at a minimum wage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Does the contracted wage rate correspond to actual wages paid?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.	Does the Contractor monitor the employer to ensure that customers are receiving the training specified in the OJT subcontract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Is employment counseling being provided at the work site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Are the following items maintained in the OJT files?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- OJT contract (including training plan and skills gap assessment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Customer performance evaluation report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Invoices/time sheets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-Job Training Comments:				
Follow-up/Post-employment Services		YES	NO	N/A
1.	Is the WIOA Contractor making follow-up services available, as appropriate, to WIOA customers after entry into employment? (Check the post-employment services the Contractor is providing for WIOA customers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- maintaining regular contact including scheduled visits or appointments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- providing employment counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- obtaining paycheck stubs in the 1 st and 3 rd quarters after exit (if not in UI wage system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follow-up/Post-employment Services Comments:				

SECTION III Program Systems – Youth Services				
Internal Monitoring		YES	NO	N/A
1.	Has the Contractor established a procedure to monitor the WIOA program files, progress, and performance on a continuous basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Have these procedures been documented and are they available for review? (Please have available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Has the Contractor designated a staff person to be responsible for program monitoring? staff name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Are Supervisors reviewing youth files in NCWorks Online?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Is there documentation to support such reviews? (Please have available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Are formal monitoring reviews being completed regularly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Is there documentation to support such reviews? (Please have available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Is there a procedure established to resolve any problem areas discovered during any of these internal monitoring reviews?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Does documentation exist to support that corrective action has been taken when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Management		YES	NO	referral
1.	Are each of the program elements available or are being provided by the WIOA service provider?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- tutoring, study skills training, and instruction leading to completion of secondary school, including drop-out prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- alternative secondary school services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- activities that help youth prepare for and transition to postsecondary education and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- paid or unpaid work experiences, including summer employment opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- occupational skills training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- leadership development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- supportive services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- adult mentoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- comprehensive guidance and counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- follow-up services for not less than 12 months after participation ends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- services to provide labor market and employment info on in-demand industry sectors			
	- Internships and job shadowing			
	- on-the-job training opportunities			
	- education offered concurrently with workforce preparation activities			
	- financial literacy education			
	- entrepreneurial skills training			
2.	Does the WIOA service provider demonstrate that through the use of the ten program elements each youth customer is better prepared for employment or post-secondary education?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	For each youth enrolled in summer employment opportunities, was each youth enrolled and receiving services prior to participating in this component?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Does the WIOA service provider operate a comprehensive, year-round youth services program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Has the WIOA service provider enrolled out-of-school youth?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Has the WIOA service provider spent at least 75% of their funds on out-of-school youth?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Does each WIOA case manager exhaust all other available resources prior to committing WIOA funds and services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Management Comments:				

WIOA Recruitment/Referral		YES	NO	N/A
1.	Please describe the customer outreach/marketing services that have been used for your youth program:			
2.	Is there a strong linkage with the school systems? If not, why?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Has the youth case manager or supervisor provided information to teachers/administrators in written and printed materials (for example at staff meetings)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	What types of recruitment has been most successful and why?			
WIOA Intake/Eligibility Determination (Review a sample of the Contractor's customer records to verify eligibility determination and verification documentation.)				
		YES	NO	N/A
1.	Are all enrolled youth between 16 and 24?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Are all enrolled youth income eligible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Are all enrolled youth within one or more of the following: - deficient in basic literacy skills; - school dropout; - homeless, runaway, or foster child; - pregnant or parenting; - offender; or - an individual who requires additional assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Did the Contractor correctly verify and document those items of information pertinent to the determination of eligibility under the regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Is the appropriate support documentation for eligibility in the files?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Does the WIOA Service Provider have a documented referral procedure for youth not served by WIOA? Please list agencies and programs to which your agency made direct referrals for youth customers not served. How is it documented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Does the Contractor maintain individual files for eligible applicants or customers who choose not to participate in WIOA services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Are files maintained on all ineligible referrals, which indicates the reason the individual was not eligible for WIOA services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WIOA Intake/Eligibility Determination Comments:

Orientation	YES	NO	N/A
1. Does the Contractor provide WIOA orientation to all customers prior to enrollment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Has the Orientation and Customer Rights form been completed with each customer, including the customer's signature and the date?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the signed copy of the Orientation and Customer Rights form maintained in each customer's file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the Consent for Release of Confidential Information been completed and a copy retained in the customer file?			—

Orientation Comments:

NCWORKS Transition	YES	NO	N/A
1. Does the contractor have cases that have exited services in NCWorks Online since the system went live?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Does the contractor have a system in place to track "exits".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the Contractor keying forms within 10 working days from date of involvement including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Appropriate Intake/Assessment Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Certification of eligibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Service in new activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Activity completion information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Skill Attainment Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Job Referral and Placement Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Employment Referrals and Outcomes Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Employment Follow-up Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are individual case/meeting notes documented and maintained in the NCWorks System?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are the case notes up to date (within the last 10 working days?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Are the case notes meaningful, relevant to the individual's goals and needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reporting Requirements Comments:

Objective Assessment	YES	NO	N/A
1. Has an objective assessment been completed for each enrolled youth?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the Contractor's assessment include an evaluation of the following:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- a review of basic skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- a review of educational attainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- a review of occupational skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- prior work experience/work history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- willingness to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- employability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- interests and aptitudes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- supportive services needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are basic skill goals being set for all in-school younger youth that test basic skills deficient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are literacy/numeracy activities set and updated for those who test basic skills deficient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Individual Service Strategy (ISS)/Service Plan	YES	NO	N/A
1. Has an ISS been completed and signed by each youth customer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the Contractor incorporate all assessment information into the ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does the Contractor prepare a list of supportive services needs and incorporate those needs into the ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the ISS identify both long-term and current/short-term employment goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the Contractor list specific actions steps, dates for achievement, the responsible party, and referral contacts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Are goals and objectives clearly stated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is each ISS individually tailored?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Does the Contractor review and update the ISS with the youth customer at least quarterly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Does the Contractor review and update the ISS when the youth customer enters into or receives another service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Does the Contractor and youth customer initial each update on the ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Does the youth customer receive a copy of his/her ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Is there evidence that the ISS is begun prior to enrollment into activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ISS Comments:			
Employment Counseling	YES	NO	N/A
1. Does the Contractor document all customer contacts and individual meetings notes sessions in NCWorks Online?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the recorded documentation contain enough information to, at a minimum, paint a picture of the needs of each youth, services provided regularly scheduled contact with each youth, progress toward achieving individual skill goals and expected program outcomes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does it appear that the frequency of case manager contact with customers is adequate to meet each customer's needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counseling Comments:			
Supportive Services	YES	NO	N/A
1. Does the contractor utilize supportive service funds?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the need for payment supported in the ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is there a full accounting of:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the basis for the support payment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- the name, address, and phone number of the individual to whom the supportive services payment was made?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- A receipt for the supportive services rendered or purchased?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are all supportive services documented in NCWorks Online?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supportive Services Comments:			

Work Experience		YES	NO	N/A
1.	Is placement into a Work Experience consistent with the customer's ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Are all Work Experience training length determination appropriately documented in the ISS?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Are Work Experience placements made based upon results of the assessments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Does the Contractor explain all the details of the contract including the necessity of work site visits, on-site counseling, subsidization, etc. to the employer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Do the Work Experiences offer the following components:			
	- instruction in employability skills?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- exposure to various aspects of industry?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- progressively more complex tasks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- internships and job shadowing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- entrepreneurship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- integration of basic academic skills into work activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Are appropriate Work Experience contracts being developed consistently?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Does the Contractor monitor the employer to ensure that customers are receiving the training specified in the Employability Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Do the customer files contain work site evaluations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Does the customer's time and attendance correspond to Work Experience invoices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Does the contracted wage rate correspond to actual wages paid?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Are the following items maintained in the file:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Work Experience contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Participant performance evaluation report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- Invoices/time sheets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Experience Comments				
Follow-up/Post-employment Services				
1.	Is the WIOA Contractor currently providing all follow-up services? (Check the post-employment services the Contractor is providing for WIOA customers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- maintaining regular and meaningful contacts and meetings with the youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- providing employment counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- assistance in securing better paying job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- work-related peer support groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- adult mentoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- leadership development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- supportive services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	- tracking progress and outcomes related to performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WIOA FINANCIAL MANAGEMENT

Contractor: _____

Monitoring Date: _____ Monitor's Name: _____

Although the Local Area does not prescribe a uniform accounting system, each recipient of WIOA funds must comply with the terms of the contract or subcontract under which the WIOA funds are paid.

Each recipient shall establish and maintain a financial management system, which provides for adequate control of grant or agreement funds and other assets; ensures the accuracy of financial data; and provides for operational efficiency and for internal controls to avoid conflict-of-interest situations and to prevent irregular transactions or activities. The recipient shall ensure that its financial management system meets the following standards:

(a) Reporting. The recipient's reporting procedures shall provide accurate, current, and complete disclosure of the financial results of each grant or agreement. The recipient shall report on an accrual basis. A recipient whose records are not maintained on an accrual basis may develop accrual data for reports on the basis of an analysis of the documentation on hand. In such cases, the recipient's accounting process must provide sufficient information to compile data to satisfy the accrued expenditure reporting requirements and to demonstrate the link between the accrual data reports and the non-accrual fiscal accounts; and the recipient shall retain all such documentation for audit and monitoring purposes.

(b) Records. The recipient shall maintain records which identify adequately the source and application of funds for grant or agreement supported activities. The recipient shall ensure that the records systematically assemble information concerning federal awards and authorizations, obligations, unobligated balances, assets, liabilities, outlays, and income into balance sheet format for internal control purposes.

(c) Control of Assets. The recipient shall maintain effective control over and accountability for all project funds, property, and other assets. The recipient shall safeguard assets and shall assure that they are used solely for authorized purposes.

(d) Comparison of Outlays with Budget. The recipient shall compare outlays with budgeted amounts for each grant or agreement and, when required by performance reporting requirements of the grant or agreement, show the relation of financial information to performance data, including the production of unit cost data if appropriate.

Who is contractor's designated staff person responsible for fiscal duties, and is this the same person named in the contract application?

_____ Yes No N/A
Name Title

Verify that the contractor has a copy of the following:

1) A copy of the Office of Management and Budget (OMB) circular appropriate to the organization.

Check one of the following:

a. "Super Circular" - 2 CFR Part 200 (OMB A-87)

<i>CURRENT CONTRACT(S):</i>	<i>CONTRACT AMOUNT(S)</i>
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2) A copy of the Uniform Administrative Requirements (UAR) or "common rule" 29 CFR 97 adopted by DWS.

Yes **No** **N/A**

3) Provide a Brief Summary of the Internal Accounting and Administrative Controls from the most recent audit or audit history:

Date the last Audit was completed: _____ Period Covered: _____

Date next audit is expected to be completed: _____

4) Does the contractor have any fiscal and/or fiscal related problems cited in the latest audit that continue to exist?

Yes **No** **N/A**

If yes, describe:

5) Where are fiscal records kept?

6) Is contractor in compliance with the requirements for reporting and submitting Monthly Invoices?

Yes No N/A

7) What books of account are maintained? (List by title or in the case of a computer system list the printouts that are equivalent to books of account in a manual system).

NOTE: A minimum should be the following:

- Cash Receipts Journal, or Cash Receipts/Disbursement Journal combination, and General Ledger.

8) Are the books of account posted on a current basis? Yes No N/A

9) Does contractor run a trial balance on the General Ledger at least monthly? Yes No N/A

10) Are Project Monthly Invoices prepared from the General Ledger? Yes No N/A

Perform a test sample for a month.

<u>Month/Yr</u>	<u>Total Per General Ledger</u>	<u>Total Per Monthly Invoice</u>	<u>Difference</u>
_____	_____	_____	_____

Explanation for any differences:

11) Is the contractor reporting accruals? Yes No N/A

12) If yes, is there documentation and/or data to support accruals?

13) Is the bank statement(s) reconciled each month? Yes No N/A

14) Is the drawing of checks payable to cash prohibited? (Exception can be for petty cash Account). **Yes** No N/A

15) Is signing of checks in advance prohibited? Yes No N/A

16) Is more than one signature required on checks? Yes No

N/A Bonding and Insurance

1) Are all persons bonded who are authorized by the Contractor to receive or disburse WIOA/ARRA funds, issue financial documents, or checks for payment of program costs? Yes No N/A

2) Bond Coverage is \$ _____

3) Does the Contractor maintain general public liability insurance? Yes No N/A

If yes, the amount of the general liability coverage is: \$ _____

Indirect Cost

- 1) Does contractor have indirect costs budgeted in any of the programs under contracts? Yes No N/A
- 2) If yes, do they have an indirect cost agreement on file? Yes No N/A
(please attach a copy)

Direct Cost Allocation Plan

Any WIOA Contractor or Subcontractor who operated WIOA and non-WIOA programs, or who operates more than one WIOA project must prepare and maintain on file a detailed plan for allocating any shared costs to the projects that benefit from these costs. This plan must set forth the rationale for all allocations of shared costs and must be used to allocate all costs except for separate disbursements that benefit only one project. Project budgets will, of necessity, be based on estimated costs, but allocations of costs must be based on actual costs incurred.

- 1) Does contractor have joint cost but not using the indirect cost method? Yes No N/A
- 2) If yes, does contractor have a written cost allocation plan? Yes No N/A
(If yes, attach a copy to this document)
- 3) Does contractor allow making loans from WIOA funds to non-WIOA funding sources? Yes No N/A
- 4) Does contractor allow loans to participants? Yes No N/A
- 5) Does contractor allow loans to staff? (NOTE: Any advance to a staff member for work that has not been earned would be a loan.) Yes No N/A

Participant Time Sheets

Participants receiving wages for work must have time sheets to support payrolls.

- 1) Does contractor require time sheets for participants receiving wages? Yes No N/A
If yes, do the time sheets have at least the following:

	YES	NO	N/A
(a) Dates covering payroll period?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Time worked recorded each day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Total Hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Signature of participant?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Signature of supervisor and/or counselor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 2) Is preparation of participant payroll separate from and independent of the delivery of paychecks? Yes No N/A
- 3) Are payees required to sign register/receipt in order to receive a paycheck? Yes No N/A
- 4) Does contractor allow the pre-signing of time sheets? Yes No N/A
- 5) Does contractor allow participants to have control of their time sheets? Yes No N/A

Staff Time Sheets

- 1) Does contractor have time sheets for staff? Yes No N/A

If yes, are time sheets signed by employee and supervisor? Yes No N/A

3) Are time/effort forms being utilized to reflect accurate charges on timesheets? Yes No N/A

4) Where applicable, do time sheets reflect actual time worked for different WIOA funds(30%/70%), cost categories and non-WIOA work? Yes No N/A

5) Who verifies time sheets for accuracy? Name: _____

6) Are changes in pay rates made effective through formal authorization? Yes No N/A

7) Does contractor have on file W-4 and NC-4 Tax Forms and I-9's on all staff and participants as appropriate? Yes No N/A

8) Are quarterly tax reports submitted in a timely manner to avoid penalty and interest charges? Yes No N/A

Staff Travel

1) Does contractor require travel vouchers to support all travel? Yes No N/A

2) Do vouchers provide for traveler's signature and a signature of approval? Yes No N/A

3) Do vouchers need to be accompanied by receipts for lodging and meals when reimbursing for actual costs? Yes No N/A

4) Does contractor allow travel advances? Yes No N/A

If yes, how does the contractor control outstanding advances?

5) Is car mileage reimbursed based on actual miles traveled? Yes No N/A

6) If yes, what is the rate per mile _____/mile

Other Staff related expenses

1) Does contractor have a retirement/pension plan for staff? Yes No N/A

If yes, are all staff required to participate? Yes No N/A

2) Is contractor on the contributing or the reimbursement method for unemployment insurance?

Contributory _____ Reimbursement _____

3) Is contractor billing WIOA and setting aside funds in an escrow account for this purpose? Yes No N/A

Supportive Services:

Do case managers assist customers in researching and obtaining other available resources before using WIOA funds to provide supportive services?

Yes No N/A

Child Care

1) Is child care for participants paid directly to the provider? Yes No N/A

2) Is payment based on itemized invoice? Yes No N/A

3) Are WIOA funds used to reserve a block of child care slots? Yes No N/A

Participant Travel -

1) Is contractor paying participant travel? Yes No N/A

If yes, list type(s): _____

2) Is there proper documentation to support costs incurred? Yes No N/A

3) Is contractor paying participant travel according to Region D policy? Yes No N/A

4) Does contractor's fiscal system provide a procedure for comparing time sheets with travel reimbursements to ensure travel reimbursements are being made only for days attended? Yes No N/A

Perform at least a one week test, comparing time sheets/class schedule with travel reimbursements (please attach the results).

Other Supportive Services Costs -

1) Are other supportive services offered to clients? Yes No N/A

Please list: _____

2) Are these supportive service costs allowable? Yes No N/A

Is adequate documentation maintained including at a minimum:	<u>YES</u>	<u>NO</u>	<u>N/A</u>
(a) Name of participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Actual services rendered, and date provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Itemized cost of services rendered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Signature of provider stating that services were provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Signature of participant stating that services were received.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f)			

Do a test on participants to reconcile travel reimbursements, child care costs, or supportive services costs to Employability Plan and other documentation for need and attendance sheets/timesheets. (Please attach the results)

Participant Benefits

1) Are all participants provided workmen's compensation insurance and/or coverage under a medical and accident insurance policy? Yes No N/A

- 2) Has contractor ensured that participants that are concurrently involved in a work and class training have been adequately covered in both situations? Yes No N/A

Property Management

- 1) Does contractor maintain a record of all WIOA property? Yes No N/A
(All items purchased with WIOA funds that are defined as non-consumable goods)
- 2) Does contractor take periodic inventories? Yes No N/A
- 3) Date of most recent inventory _____
- 4) Has contractor designated a person to manage property, to maintain a property listing, and to check physical inventory?
Yes No N/A

If yes, name of person: _____

Please attach a copy of the Local Area/WIOA inventory and the contractor's WIOA inventory of equipment purchased with WIOA Funds.

- 5) Does contractor know what to do in case of vandalism or theft of WIOA property? Yes
No N/A
- 6) Does contractor own any property for which WIOA is charged on a shared costs basis? Yes
No N/A

If yes, list the property, amount charged, and describe the basis for the charge below.

- 7) Does contractor use a competitive process when purchasing property? Yes No N/A
- 8) Does contractor get prior approval before obtaining professional services? Yes No N/A
- 9) Does contractor have a written maintenance policy on file? Yes No N/A

If yes, attach.

- 10) Does contractor lease or rent a building or office space which is charged in whole or part to WIOA?
Yes No N/A

If yes, is there a lease or rental agreement. Yes No N/A **If yes, please attach copies.**

If yes, do the lease/rental agreement and the totals being charged agree? Yes No N/A

- 11) Does contractor own the building for which rent is charged to WIOA? Yes No N/A
If yes, what amount is charged and what is the basis for the charges to WIOA:

Subcontractor and/or OJT Contractor

- 1) Does contractor have subcontractors or OJT contracts? Yes No N/A
If yes, what staff personnel is responsible for monitoring?

Name

Title

- 2) Who is responsible for comparing timesheets to invoices submitted by employers:_____

- 3) Is documentation of monitoring available for review? Yes No N/A
If yes, describe monitoring or attach a sample.

GRIEVANCE PROCEDURE

Purpose

To provide a just procedure for the presentation, adjustment and disposition of current employee grievances. To implement this policy and to assure all employees that their complaints and grievances will be answered and determined or decided fairly, quickly, equitably, and without refusal or threat.

This policy does not apply to those persons whose employment has been terminated.

Procedure

Whenever any current employee considers himself aggrieved, he shall have the right to discuss the matter with the appropriate official or officials. A grievance is any cause for dissatisfaction outside an employee's control which grows out of employment with High Country Council of Governments.

1. All grievances shall first come to the attention of the immediate Supervisor, who shall make every effort to solve the problem or correct any misunderstanding at this initial level.
2. If the Supervisor cannot solve the problem, the employee may ask to meet with the Executive Director.
3. If informal discussion with the Executive Director is unsuccessful in resolving the grievance, the employee may then appeal to the Board of Directors of High Country Council of Governments, upon written notice to the Chairman, with a copy to the Executive Director. When meeting with the Board, the employee has the right to be accompanied and assisted by any representative of the employee's own choice and expense.

The following grievance procedure applies to all WIOA customers and is included on the Local Area's Participant Rights Form, which is available to all WIOA customers. This process could potentially apply to all WIOA funded staff.

Your Grievance Rights

If you feel it is necessary to file a complaint about the program, you should contact the agency Equal Opportunity (EO) Officer no more than 180 days after the incident occurred, and (1) Make every effort to resolve the problem informally. If this is not possible, you should then (2) File the complaint in writing, with full details, to the agency EO Officer. The agency must send you a written decision within thirty (30) days. If you are not satisfied with this decision you have five (5) days to (3) Appeal in writing to: Don Sherrill, High Country Council of Governments, 468 New Market Blvd., Boone, NC 28607. Include your full name and address, a copy of the agency's written response to your complaint, and a statement of areas of disagreement. Mr. Sherrill will send you and your agency a written response. Additional appeal rights should be addressed to NC Division of Workforce Solutions, 313 Chapanoke Road, 4316 Mail Service Center, Raleigh, NC 27699-4316, Attention: Mose Dorsey.

Note: The complaint processing procedures shall provide for alternative dispute resolution (ADR). The complainant shall have the choice of pursuing the customary investigation process or using the ADR process. If the parties do not reach an agreement under ADR at the sub-recipient or state level, a complaint may be filed with the Director of the Center for Civil Rights to US Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC, 20210.

Note: Complaints on the basis of handicap follow the procedure explained above, but have different time requirements. If you have a complaint on the basis of handicap, contact the agency's EO Officer, who will give you the information you need. Complaints on the basis of any other forms of discrimination are to be filed directly to: Naomi M. Barry-Perez, Director, Center for Civil Rights, US Department of Labor, 200 Constitution Ave., Room N-4123, Washington, DC 20210.

High Country Local Area expects its WIOA service providers to update their organizational Equal Opportunity policies as changes occur within their organization that impacts their EO policy and procedures. Local Area staff monitors this information as part of our annual WIOA monitoring process to insure that updates are made as necessary. High Country Council of Governments updates its EO policy and procedures as needed. In turn, the Local Area is dependent upon the Division of Workforce Solutions to keep the Local Area apprised of changes at the state and federal levels that impact our EO policy and procedures, so we can make the necessary changes to keep these documents up to date.

EO Language Included in WIOA Title I Adult, Dislocated Worker, and Youth Service Provider Contracts:

3.8. Personnel: Equal Employment Opportunity.

3.8.1. The Contractor assures that its personnel policy will apply to all persons employed or funded in whole or in part under this Contract, and that merit-based personnel policies are followed.

3.8.2. The Contractor agrees not to discriminate on any basis prescribed in the Act or prohibited under state law. The Contractor shall designate a person other than its chief executive as its equal employment opportunity officer, who shall be responsible for the Contractor's nondiscrimination policy and for developing a procedure of investigation of and hearings on equal employment opportunity grievances.

EO Language Included in WIOA Incumbent Worker Contracts:

5.9 Non-discrimination. (Company Name) will not discriminate against any employee employed in the performance of this Agreement, or against any applicant for employment because of race, color, religion, sex, marital status, national origin, age, disability, political affiliation, or belief.

EO Language Included in WIOA On-the Job Training Contracts:

2.8. Equal Employment Opportunity and Affirmative Action.

Subcontractor shall take affirmative action and shall not discriminate against any employee, eligible applicant, or training participant, because of sex, race, color, religion, national origin, disability, or political affiliation. Affirmative action shall include, but not be limited to, upgrading employment, demotion and transfer, recruitment and advertisements, layoffs and termination, rates of pay, and selection for training.

Addendum to WIOA Contracts: The following language has been added to all WIOA Service Provider Contracts, Incumbent Worker Contracts, and On-the-Job Training Contracts.

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

Section 188 of the Workforce Innovation and Opportunity Act of 1998 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity;

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

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

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

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

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above.

Program Year 2015 (*Issued April 2016*)

Supportive services provides financial assistance that enables an individual to participate in career and training activities authorized under WIOA Title I that is not otherwise available from other sources and when the participant is unable to pay for the necessary expense themselves.

Career and training services include activities related to the individuals employment plan such as short-term or long-term occupational skills training; work-based training; GED/diploma programs; career preparation activities; participation in one or more of the youth program 14 elements; etc.

The types of supportive services allowed include the following:

- Transportation
- Childcare and dependent care
- Emergency assistance to include housing; utility bills (electric, water, heating); repairs or tires for a participant's car; car insurance; appropriate work attire (does not include uniforms required for training which is considered other training costs); or eye glasses. *Emergency assistance is generally a one-time emergency expense.*

Career advisors must substantiate and document the need for the supportive service for the enrolled participant. Expenses incurred prior to enrollment are not allowable for supportive services.

Individuals must be enrolled with full eligibility completed to be eligible for supportive services.
Individuals only enrolled in basic career services are not eligible for
WIOA funded supportive services.

Adults and dislocated workers who are in follow-up services prior to exit (follow-up begins on the 1st day of employment) are eligible for supportive services. Adults and dislocated workers are not eligible for supportive service after program exit. Needs related payments are not allowed for adults and dislocated workers in the High Country region.

Youth may receive supportive services during enrollment and after exit while in their 12 months of follow-up if it supports their continued completion of program goals and part of their service plan.

In most cases, supportive services payments are to be paid directly to the vendor providing the service, with staff having all the necessary documentation to support the costs.

Limitations

Supportive services assistance is based on individual participant need and local budgets. It is not guaranteed for any single participant or timeframe. Individuals are also limited per year and over their lifetime in cases of multiple enrollments.

Yearly and Lifetime Limits:

Supportive services for emergency assistance has an annual limit per participant of \$250 per year, with a lifetime limit of \$750. Currently there is not a limit on transportation or childcare assistance. However, based on local budgets, this may become necessary during the year.

Note: In extreme circumstances, when the participant has used the yearly or lifetime limit or has an emergency need that exceeds the limit, the service provider may submit a request by email to WDB staff for approval of the expense. Requests should include the following information:

- ✓ Participant name
- ✓ Program enrolled in (adult, dislocated worker, youth)
- ✓ Amount of request, what it is for, and why it is needed
- ✓ Previous emergency assistance received

If approved, staff should document in case notes and include approval email in participant file.

Documentation Required

Career advisors are to maintain a stringent attitude towards documentation of all supportive services provided. Documentation must include the following:

- Need for supportive services identified on participants service plan
- Case notes summarizing the need and efforts to locate other resources
- Type of service provided and the amount (childcare requires child's birth certificate)
- Copies of supporting documentation (travel/attendance logs; invoices; etc.)
- Supportive Service activity in NCWorks

Supportive Service activities start and end dates should correspond with the service provided. For example: Jane received transportation assistance for fall semester training. The activity start date would be the first day of travel assistance; the end date would be the last date of travel assistance for that semester. Assistance such as travel should be keyed by semester, with notes added within the existing activity. When emergency assistance is provided, a stand-alone Supportive Service activity should be keyed.

Note: Supportive Service activities do not prevent program exit. Participants should have at least one other additional open activity (such as training, etc.) in order to key a Supportive Service activity.

Childcare and Dependent Care

Assistance with childcare and dependent care is allowable when the participant is the primary care provider and assistance is necessary for a participant to continue their participation in WIOA services such as training, workshops, work experience, etc. or during the initial obtainment of employment. Career advisors must refer to local Department of Social Services (DSS) for assistance prior to authorization. Payments can be made directly to a daycare facility or to an individual providing childcare services at the agreed upon average local rate. If childcare assistance is received from DSS and a parent fee is required, this is an allowed supportive service cost.

To ensure against fraud, a copy of the birth certificate of the child receiving daycare services is required.

Transportation

Assistance with transportation is allowable if it is necessary for a participant to continue their participation in WIOA activities such as training, workshops, work experience, initial employment or during employment and a temporary need arises, etc.

Financial assistance can be provided to an individual using the mileage reimbursement rate or by using a paid vendor such as the local transportation authority when the service provider is billed at an agreed upon rate. Due to the increased costs often associated with using a local transportation provider, staff must assess the budget and timeframe. The reimbursement of mileage is typically paid directly to the participant or to an individual that is providing the transportation for the participant. If an individual is providing transportation for multiple participants, duplicate reimbursement is not allowed.

An attendance form is to be used to support travel that is signed by the participant, the school instructor or worksite supervisor (or copy of approved timesheet), and the individual providing transportation that verifies the person was in attendance on the days reported along with the daily miles driven.

Mileage reimbursement will be paid using the following daily rates:

MILES PER DAY	RATE
0-10	\$2.50
11-25	\$5.00
26-40	\$7.50
41-75	\$10.00
76+	\$12.50

Note: NCWorks Career Centers are expected to have an up-to-date listing of available resources for customers and staff. The listing should be inclusive of all known resources to ensure non-duplication of resources when possible. Legal aid services may assist to reduce barriers to employment by helping to secure a driver's license, expunging criminal records, and addressing debts or credit reporting issues.

(Reference: WIOA Sec. 3 (59); Sec. 134(d)(2); and 680.900)

High Country Workforce Development Board
ON-THE-JOB TRAINING POLICY
Effective July 1, 2016 (Revised May, 2016)

What is On-the-Job Training?

On-the-Job Training (OJT) is a work-based training opportunity for adults, dislocated workers, and youth customers who are eighteen years of age or older that leads to full-time unsubsidized employment. OJT is only offered if the customer meets the full WIOA eligibility guidelines and is in need of *training services* provided through the Workforce Innovation and Opportunity Act. OJT contracts encourage employers to provide occupational training that results in hiring unemployed, underemployed or dislocated persons. OJT contracts:

- Provide training for the WIOA participant in exchange for a reimbursement to the employer of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs for training a worker who has an identified skills gap.

NOTE: The maximum reimbursement rate effective is up to 50%, unless the state approves a higher rate as described in WIOA Section 3 (44) and Section 134 (c) (3) (H) up to 75% of the wage rate of the participant taking into account such factors as:

- I. The characteristics of the participants;
- II. The size of the employer
 - a. Up to 50% for employers with 251 or more employees
 - b. Up to 75% for employers with 250 employees or less
- III. The quality of employer-provided training and advancement opportunities;
- IV. Such other factors deemed as appropriate as defined in NC's statewide OJT policy [PS 04-2015 NC WIOA OJT Policy](#) and on the WIOA Act or subsequent regulations.

- Are contracted for a predetermined period of time for a participant to become proficient in the occupation for which the training is being provided.
- Are developed with employers in the public, private or non-profit sector.

NOTE: WIOA Job Driven Initiative National Emergency Grant (JDI NEG) does not allow public sector OJT. Also note that with this NEG, OJTs may not be developed with the following types of employers: gambling establishments, swimming pools, aquariums, zoos, and golf courses.

- Require that participants uphold the standards of the Hatch Act. A participant cannot participate in any activity that is considered a political activity during working hours. This includes the following: soliciting, transporting voters, distributing campaign materials, working on or developing campaign materials, etc.

- Will not employ participants to carry out the construction, operation or maintenance of any part of a facility that is used or will be used for sectarian instruction or as a place for religious worship, nor will be participant be required to participate in religious activities.
- Must be conducted at the employer's place of business or a related location. An employer may not subcontract the OJT to another organization.

No individual (neither new hire nor incumbent) may enter an OJT position if a member of his/her family is engaged in an administrative capacity with the OJT employer, including a person with selection, hiring, placement or supervision responsibilities for the OJT trainee.

The OJT employer will maintain and make available for review all time and attendance, payroll, and other records to support amounts reimbursed under OJT contracts. Records must be maintained and available for review for a period of five years from the completion date of the contract.

WIOA Service Provider OJT Coordination

In the High Country workforce development region, WIOA service providers employ both Business Consultants and Career Advisors (previously referred to as business services representatives BSRs and career development facilitators or case managers.) Both have a role to play in OJT services.

Generally, the business consultant conducts employer outreach/marketing and recruitment of OJT participants, negotiates the OJT contract (including development of training plan in conjunction with employer), and maintains employer contact for the duration of the OJT contract (including collection of invoices, time sheets, and monthly employee performance evaluations), and ensures that an employer file is maintained at the work site and is available for review.

The career advisor determines participant eligibility, maintains a relationship with the participant throughout and beyond the contract period, and maintains participant records. As appropriate, the career counselor may assist the participant with supportive services (refer to Supportive Service Policy) during the OJT until the first paycheck is received.

The business consultant and career counselor collaborate on the selection of a suitable candidate for a specific OJT, coordinate contact with employer and participant throughout the contract period; and confer with one another to determine appropriate course of action when either identifies a potential problem. In addition the WIOA supervisor conducts at least one formal on-site OJT monitoring review.

Each WIOA service provider is to maintain a written plan, for the specific delineation of duties to ensure proper coordination and non-duplication of services. Service providers are responsible for appropriate outreach and recruitment of OJT participants as well as employer marketing strategies that best meets the needs of their service area.

What makes an individual suitable for OJT?

OJT is primarily intended to serve unemployed individuals as a way to obtain full-time, skilled employment. However, an OJT contract can be an extraordinary tool for underemployed adults and dislocated workers.

To receive training services and participate in an OJT contract, **all individuals must:**

- a) Have met the eligibility requirements for full WIOA services (beyond basic career services), is in need of training and must have received an assessment including a skill gap analysis. In addition, an Individual Employment Plan must have been developed.
- b) Have been determined to be in need of training services with consideration given to: the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's Individual Employment Plan. The results of objective assessment, as documented on the individual's Individual Employment Plan, must capture the past work history of the applicant; assess the test results; capture additional information from the applicant about past work experience, hobbies, and volunteer experience; and identify skill strengths and weaknesses of the applicant. The objective assessment must include documentation as to the new skills to be acquired during training and how skill gap deficiencies will be overcome with the training.
- c) Select a field of training that is directly linked to employment in the local labor market area where the individual is willing to locate.
- d) Be unable to receive/obtain grant assistance from other sources to pay training cost.
- e) Be a WIOA-enrolled individual after having been determined eligible for WIOA services with priority given to low income individuals, recipients of public assistance, veterans and eligible spouses, and dislocated workers.
- f) In addition, in cases where an individual is referred as a potential candidate for OJT by an employer (reverse referral), that individual may be considered for OJT with the employer only after the individual has met eligibility requirements for individualized services, and has received an assessment, and for whom an Individual Employment Plan has been developed which indicates OJT is appropriate.

Employed Adults: If adult participant is already employed, eligibility for OJT is limited to

- a) those customers whose current employment does not meet the self-sufficiency standard adopted by the High Country Workforce Development Board. (The Board's Self-Sufficiency Policy for Adults defines self-sufficiency as a wage that equals at least 200% of the lower living standard income level and where access to family health insurance benefits is available through the employer); **and**
- b) WIOA regulations, are met (basic on-the job training); **and**
- c) The OJT relates to the introduction of new technologies, new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Workforce Development Board.

Dislocated Workers who are underemployed: Dislocated workers who have obtained employment but are below self-sufficiency are eligible for OJT. The High Country Workforce Development Board's defines self-sufficiency for Dislocated Workers as 80% of the participant's compensation level at the time of dislocation and the availability of family health insurance. Dislocated workers who have accepted employment which does not meet these standards is eligible for an OJT contract when b) and c) above are also me

Choosing the Right Employer

An OJT contract has certain criteria that an employer must meet in order to be eligible to receive WIOA funds to reimburse extraordinary training costs. If an employer has “exhibited a pattern of failing to provide prior OJT participants with continued long-term employment, wages, benefits, and working conditions, a contract cannot be developed.” The High Country Workforce Development Board has established the following policy for complying with this provision:

- 1) A pre-award checklist will be used which requires the review of retention patterns of employers who have had two or more previous OJT contracts under WIOA. Where a pattern of failure to hire without just cause is apparent, an OJT contract cannot be developed.
- 2) OJT contracts will specify that successful OJT participants will be offered long-term employment with wages, benefits and working conditions equal to those provided to regular employees with similar experience and responsibility. The pre-award checklist also requires review of past compliance with this requirement. No OJT contract will be developed with an employer who has previously exhibited a pattern of failing to meet this requirement.

The Workforce Development Board also provides guidance regarding OJT pre-award review of relocating new and expanding industries:

- WIOA service providers will not solicit a company or use funds to entice a company to relocate to or expand in the service area.
- For a business that is relocating to the area, the employer must certify that no person was displaced as a result of the relocation of the current business within the 120 days immediately preceding contract agreement date.

OJT Employer Performance Expectations

The goal of on-the-job training is that the employer retains the OJT trainee as a regular employee following the successful completion of training. If an employer has had previous OJT contracts, the service provider staff are expected to access the employer’s past performance in training employees under OJT. The WIOA service provider will not develop an OJT contract with an employer who has repeatedly failed to meet performance standards. The employer must exhibit a history of long-term employment of trainees as regular employees with wages and similar working conditioned at the same level. Completion and retention rates of at least 75% are expected. Retention is defined as continued employment of at least three months following the completion of the OJT contract.

Conditions governing OJT payments to employers

Conditions governing the OJT payments to employers:

- a) OJT payment is deemed to be compensation for the extraordinary training costs and lower productivity of the OJT participant.

- b) Typically employers may be reimbursed up to 50% of the wage rate of an OJT participant for these extraordinary training costs and their associated additional supervision requirements. If NC receives approval to increase the wage reimbursement rate to a maximum of 75%, then the High Country Workforce Development Board may increase its maximum reimbursement rate to 75% based on the criteria set forth by USDOL and the state.
- c) Employers are not required to document such extraordinary costs.

Determining the length of the Contract: Employer Agreement

The *Specific Vocational Preparation* or *SVP* data found in the O*NET Online database for that particular occupation will be used and will be adjusted to determine the length of training necessary to acquire the needed skills for each OJT participant. The SVP, published by the U.S. Department of Labor, provides guidance in calculating training time based on the type of occupation. The higher the SVP code, the higher skilled or more complex the occupation; therefore, a longer training time would be expected. Under WIOA legislation, OJT contracts can be developed for occupations with SVP levels from 3 to 8. Other occupations are excluded because the training is considered to be either too simple or too complex.

The following chart reflects the OJT time allowed for each Specific Vocational Preparation (SVP) Level:

<u>SVP Level</u>	<u>Hours of Training Permitted</u>
3	Over 1 month up to and including 3 months. (Three months equal 520 work hours)
4	Over 3 months up to and including 6 months. (Six months equal 1,040 work hours)
5	Over 6 months up to and including 1 year (One year equals 2,080 work hours)

NOTE: WIOA OJT training period cannot exceed 6 months/1,040 hours.

OJT contracts may not be written for a job below a SVP Level 3, a job above SVP 8, for fewer than 240 hours nor for more than 1,040 hours. For the Job Driven NEG, the training period may not exceed six (6) calendar months.

In every case, training hours are defined as time worked. Work time is to be recorded in terms of hours.

The following example illustrates the computation of maximum OJT costs:

Credit Clerk: DOT Code 205.367.022, SVP level - 4 has negotiated training time of 800 hours.

Starting wage rate - \$10.00

One-half starting wage rate per training. $\$10.00 \times 800 \text{ hours} = \$8,000.00$

Divided by 2 = \$4,000.00

The SVP Chart shows that an SVP level of four has a maximum training time of 1040 hours. In this example, the employment representative accrued a savings of \$1,200.00 by negotiating the OJT contract for fewer than the maximum hours permitted. The employer got reasonable training time by negotiation, and the accrued savings can be used to help fund an OJT slot for another participant.

When determining the period of time needed for a WIOA OJT participant to acquire the necessary skills for the identified job tasks, consideration is to be given to recognized reference data including, but not limited to, the O*NET Online database "Dictionary of Occupational Titles." In addition, a participant's, Individual Employment Plan, education, skills (determined through assessment(s), prior work experience, and relevant hobbies are all to be taken into consideration.

NOTE: Employer negotiations must include a reasonable amount of time for orientation, coaching, and counseling activities by WIOA staff since these activities are frequently critical to the success achieved by many participants. These sessions may be most reasonably conducted at the participant's worksite, but are to be managed in such a way that maximizes confidentiality, that does not call undue attention to the participant's WIOA status, and does not distract from productivity. Conducting these sessions during a scheduled break or immediately preceding or following scheduled work hours are viable options.

Providing upgrading and retraining through OJT

Training a participant in the same occupation for virtually or nearly the same work from which the participant had been laid off or separated from is not allowable when the participant already has the skills required for the job. In order to conduct skill upgrading and retraining, conditions for eligibility and participation must be met and there must be a demonstrable difference between the job and skill requirements of the upgraded job for which the participant is being trained and those of current or prior employment. The WIOA service provider will refer to the SVP and assessment results to determine prior skills of the participant.

What occupations are eligible for OJT contracts?

OJT may only be offered in those occupations which provide opportunities not otherwise available, lead to economic self-sufficiency and provide stable employment. Occupations that are eligible for WIOA funding include:

- a) Occupations which offer a reasonable expectation of continued employment in the occupation for which training is offered.
- b) Occupations which are sufficiently skilled to require a training period of at least two hundred and forty (240) hours duration.

- c) Occupations that meet prevailing standards with respect to wage, hours and conditions of employment.
- d) Occupations on a promotional line that do not infringe in any way upon the promotional opportunities of currently employed individuals.

For all customers, training must be in an occupation which provides new skills distinct from those already possessed by the customer. The Board encourages placement of OJT's in areas that have been identified as "high growth" employment sectors.

Occupations that are not eligible for OJT contracts

Occupations for which training **will not be approved** include, but are not limited to:

- a) Occupations that have not traditionally required specific occupational training as a requirement for employment.
- b) Occupations dependent on commission as the primary source of income. (This does not exclude those jobs which have a guaranteed base wage of at least the federal minimum wage in addition to commission pay and such guaranteed wage will continue after the training period.)
- c) Intermittent seasonal occupations.
- d) Occupations requiring less than 240 training hours or more than 1,040 reimbursable training hours.
- e) Part-time occupations. (For definition purposes, full-time employment is the 40-hour week, except where fewer hours are normal to the occupation, but in NO case less than thirty-two (32) hours per week).
- f) Occupations that are currently, or will be, included under an employee-leasing contract whereby job openings for a particular occupation at a business facility are filled by staff of the leasing contractor.
- g) Occupations where adequate supervision and/or monitoring are not available.

Length of Training

Refer to page 5, Determining the Length of the OJT Contract

Participant Wages

In no event will wages paid to WIOA OJT participants be less than the highest of the following:

- the federal minimum wage
- the State or local minimum wage
- prevailing wage rates provided to individuals in similar positions
- minimum entrance wage rate for inexperienced workers in the same occupation
- the wage rate required by applicable collective bargaining agreements
- prevailing rate established by the Davis-Bacon Act.

In addition, the High Country Workforce Development Board's minimum wage requirement

is \$10.00 per hour for OJT participants unless approved by High Country Workforce Development Board staff on a case by case basis.

When an OJT participant works overtime, reimbursements are made to the employer at the regular hourly rate. The additional half-time rate cannot be reimbursed. The amount of the reimbursement is the total number of hours worked times the reimbursement rate. For example, if a participant works 40 hours per week at \$10.00 per hour, the reimbursement is \$200.00 (40 x \$10.00 divided by 2). If that participant works 60 hours in one week, the total reimbursement payment is still based on \$10.00/hr for 60 hours rather than \$10.00/hr for 40 hours plus \$15.00/hr for the additional 20 hours. The additional 20 hours of overtime work is calculated into the total number of training hours to be reimbursed.

OJT Contract/Employer Agreement Modifications

A change or modification can be made to the OJT contract/employer agreement during the training period if necessary. A modification is necessary to increase the OJT contract amount, to change the contract closing date, or to increase the number of training slots. The WIOA service provider and the OJT employer must mutually agree upon the modification. Authorized signatures of both parties must be on the modification.

Skills Gap Analysis/Training Plan Development

An individualized OJT Training Plan must be developed for the acquisition of skills that the trainee does not already possess. This plan will contain occupationally specific skills that the employer requires for competency in the OJT occupation. An analysis of the trainee's prior work history and the job skills already possessed must be compared to the job skills/job description the employer requires in the OJT occupation. The resulting gap in skills will be the basis for the development of the Training Plan. The Specific Vocational Preparation(SVP) data found in the O*NET Online database for that particular occupation will be used and adjusted to determine the length of training necessary to acquire the needed skills. Each skill description needs to be concise, yet comprehensive, and the individual tasks must be measurable and observable. The specific types and sources of information used to identify the scope of the skills gap must be included in the participant's case file.

In the High Country Workforce Development Board service area, WIOA service providers have a choice of three assessment tools to conduct a skills gap analysis and provide adequate documentation of the process used to develop the Training Plan. These include:

- (1) "Prove It!" an internet-based assessment tool used to determine an individual's level of skills in a particular occupation and to document skill deficiencies;
- (2) www.myskillsmyfuture.org which has been developed by the US Department of Labor, and
- (3) O'Net.

The training plan is used to assign an estimated length of time it will take to acquire the skill for each task. The total number of hours for each individual skill will total the negotiated length of the contract/employer agreement. The standard training hours and actual training hours per

task may vary depending on the current skill level of the participant. The training plan will also identify the individual who will provide the training. The training plan is normally completed with the assistance of a representative of the company and is always reviewed with both the employer and participant before the contract is signed. The participant is to be given a copy of the training plan. The WIOA service provider is responsible for maintaining close contact with the trainee, the employer, and the person(s) assigned to train the participant to ensure that proper skills are being obtained as outlined in the training plan. Such contact is to occur at least monthly and must be documented in participant case notes. It is the mutual responsibility of the WIOA service provider's business services representative and the participant's career counselor to maintain close coordination to identify any potential areas of concern regarding progress toward skill development and/or individual counseling/coaching services needed.

The OJT contract (also known as the Employer Agreement) is completed following negotiation of contract terms. The agreements must contain the name, address, IRS number and phone number of the employer and must also include reimbursement amount, start date and termination date of the contract. The job description and training plan for each individual participant are to be attached to the contract/employer agreement (copies in both the employer and customer file).

It is incumbent upon the WIOA service provider to be aware of any problems that arise during the training period and to assume primary responsibility for working with both the employer and the participant to resolve these issues. Problem-solving dialogue needs to include the WIOA Business Services Representative and/or career counselor and may include the WIOA supervisor. It is the WIOA service provider's responsibility to cultivate and maintain positive working relationships with both employer and participant and to ensure that both are following through on their responsibilities and doing their best to carry out the objectives of the plan.

The trainee's progress under an OJT contract/employer agreement will be officially monitored at least once during the training period by the service provider's WIOA supervisor or designee who has not been involved in the development or implementation of the OJT.

How to Complete OJT Invoices

OJT invoices are used to document the number of hours and rate of reimbursement to the employer. OJT employers are expected to complete the timesheet and trainee evaluations on a monthly basis. The participant's immediate supervisor is expected to complete and sign the timesheet and the evaluation. Copies of OJT invoices, timesheets and evaluations are to be maintained in both the employer file and the OJT participant's customer file.

The calendar on the timesheet is completed based on the dates the participant trained during the month. For example, if the participant trained 8 hours on Friday, March 5, a 5 is placed in the corner of the block on the first row of the calendar under that date. A large 8 is also placed in the square. These numbers show that the participant trained 8 hours on March 5. This procedure is followed for the entire month. WIOA funds are not to be used to pay employers for benefits such as sick leave, annual leave or holiday pay since no training is taking place at this time.

The immediate supervisor completes the evaluation based on the participant's work performance during the month. Any rating of a 4 or 5 must include a written explanation. Each monthly evaluation is to be discussed with the participant in order to communicate concerns and receive feedback. Only after the timesheet has been reviewed and the evaluation discussed, do the supervisor and employee sign the evaluation document.

The participant's career counselor is also expected to review each monthly employee evaluation and to discuss inadequate progress toward goals with the participant. Similar discussions are expected to be conducted with the participant's supervisor by designated service provider staff.

The WIOA service provider completes invoices following receipt of all required employer documentation, as designated in the employer agreement.

Each WIOA service provider will have a system for ensuring the receipt of OJT invoices from employers in a timely manner for processing by the service provider's finance office.

Reasonableness of Cost: The Act provides that each contract "specify the types and duration of on-the-job training and other services to be provided in sufficient detail to allow for a fair analysis of the reasonableness of proposed costs..." WIOA regulations prohibit the imposition of a requirement on employers to document extraordinary costs. Such a record-keeping burden would unnecessarily make OJT a less desirable training option. WIOA regulations require no more record keeping of an employer than is already required of the employer for other purposes, (e.g., an employer would have to maintain payroll records to demonstrate that a participant worked the number of hours that were billed, but payroll records are already required to be kept for a variety of other federal and state purposes).

Official Monitoring Reviews

The monitoring system for OJT will at a minimum include the following: compliance with the training plan, participant's eligibility checklist, comparison of time and attendance with invoices, comparison of contracted wage rate vs. wages paid, and actual start date of compared to contract/employer agreement start date. Other areas of monitoring may include EO issues, safety procedures, participant interview, and/or supervision.

A monitoring review is to be conducted whenever there are indications of problem areas, i.e., layoffs or rumors of layoffs, decrease in hours of reported training time, complaints from participant (either formal or verbal complaints), complaints from the employer (either formal or verbal), rumors of an employer filing bankruptcy, etc.

All monitoring reviews must be documented. Written monitoring documentation will become a part of the contract/employer agreement file. The report is to include: all areas of non-compliance with the contractual agreement, review of the eligibility of participant(s) enrolled under the contract, any corrective actions necessary, and the findings of any ineligible participants.

High Country Workforce Development Board
[Insert OJT Provider Name Here]
On-the-Job Training (OJT) Contract: Pre-Award Analysis

Section 1: Employer Information

<i>Complete the following Employer Information</i>		
COMPANY NAME:	FEIN #:	
CONTACT PERSON:	TITLE:	
COMPANY ADDRESS:		
PHONE:	FAX:	EMAIL:
TYPE OF ORGANIZATION: PRIVATE FOR PROFIT <input checked="" type="checkbox"/> PRIVATE NON-PROFIT <input type="checkbox"/> PUBLIC <input type="checkbox"/>		
COMPANY NAICS CODE:	# OF CURRENT EMPLOYEES IN THIS LOCATION:	YEARS IN EXISTENCE:

Section 2: Criteria for OJT Employers

YES	NO	Employer Requirements
<input type="checkbox"/>	<input type="checkbox"/>	1) Does the employer agree to ensure that the OJT will not result in the replacement of laid-off workers?
<input type="checkbox"/>	<input type="checkbox"/>	2) Does the employer ensure that the company has not exhibited a pattern of failing to provide OJT trainees with continued long-term employment?
<input type="checkbox"/>	<input type="checkbox"/>	3) Does the employer commit to providing long-term employment for successful OJT trainees, barring unforeseen economic conditions?
<input type="checkbox"/>	<input type="checkbox"/>	4) Does the employer agree to ensure that the OJT will not result in the full or partial displacement of currently employed workers nor will it infringe on promotional opportunities of current workers?
<input type="checkbox"/>	<input type="checkbox"/>	5) Does the employer agree to ensure that trainees will be provided the same benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work?
<input type="checkbox"/>	<input type="checkbox"/>	6) Does the employer agree to ensure that trainee wages to be paid are at least equal to both:

		a) the Federal, state or local minimum wage (Fair Labor Standards Act), and b) other employees in the same occupation with similar experience?
<input type="checkbox"/>	<input type="checkbox"/>	7) Does the employer agree to ensure that trainees are provided with the same workers' compensation coverage as regular, non-OJT employees? a) Worker's Compensation Company: b) Account #: c) Effective Dates: to
<input type="checkbox"/>	<input type="checkbox"/>	8) Does the employer agree to ensure that the OJT will not result in the impairment of existing contracts for services or collective bargaining agreements?
<input type="checkbox"/>	<input type="checkbox"/>	9) Does the employer agree to ensure that OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing?
<input type="checkbox"/>	<input type="checkbox"/>	10) Does the employer agree to ensure that WIOA funds will not be used to relocate operations in whole or in part?
<input type="checkbox"/>	<input type="checkbox"/>	11) Does the employer confirm that the company has operated at current location for at least 120 days (unless the new location did not result in the layoff of employees at another location)?
<input type="checkbox"/>	<input type="checkbox"/>	12) Does the employer agree to provide safe working conditions for OJT trainees?

Section 3: Authorized Signatures

I hereby certify that the above information is, to the best of my knowledge, true and correct.

EMPLOYER SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

Section 4: Outcome of Pre-Award Interview

1. Does the employer meet all requirements (i.e. answer "yes" to all twelve questions above) of the OJT pre-award analysis? YES NO

2. Will an OJT Contract (Employer Agreement) be developed? YES NO
If not, please explain.

High Country Workforce Development Board
[Insert OJT Provider Name Here]
On-the-Job Training (OJT) Contract: Employer Agreement

Section 1: Contact Information

Complete the following Employer Information		
WIOA OJT AGENCY:	WIOA OJT AGENCY REPRESENTATIVE:	PHONE NUMBER/ EMAIL ADDRESS:
COMPANY NAME:		<input type="checkbox"/> STATE ACTIVITIES FUNDS <input type="checkbox"/> FORMULA FUNDS <input type="checkbox"/> OTHER (SPECIFY)
ADDRESS:		PHONE NUMBER:
EMPLOYER REPRESENTATIVE:	TITLE:	EMAIL ADDRESS:
CONTRACT START DATE:	CONTRACT END DATE:	

Section 2: Contract Agreement

This contract is entered into between _____, hereinafter called the Workforce Innovation and Opportunity Act (WIOA) OJT Agency, and _____, hereinafter called the Employer.

The parties hereto agree that the Employer will employ worker(s) and provide On-the-Job Training services to individuals referred by the WIOA OJT Agency and deemed acceptable by the Employer in accordance with the associated pre-award analysis and training plan(s) attached and made a part thereof. Reimbursement will be paid pursuant to the terms and conditions set forth under the General Assurances on the reverse side of this signatory sheet. In no case shall total reimbursement exceed ____ percent of the gross wages paid to the trainee(s) during the training period. In addition, the Employer agrees that it will perform under this contract in accordance with the Workforce Innovation and Opportunity Act and the regulations, procedures and standards promulgated there under. The Employer shall comply with all applicable Federal, State and local laws, rules and regulations which relate to the employment of persons who perform work and are trained under this contract.

Individuals employed under this contract must be certified as being eligible by the WIOA OJT Agency. The Employer agrees to submit an invoice for reimbursement to the WIOA OJT Agency (insert name). In addition, the Employer agrees to complete and submit the attached evaluation for each trainee at the midpoint and end of the training period.

Section 3: Authorized Signatures

I agree to all terms, conditions, and general assurances set forth in this contract. I hereby certify that the information is, to the best of my knowledge, true and correct.

EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

Section 4: Contract Agreement Modification, if applicable

Contract Agreement terms modified:

Reason for modification or cancellation:

I hereby certify that I agree to the contract agreement modification(s) as stated above.

EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:

On-the-Job Training General Assurances

1. Employer Criteria

- a. The employer must provide information such as an IRS Employer Identification number to demonstrate that they are a legitimate employer, having full-time employees, and conducting their trade or business at an appropriate worksite.
- b. The employer must not be involved in a current labor dispute and must not have a history of frequent layoffs.
- c. OJT training may not be subcontracted and must be conducted at the employer's place of business, which meets prevailing standards with respect to wage, hours and conditions of employment.
- d. Employer referrals to NC Career Centers are permitted. Eligibility and suitability for OJT must be determined and verified prior to hiring and/or the beginning of training.
- e. OJT contracts are permitted with firms in which current and/or past Workforce Development Board (WDB) members are employed or otherwise have a financial or personal interest.
- f. The employer must be in compliance with all applicable business licensing, taxation and insurance requirements. The employer must not be in violation of any local, state or federal labor laws.

2. OJT Training Occupation

- a. The OJT training occupation must not be seasonal, intermittent, or temporary.
- b. The occupation must not involve payment in the form of a commission as the primary source of payment to the OJT employee.
- c. The occupation must be one in which specific occupational training is a prerequisite for employment.
- d. The occupation must provide full-time employment. (Full-time is defined as a 40-hour work week, except where fewer or greater hours are normal to the occupation, but in no case less than 30 hours per week.) Contracts may also be negotiated for part-time employment if such negotiation is undertaken for a specific participant, but only in those instances where full-time employment is not feasible due to limitations (*i.e.*, individuals with an impairment or disability).
- e. Training may not be provided for occupations where adequate supervision and/or monitoring are not available. These may include traveling salespersons, out-stationed job positions, truck or van drivers and other positions requiring more than an occasional trip from the employer worksite.
- f. NEG/ARRA funded occupations are prohibited at casinos or other gambling establishments, swimming pools, aquariums, zoos, and golf courses.

3. Payments

- a. The employer shall be reimbursed for training costs upon timely submission of the invoice appropriately certified by the employer's signatory official. Payment shall be based on the hours actually worked for which wages are paid under each training slot, times the negotiated fixed hourly rate. Payment of overtime shall be restricted to work consistent with the training plan. Payment shall include reimbursement of costs associated with employment and training services which have been integrated into the training plan and for which wages have been paid.
- b. No reimbursement shall be made for a period of work stoppage at the employer's worksite.
- c. Each trainee's wages shall be paid in full for the period for which reimbursement is being requested prior to the transmittal of an invoice to the WDB for payment.

4. Availability of Funds

Payment for contract activity extending into the next program year is conditional on the availability of WIOA funds in that program year. No obligations will be incurred by the employer if such funds are not available. The employer will be notified in advance when funds are limited.

5. Records Retention and Review

- a. The employer shall maintain records (business receipts, payroll records), sufficient to reflect all costs incurred in the performance of this contract until the appropriate Workforce Development Board audit has been fulfilled, or until the expiration of three years from the date of final payment under this contract.
- b. The employer's establishment and records related to the participant, as may be engaged in the performance of this contract, shall be subject at a reasonable time to inspection, audit, review and evaluation by the U.S. Department of Labor, State of North Carolina, and the Workforce Development Board.
- c. The employer agrees to reimburse to the Workforce Development Board any and all funds received under this contract which are determined by audit to have been spent in activities not in compliance with the provisions of this contract.

6. Contract Modifications

This contract may be modified, terminated, or cancelled whenever it is determined that such action is in the best interest of the WIOA program or employer. Terminations, cancellations, and modifications shall be effective on the date of execution.

7. Sectarian/Religious Activities

No participant enrolled under the contract shall be employed on the construction, operation, or maintenance of any facility as is used, or to be used, for sectarian instruction or as a place for religious worship. Participants may not be trained or employed in sectarian and/or political activities.

8. Disclosure of Confidential Information

Confidential information about any trainee shall be divulged by the employer only as necessary for purposes related to evaluation of the employee's performance.

9. Nepotism

No persons shall be hired under this contract if a member of his or her immediate family is employed in an administrative capacity by the employer. The term "administrative capacity" includes those who have selection, hiring, placement, or supervisory responsibility for OJT participants and "immediate family" shall include: Wife/Husband, Son/Daughter, Mother/Father, Brother/Sister, Son-In-Law/Daughter-In-Law, Mother-In-Law/Father-In-Law, Stepparent, Stepchild, Grandparent, and Grandchild.

10. Debarment and Suspension

The employer certifies that neither he/she nor the company's principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

11. Equal Opportunity and Non-Discrimination

The employer shall not discriminate against any employee or applicant because of race, color, religion, sex, age, disability, political affiliation, beliefs, citizenship or national origin and agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this Equal Opportunity clause. This contract is subject to the Civil Rights Act of 1964 and ensuing Regulations in 29 CFR Part 31.

12. Grievances

The employer will ensure that the OJT trainee is informed of established grievance procedures for resolving employee complaints.

13. Maintenance of Effort

Employer sponsored training in existence prior to initiation of this project shall be continued and may not be reduced in any way as a result of this contract (except for reduction unrelated to the provisions and purposes of this contract).

14. Conditions of employment

Conditions of employment and training will be in full accordance with all applicable federal, state, and local laws and ordinances (including but not limited to labor and employment laws, environmental laws or health and safety laws)

High Country Workforce Development Board
[Insert OJT Provider Name Here]
On-the-Job Training (OJT) Contract: Training Plan

Section 1: General Information

Please complete the following:			
TRAINEE NAME:		JOB TITLE:	
O*NET CODE:	SVP CODE:	HOURLY STARTING WAGE: \$	HOURLY ENDING WAGE: \$
REIMBURSEMENT PERCENTAGE: %	REIMBURSEMENT RATE: \$	MAXIMUM TRAINING HOURS:	MAXIMUM REIMBURSABLE AMOUNT: \$
COMPANY NAME:		COMPANY ADDRESS:	
TRAINEE SUPERVISOR:	TITLE:	PHONE/EMAIL:	
EMPLOYER REPRESENTATIVE NAME:	WIOA OJT AGENCY REPRESENTATIVE:	WIOA OJT AGENCY REPRESENTATIVE CONTACT INFO:	
PAY SCHEDULE: Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Other <input type="checkbox"/>	PAY DAY: PERIOD COVERED:	RATIO OF TRAINEES TO SUPERVISOR:	
BENEFITS AVAILABLE (list):			

Section 3: Authorized Signatures

By signing below, I agree to adhere to the Training Outline and my responsibilities thereof.		
EMPLOYER REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
SUPERVISOR SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
TRAINEE SIGNATURE:		DATE:

Section 4: Training Plan Modification, if applicable

On-the-Job Training Plans may require changes for which a modification is necessary. Reasons for a modification include but are not limited to:

- *To extend the end date of training due to illness or equipment failures at the place of business.*
- *To correct errors in the original training budget or the description of the job duties.*
- *Cancellation.*
- *To extend the end date in order to ensure satisfactory skill attainment.*

The Employer and the OJT Agency agree that this Training Plan shall be modified as stated:

Except as hereby modified, all other terms and conditions of this training plan remain unchanged and in full force and effect. The effective date of this modification is _____.

The employer and the OJT Agency mutually agree to abide by the terms and conditions stated and do hereby execute this modification in keeping with our respective authority.

By signing below, I agree to adhere to the modifications set forth in Section 4

EMPLOYER SIGNATURE:	TITLE:	DATE:
SUPERVISOR SIGNATURE:	TITLE:	DATE:
WIOA OJT AGENCY REPRESENTATIVE SIGNATURE:	TITLE:	DATE:
TRAINEE SIGNATURE:		DATE:

High Country Workforce Development Board

[Insert OJT Provider Name Here]

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

Trainee Name:

Supervisor Name:

Company Name:

Section 1: Evaluation

JOB SKILLS OBJECTIVES	MIDPOINT EVALUATION OF SKILLS	MIDPOINT EVALUATION DATE	FINAL EVALUATION OF SKILLS	FINAL EVALUATION DATE
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	
	Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>		Mastered objective <input type="checkbox"/> Satisfactory progress <input type="checkbox"/> Unsatisfactory progress <input type="checkbox"/>	

Section 2: Authorized Signatures

Midpoint Evaluation

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

Final Evaluation

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

Having satisfied the requirements of the training plan, employment continues on an unsubsidized basis.

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

Individual Training Account (ITA) Policy

The High Country Workforce Development Board requires the use of ITA's for adults and dislocated workers who receive training services funded by WIOA to include the costs of tuition, books, and/or training fees with the following limitations:

- The Workforce Development Board's primary intent is to pay for up to two years of training through the ITA process. The WDB acknowledges that some two year degree programs may take longer than two years to complete. Training to become a Registered Nurse is an example. Longer-term training programs (four year degree) are allowed on a case by case basis to be reviewed by the Service Provider to ensure the programs meet the criteria established in the Occupational Demand Areas for our Local Area and that funds are available outside of WIOA to supplement the ITA maximum amount allowed to complete the training.
- The targeted curriculum program must be for an occupation that has been determined to be in demand and the successful completion of the training program results in a degree, diploma, certification and/or license. Service Providers are to assist customers in making informed consumer choices of eligible training providers by use of NCWorks.
- The maximum amount to be spent on an ITA is \$4300 per customer per year. In addition, the maximum lifetime amount to be spent on an ITA is \$8600 per customer. The actual ITA expenditure will not exceed the cost of the training program (tuition, books, and fees). WIOA funding is to be used to pay the cost of training only after other financial training resources are applied (such as Pell/TAA/scholarships/grants) or cannot be obtained.
- Other costs associated with training completion (such as supplies, testing fees, immunizations) are to be charged as other training costs and are non-ITA expenses. Continuing Education classes and non-curriculum classes are also treated as non-ITA training expenses.
- Training costs will not be paid until after the Pell Grant application has been completed each year and notification has been received regarding the award of the grant, unless approval is granted from the Local Area. If the Pell Grant awarded is less than the cost of the training, the ITA will only cover the difference between the cost of the training and the Pell Grant amount. If the customer is clearly not eligible for a Pell Grant, a voucher will be issued on a per semester basis. The Pell Grant application is to be completed electronically.
- ITA's are issued for training on a semester by semester basis. Customers are made aware that funding changes from year to year may affect WIOA's ability to fund training for the entire training time.
- The WIOA service provider will be responsible for issuing the training voucher. Payment will be made directly to the training provider.
- The Financial Award Analysis form is to be completed by the financial aid office of the training provider and submitted to the service provider with information related to training costs and available funding sources for each year of training.
- In the event that the intensive service provider is the same agency as the training service provider, measures will be taken to ensure that the ITA is based on customer choice.
- The service provider is expected to maintain a tracking log of (1) all ITA expenses; (2) field of study and progress toward completing the training program; and (3) achievement of a credential, as defined by WIOA. Both the High Country Local Area and the NC Division of Workforce Solutions monitor this tracking system.
- Individuals who are not eligible for Pell assistance due to default on other federal student loans are not eligible for WIOA tuition assistance. Individuals who are placed on Pell probation due to grades may receive assistance as determined on a case by case basis by the service provider under consultation with WDB staff.

ADDITIONAL ATTACHMENTS

STRATEGIC PLAN



Vision

To grow the High Country economy by strengthening the region's workforce and connecting employers to skilled, high quality employees.

Mission

To ensure the High Country 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.

STRATEGIC PLAN

PY 2016+ GOALS



Create an integrated, customer-centered, and seamless workforce system.

Align Partner services and strategies

Deploy NCWorks brand across workforce programs

Develop shared marketing strategies that promote the talent in the High Country

Develop MOUs with core partner agencies.

Re-Launch all NCWorks Career Centers.

Finalize and deploy marketing plan.



Create a workforce system that is responsive to the changing needs of the economy.

Ensure the workforce system is relevant, valuable, and accessible by the business community.

Develop and implement a coordinated and seamless approach to engage business and respond to business needs.

Develop and strengthen connections between workforce development and economic development

Launch coordinated Sector Partnerships in critical industry sectors that include large, small, and micro businesses.

Implement High Country Business Engagement Network initiative including cross-training, CRM tech, and website.

Convene regional economic development director meetings.

STRATEGIC PLAN

PY 2016+ GOALS



Prepare workers to succeed in the High Country economy and continuously improve their skills.

Strengthen career development services and ensure consistency across programs.

Enhance programs and enrollment in critical career clusters by targeting resources.

Strategically coordinate programs among workforce partners to develop skill and education pathways.

Become a leader in providing structured work-based learning.

Implement staff training/certification program in coordination with NCWorks Training Center.

Support and market Work-Ready Communities Certification.

Achieve certified Career Pathways in critical industries.

Develop and implement a coordinated menu of work-based learning services.



Use data to drive strategies and ensure accountability.

Develop a consistent and coordinated approach to identifying targeted in-demand sectors that workforce system partners will use to target resources to meet the needs of the economy.

Gather, evaluate, and utilize information on the usage and quality of services.

Measure and report on the effectiveness of the workforce development system.

Create and distribute regular detailed industry reports to inform partners and staff.

Align available scholarship funding and business outreach with critical industry sectors.

Implement consistent customer feedback system to include surveys, comment cards, and focus groups.

Continue work with the ASU Center for Analytics Research and Education to create dashboard.

Develop a coordinated approach to serving young adults.

EMERGING Workforce

Grow awareness of workforce services among young adults.

Strategically coordinate programs among workforce partners to develop skill and education pathways.

Redesign young adult services using a customer centric design approach to align with business needs and sector partnership feedback.

Coordinate system building efforts with K-12 partners including career education, industry tours, and teacher education

NCWorks Career Center: Sparta - Facts & Figures

115 Atwood Street, Sparta, NC (336) 372-9675

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/ Business	Annual Cost	Comments
Rent	Alleghany County	BDC	\$4,200.00	
Electricity	Alleghany County		\$0.00	
Phone (<i>Local land line</i>)	WIA	Skyline Membership	\$2,503.00	
Phone (<i>Long Distance if different</i>)	WIA	AT&T	\$820.00	
Internet Services	Alleghany County	WCC	\$0.00	
Heating Fuel (<i>if different from Electric</i>)	Alleghany County	Included in rent	\$0.00	
Water, Sewer, Garbage	Alleghany County	Included in rent	\$0.00	
Facility Cleaning	Alleghany County	Included in rent	\$0.00	
Other (Specify)			\$0.00	
Grand Total Annual Costs			\$7,523.00	

Staffing Information

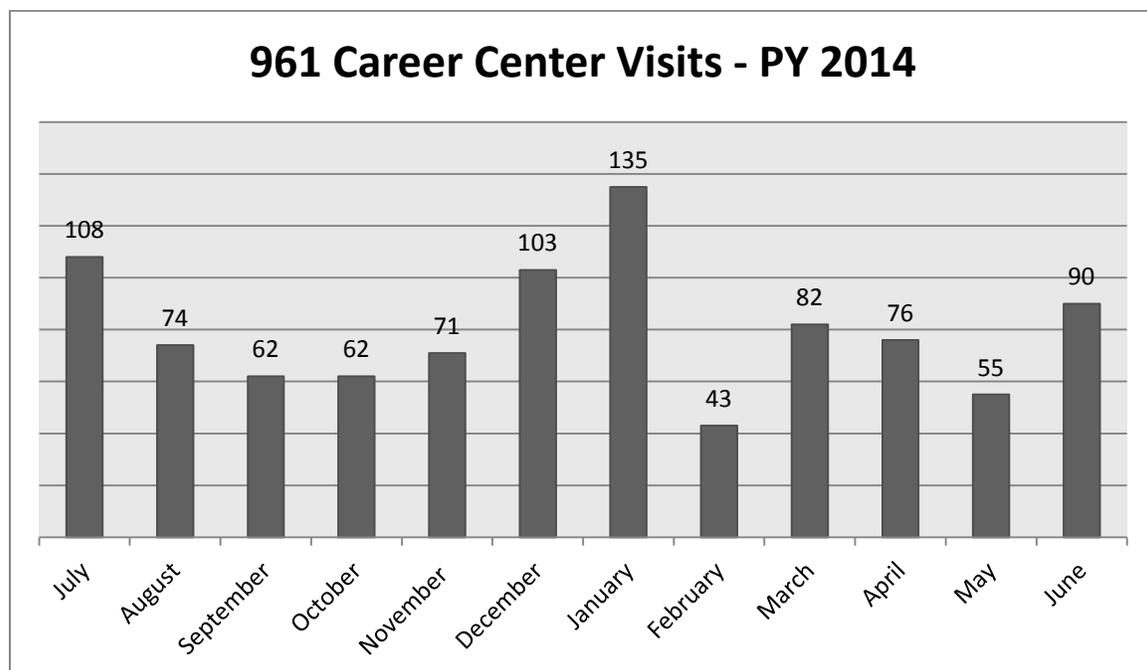
On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW	Tuesday & Thursday	1	Case management, training assistance, career counseling, follow-up services, business services
WIA Youth	Tuesday & Thursday	1	Youth (training assistance, supportive services, counseling)
DWS TBD	Tuesday & Thursday	1	All DWS services provided

The WIA Director and DWS Manager are available on-site as needed.

**Effective August 1st, 2015 the Allegheny NCWorks Career Center will be open Monday – Friday 8:00am – 5:00pm (closed for lunch 12-1).*

Center Hours:

Tuesday & Thursday 8:00-5:00 (closed for lunch 12-1)





NCWorks Career
Center - Sparta
115 Atwood Street
Sparta, NC

NCWorks Career Center: Sparta Outside



NCWorks Career Center: Sparta Resource Area



NCWorks Career Center: Sparta Main Entrance/Resource Area



NCWorks Career Center: Sparta Main Entrance/Resource Area



NCWorks Career Center: Jefferson - Facts & Figures

Ashe Community Central, 626 Ashe Central School Road, Unit 6, Jefferson, NC
(336) 982-5627

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/ Business	Annual Cost	Comments
Rent	WIA	Ashe Community Central	\$8,638.00	
Electricity	Included in rent		\$0.00	
Phone (4 local land lines & fax)	WIA	Ashe Co. Skyline	\$3,945.00	
Phone (Long Distance if different)	WIA	AT&T	\$416.00	
Internet Services	Included in rent		\$0.00	
Heating Fuel (if different from Electric)	Included in rent		\$0.00	
Water, Sewer, Garbage	Included in rent		\$0.00	
Facility Cleaning	Included in rent		\$0.00	
Other (Specify)			\$0.00	
Grand Total Annual Costs			\$13,414.00	

Staffing Information

On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW	Mon, Wed, Friday	1	Case management, training assistance, career counseling, follow-up services, business services
WIA Youth	Mon, Wed, Friday	1	Youth (training assistance, supportive services, counseling)
TAA	Wed, Friday	1	TAA services provided
Wagner-Peyser	Mon, Wed, Friday	1	Wagner-Peyser services are provided
DWS Manager	Monday	1	On-site to assist customers and staff as needed
Wilkes Community College HRD	Mon, Wed, Friday	1	Assists customers in the resource area and hold classes on-site
Winston-Salem Urban League	Mon, Wed, Friday	1	Provides assistance for the Welcome Function of the center

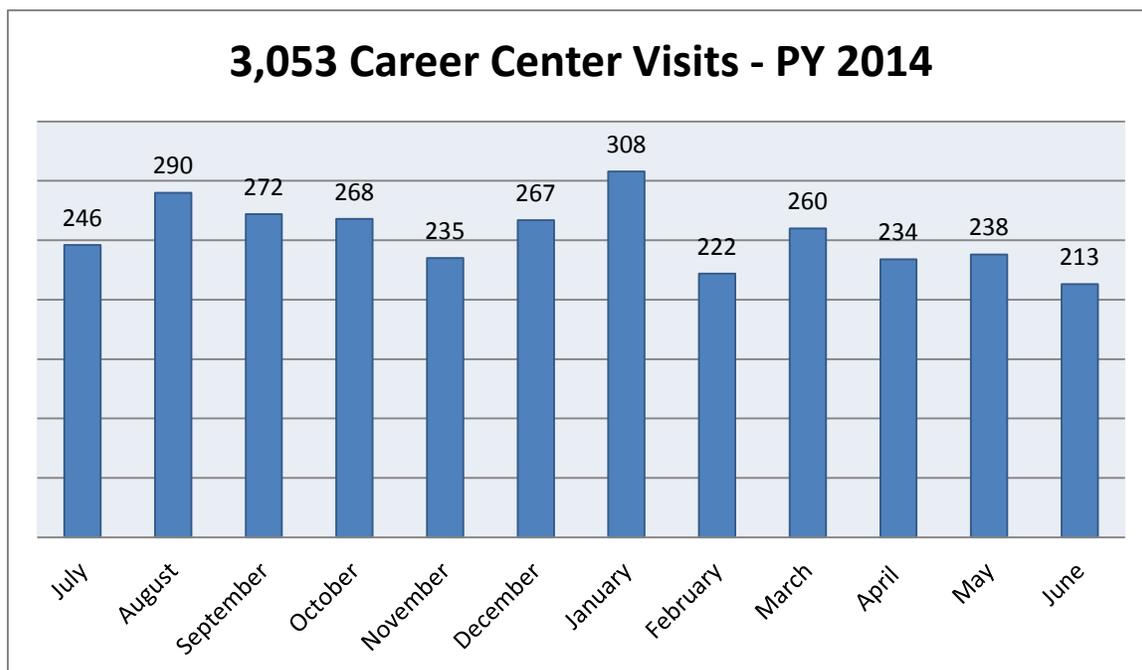
The WIA Director is available on-site as needed.

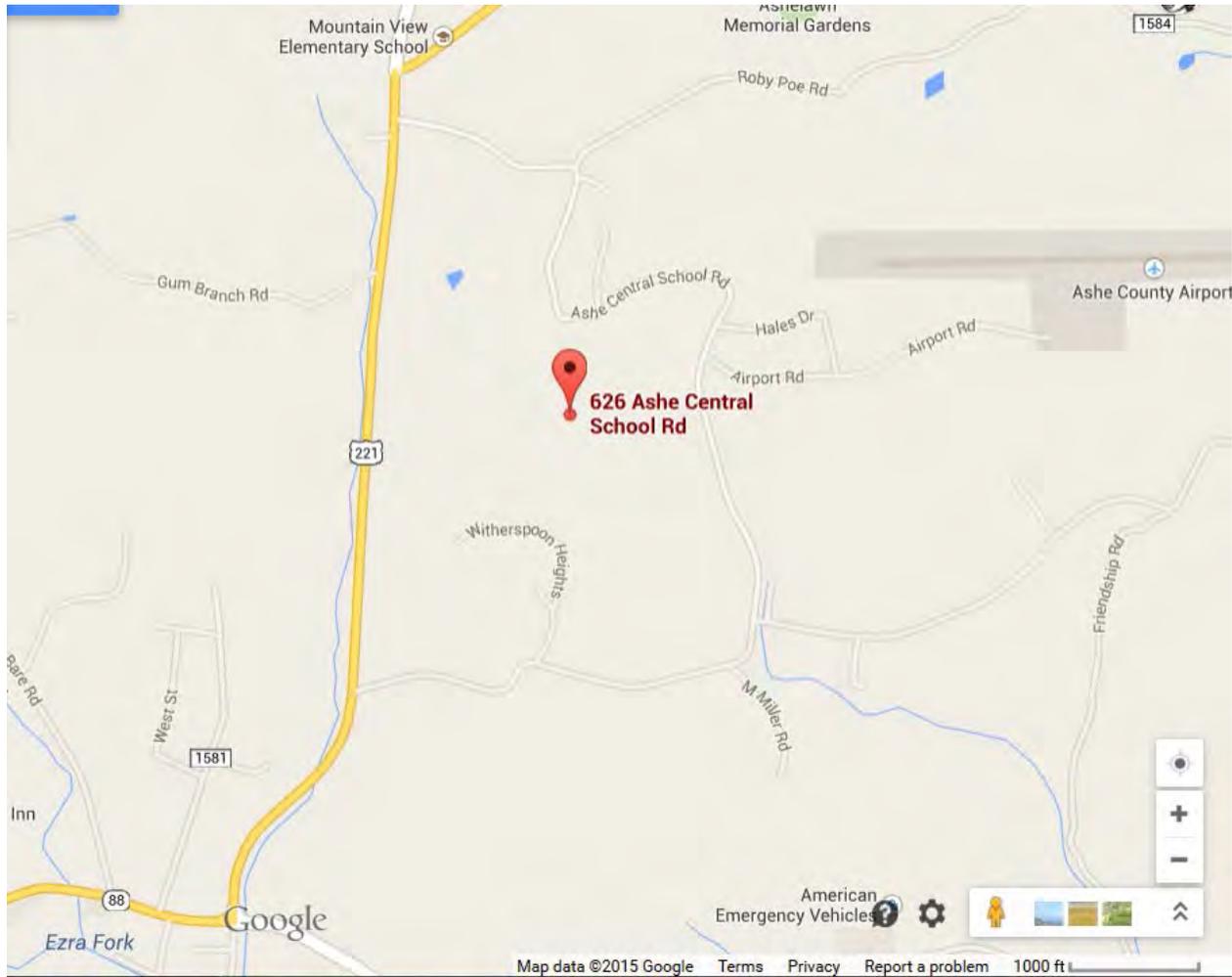
**DSS services are available within the building.*

**Effective August 1st, 2015 the Alleghany NCWorks Career Center will be open Monday – Friday 8:00am – 5:00pm (closed for lunch 12-1).*

Center Hours:

Monday, Wednesday, Friday 9:00-4:00 (closed for lunch 12-1)





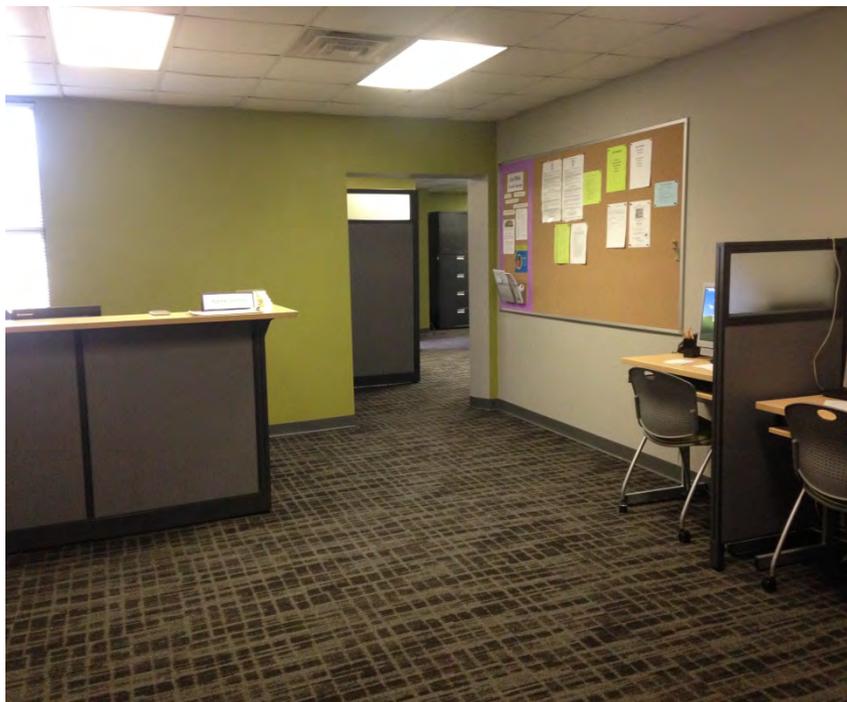
NCWorks Career Center –
Jefferson

626 Ashe Central School Road
Jefferson, NC 28640

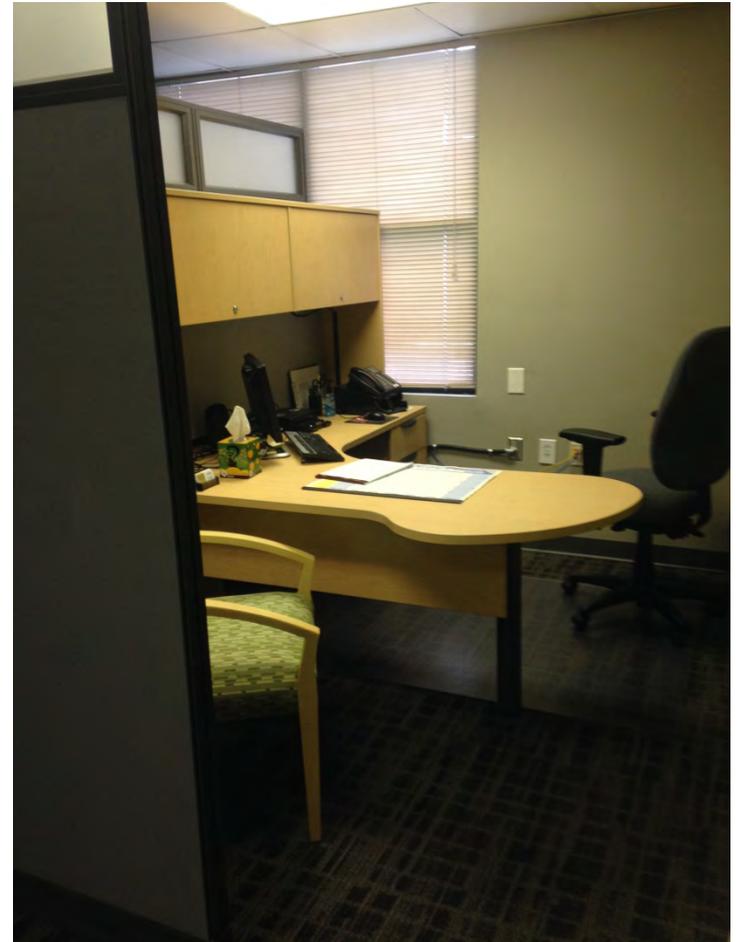
NCWorks Career Center: Jefferson Outside



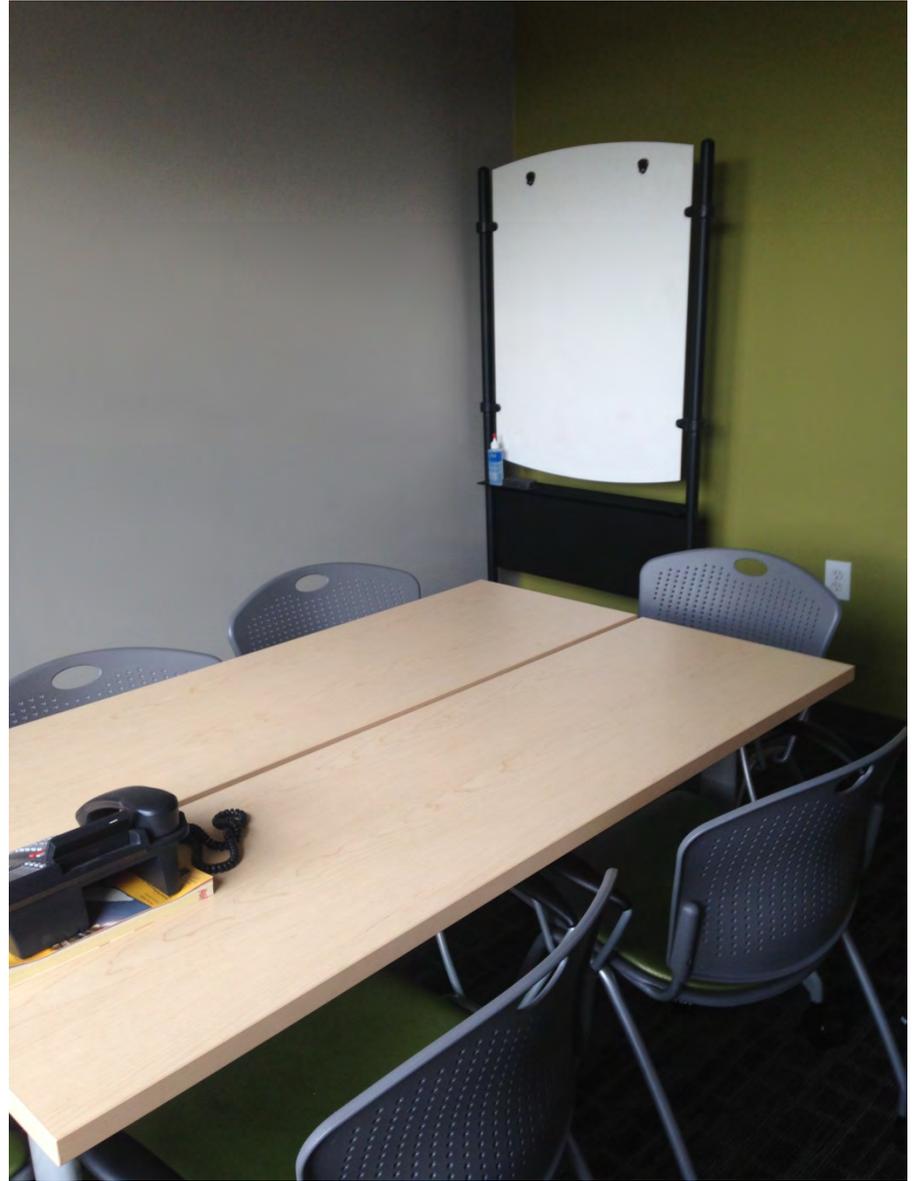
NCWorks Career Center: Jefferson Resource Area



NCWorks Career Center: Jefferson Staff Cubicle Area



NCWorks Career Center: Jefferson Conference Room



NCWorks Career Center: Newland - Facts & Figures

428 Pineola Street, Newland, NC (828) 737-5419

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/ Business	Annual Cost	Comments
Rent	WIA	Blackburn Building	\$9,600.00	
Electricity	WIA	Mountain Electric	\$2,400.00	
Phone (<i>Local land line, long distance, line charges, fax line</i>)	DWS		\$1,350.00	
Phone (<i>Long Distance if different</i>)	N/A		N/A	
Internet Services	DWS		\$8,640.00	
Heating Fuel (<i>if different from Electric</i>)	N/A		\$0.00	
Water, Sewer, Garbage	WIA	Town of Newland	\$240.00	
Facility Cleaning	WIA	Marine Jones	\$5,400.00	
Cell phones tied to this location	WIA	Verizon Wireless	\$1,440.00	
Other (Specify) Copier Rental	WIA	Advanced Business Equipment	\$2,376.00	
Grand Total Annual Costs			\$31,446.00	

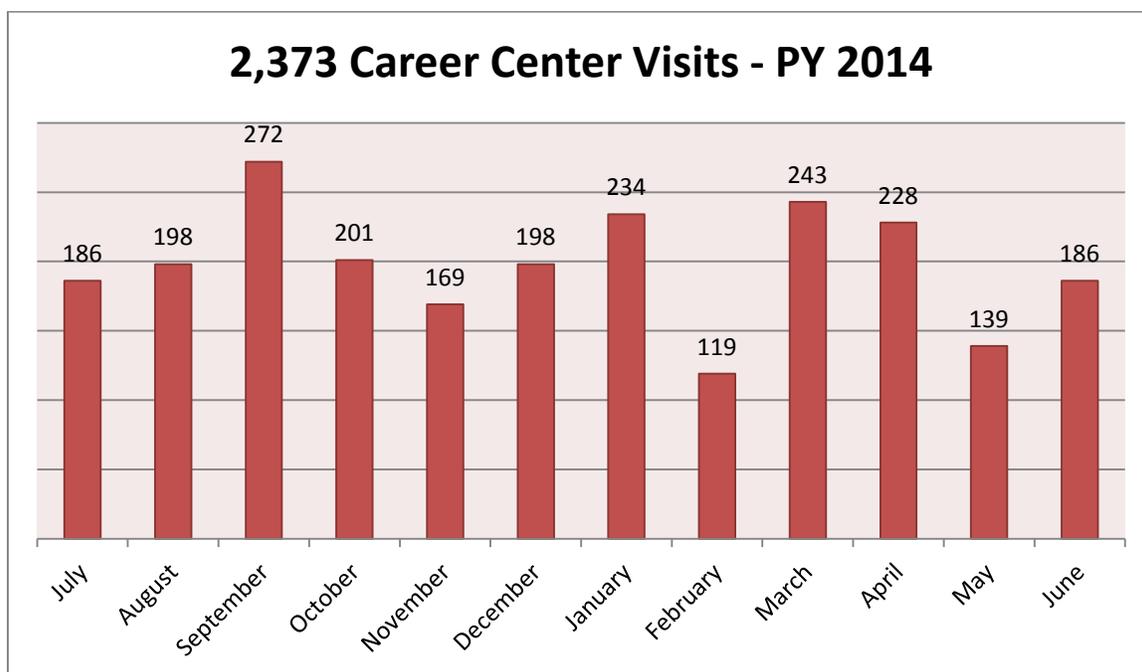
Staffing Information

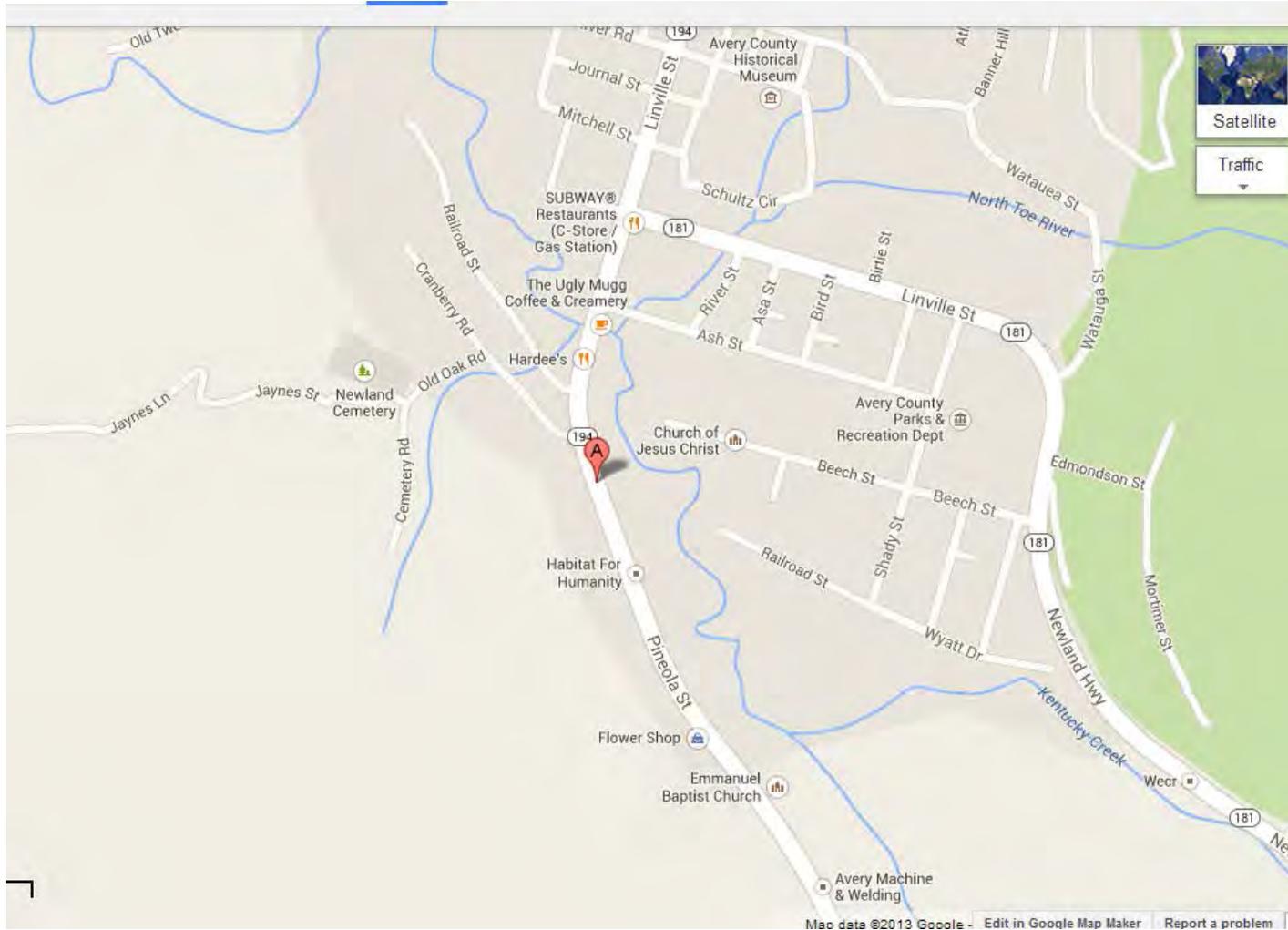
On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW case manager	Monday - Friday	1.5	Case management, training assistance, career counseling, follow-up services.
WIA Youth	Tuesday & Thursday	1	Youth (training assistance, supportive services, counseling)
DWS	Tuesday & Thursday	1	All DWS services provided

The WIA Director, DWS Manager, and Business Services Representative are available on-site as needed.

Center Hours:

Monday - Thursday 8:30-5:00 (closed for lunch 12-1); Friday 8:30-12:00 noon.



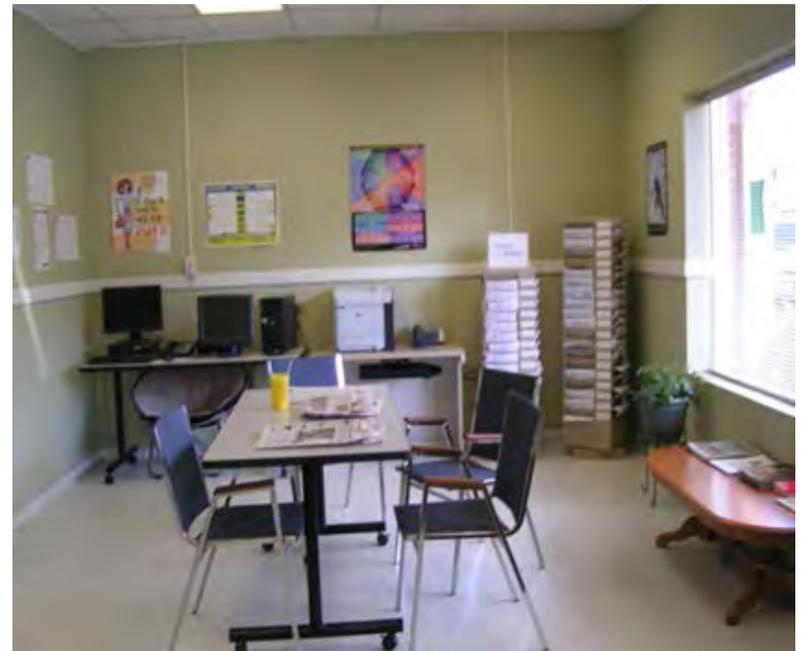
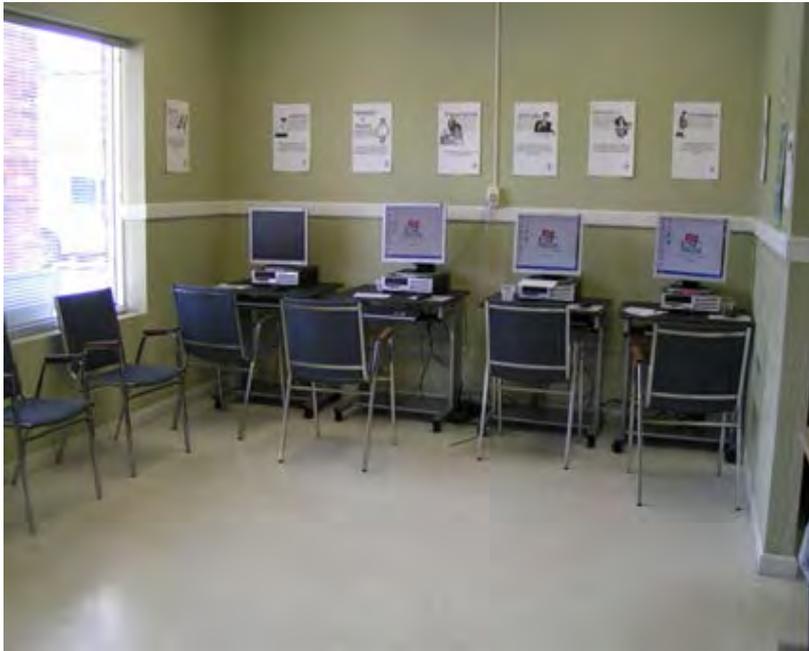


Avery County
Career Center
428 Pineola Street
Newland, NC

NCWorks Career Center: Newland Outside



NCWorks Career Center: Newland Resource Area



NcWorks Career Center: Newland Main Office Area/Resource Area



NCWorks Career Center: Newland Staff Cubicle Area



NCWorks Career Center: Spruce Pine - Facts & Figures

Mayland Community College Campus

200 Mayland Drive, Spruce Pine, NC 28777 (828) 766-1195

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/ Business	Annual Cost	Comments
Rent	MCC		\$0.00	
Electricity	MCC		\$0.00	
Phone (<i>Local land line, long distance, line charges, fax lines</i>)	MCC		\$0.00	
Phone (<i>Long Distance if different</i>)			\$0.00	
Internet Services	MCC		\$0.00	
Heating Fuel (<i>if different from Electric</i>)	MCC		\$0.00	
Water, Sewer, Garbage	MCC		\$0.00	
Facility Cleaning	MCC		\$0.00	
Cell phones tied to this location				
Other (Specify)			\$0.00	
Grand Total Annual Costs			\$0.00	

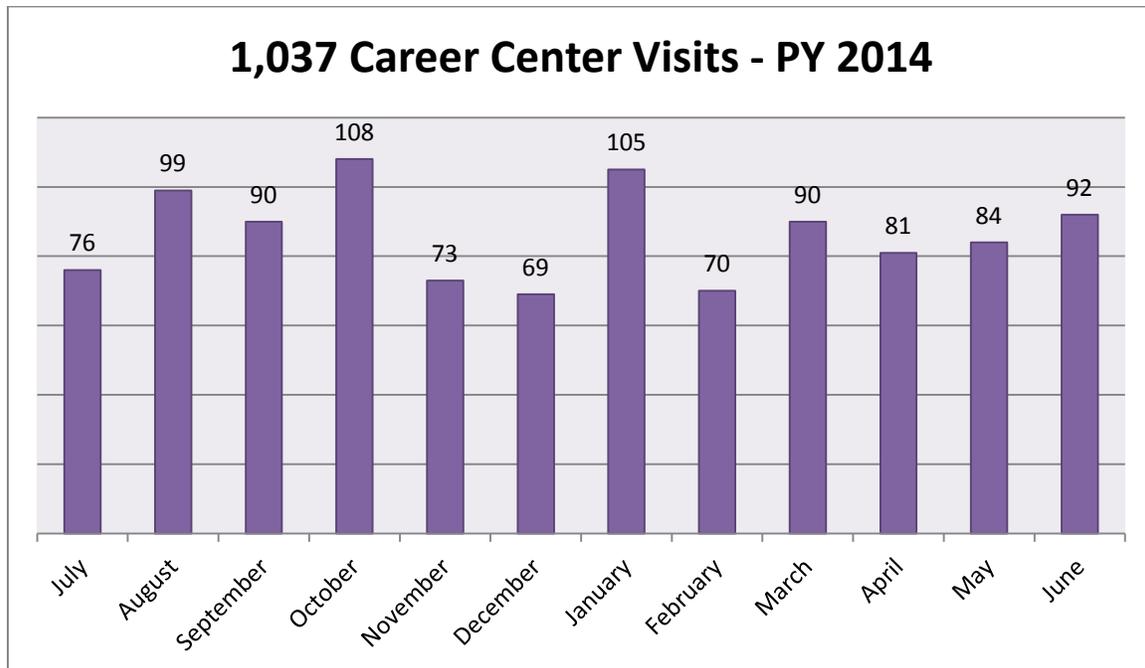
Staffing Information

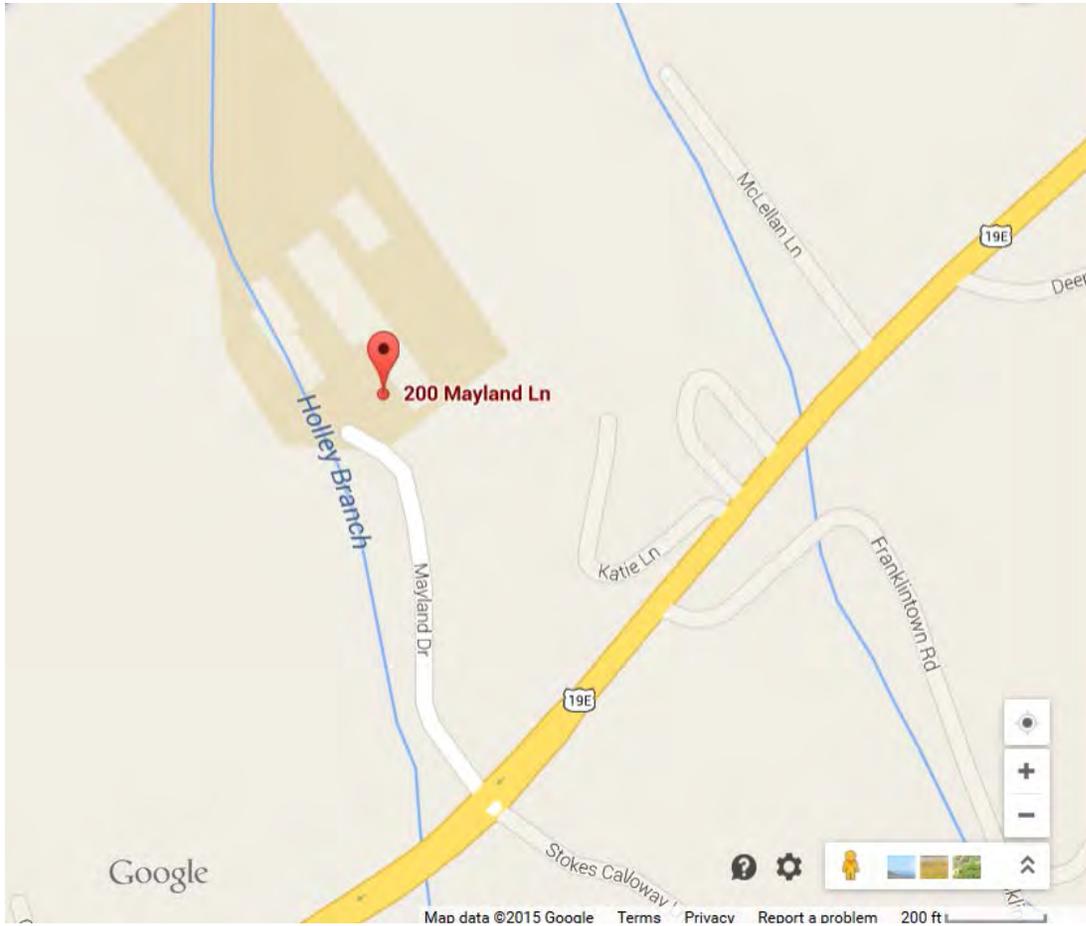
On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW/Youth	Monday & Wednesday	1	Case management, training assistance, career counseling, follow-up services, youth services(training assistance, supportive services, counseling)
DWS	Monday & Wednesday	1	All DWS services provided

The WIA Director, DWS Manager, and Business Services Representative are available on-site as needed.

Center Hours:

Monday & Wednesday 8:00-5:00 (closed for lunch 12-1)





NCWorks Career Center – Spruce Pine

200 Mayland Drive
Spruce Pine, NC 28777

NCWorks Career Center: Spruce Pine Outside



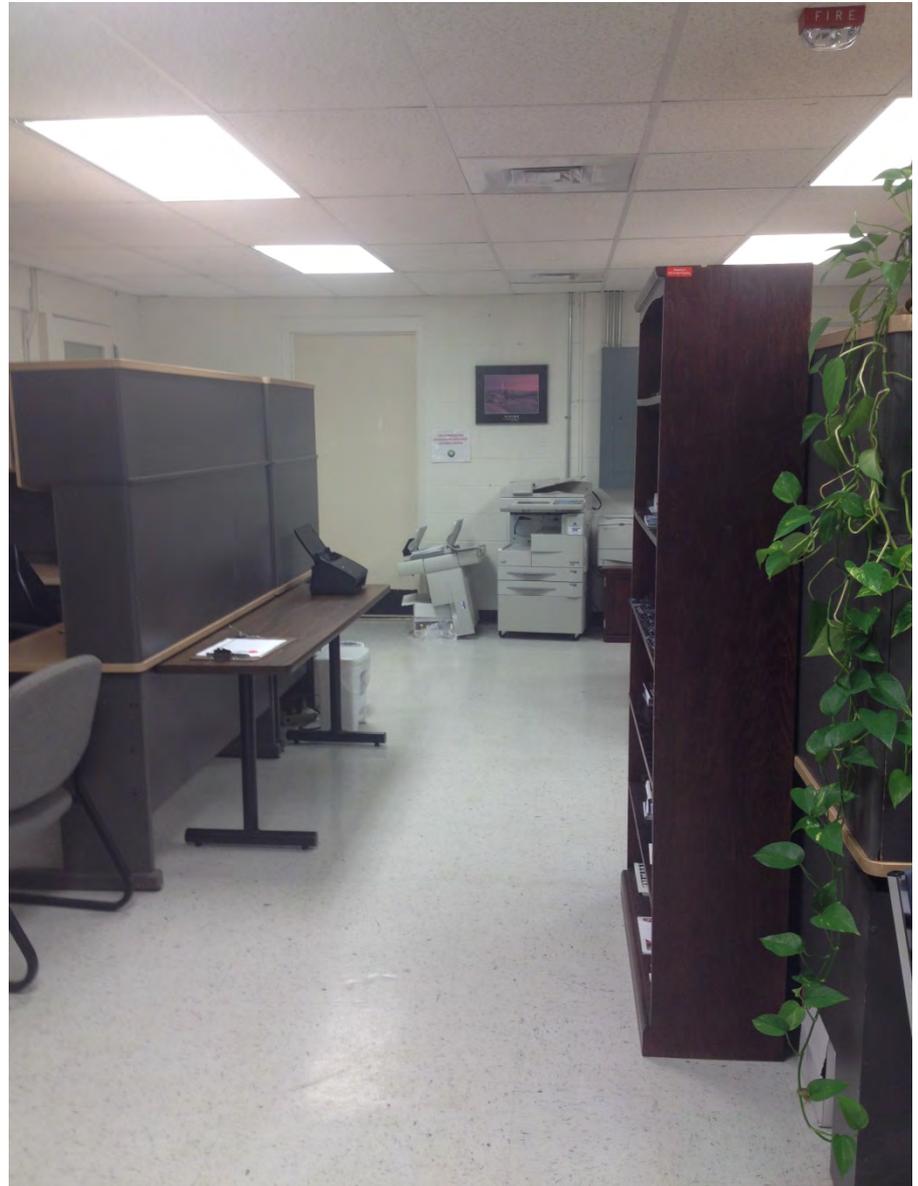
NCWorks Career Center: Spruce Pine Front Door/Entrance



NCWorks Career Center: Spruce Pine Resource Area (staff office area in background)



NCWorks Career Center: Spruce Pine Staff Office Area



NCWorks Career Center: Spruce Pine Staff Office Area



NCWorks Career Center: Boone - Facts & Figures

130 Poplar Grove Road Connector, Boone, NC 28607 (828) 265-5385

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/Business	Annual Cost	Comments
Rent	HCWDB		\$45,000	
Electricity	Watauga County		\$0.00	Included in rent
Phone (<i>Local land line, long distance, line charges, fax line</i>)	DWS		\$2,500.00	
Phone (<i>Long Distance if different</i>)	N/A		\$0.00	
Internet Services	DWS		\$9,300.00	
Heating Fuel (<i>if different from Electric</i>)	N/A		\$0.00	
Water, Sewer, Garbage	Watauga County/Town of Boone		\$0.00	Included in rent
Facility Cleaning	Watauga County		\$0.00	Included in rent
Other (Specify)			\$0.00	
Grand Total Annual Costs			\$56,800.00	

Staffing Information

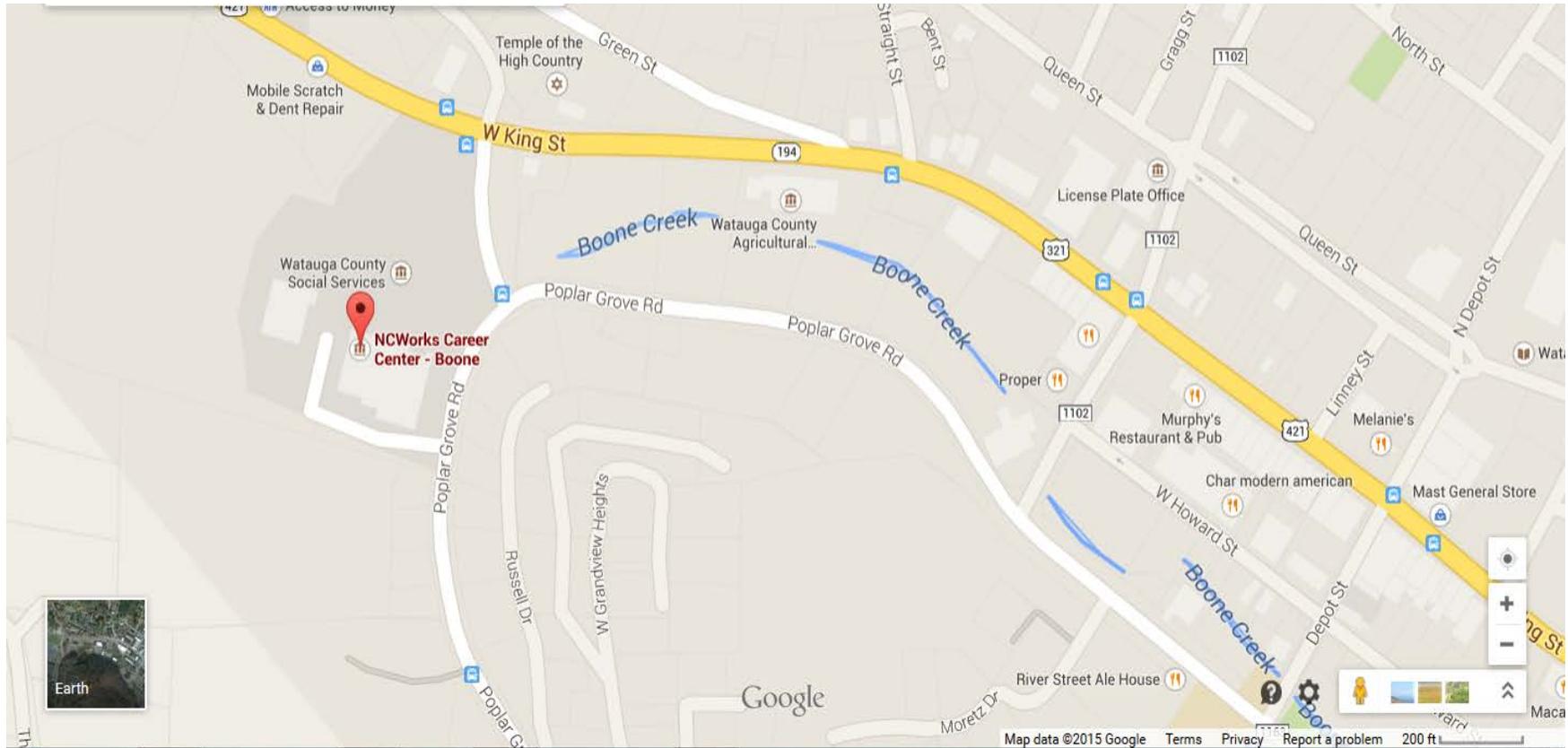
On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW staff	Monday - Friday	1	Case management, training assistance, career counseling, follow-up services.
WIA Youth	Monday - Friday	1	Youth (training assistance, supportive services, counseling)
DWS	Monday - Friday	4	All DWS services provided
Caldwell Community College & Technical Institute	Tuesday	1	Assistance with workshops
Caldwell Community College & Technical Institute Small Business Center	Tuesday, Wednesday, Thursday	1	Assistance with small business issues and start ups
Winston-Salem Urban League	Monday - Friday	1	Provides assistance with the Welcome Function at the Center

**DSS services are available next door.*

Center Hours:

Monday - Thursday 8:00 am-5:00 pm; Friday 8:00am - 12:00 noon



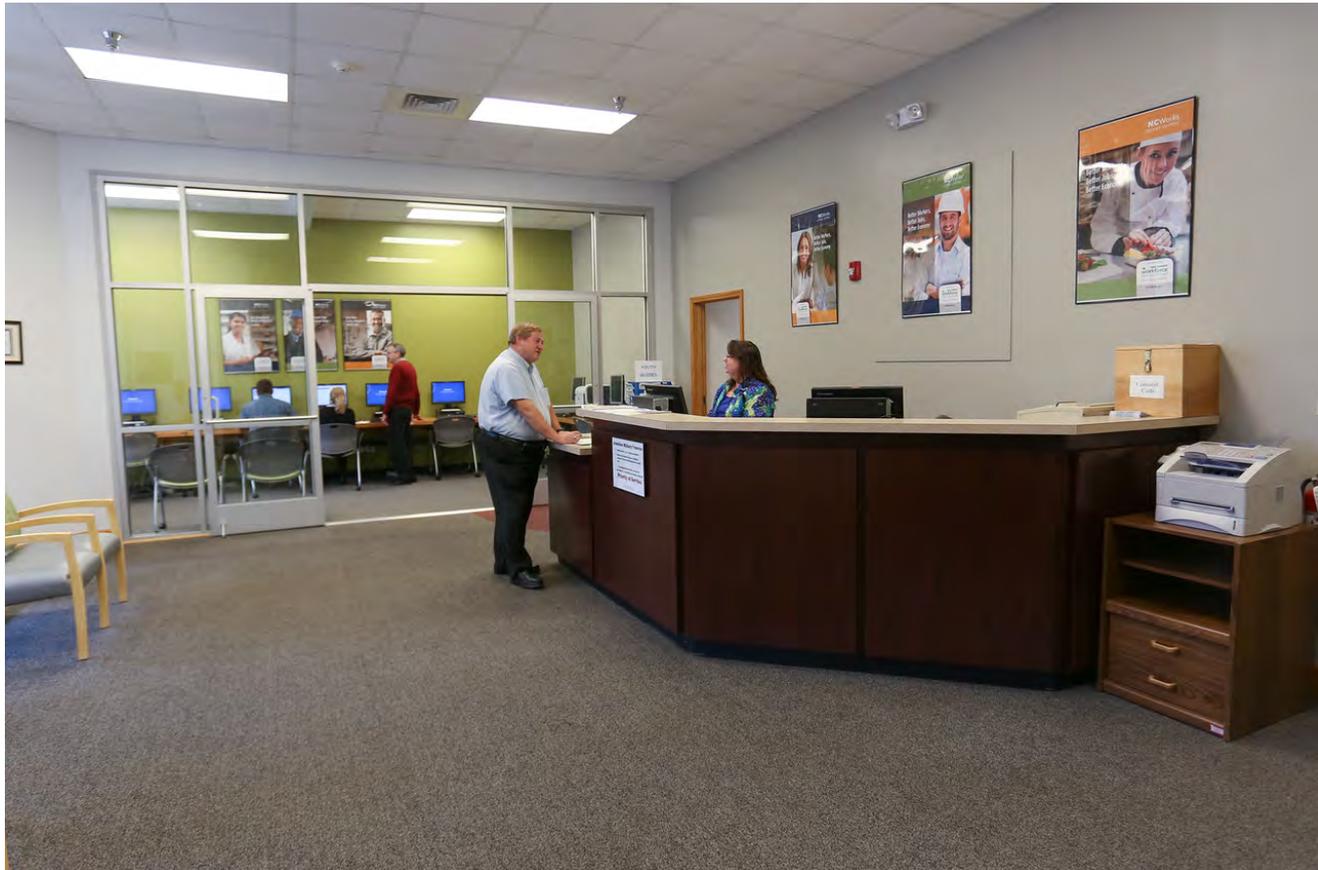


NCWorks Career Center – Boone
130 Poplar Grove Road Connector
Boone, NC 28607

NCWorks Career Center: Boone Outside



NCWorks Career Center: Boone Greeter Area/Waiting Area



NCWorks Career Center: Boone Resource Area



NC Works Career Center: Boone Resource Area



NCWorks Career Center: Wilkesboro - Facts & Figures

103 Call Street Extension, Wilkesboro, NC (336) 651-2540

Facility Costs

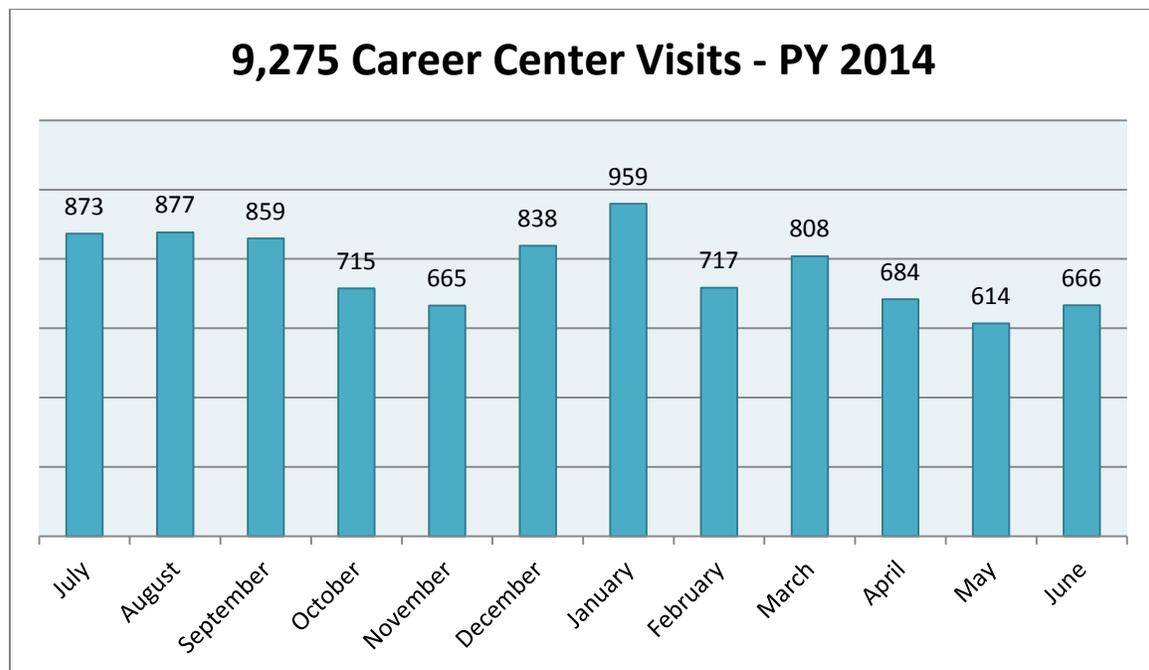
Facility Costs	Responsible Partner Agency	Vendor/Business	Annual Cost	Comments
Rent	DWS		\$93,852.00	
Electricity	DWS	Duke Energy	\$7,141.56	
Phone (<i>Local Land Line</i>)	HCWDB	Wilkes Comm.	\$9,000.00	Includes a \$90 fee for Business Quick Link
Phone (<i>Long Distance if different</i>)	N/A		\$0.00	
Internet Services	WIA	Wilkes Comm.	\$3,468.00	
Heating Fuel (<i>if different from Electric</i>)	N/A		\$0.00	
Water and Sewer	DWS	Town of Wilkesboro	\$312.00	
Trash Removal	DWS	Town of Wilkesboro	\$96.00	
Facility Cleaning	DWS	Watco, Inc.	\$6,000.00	
Other (Specify)			\$0.00	
Grand Total Annual Costs			\$119,869.56	

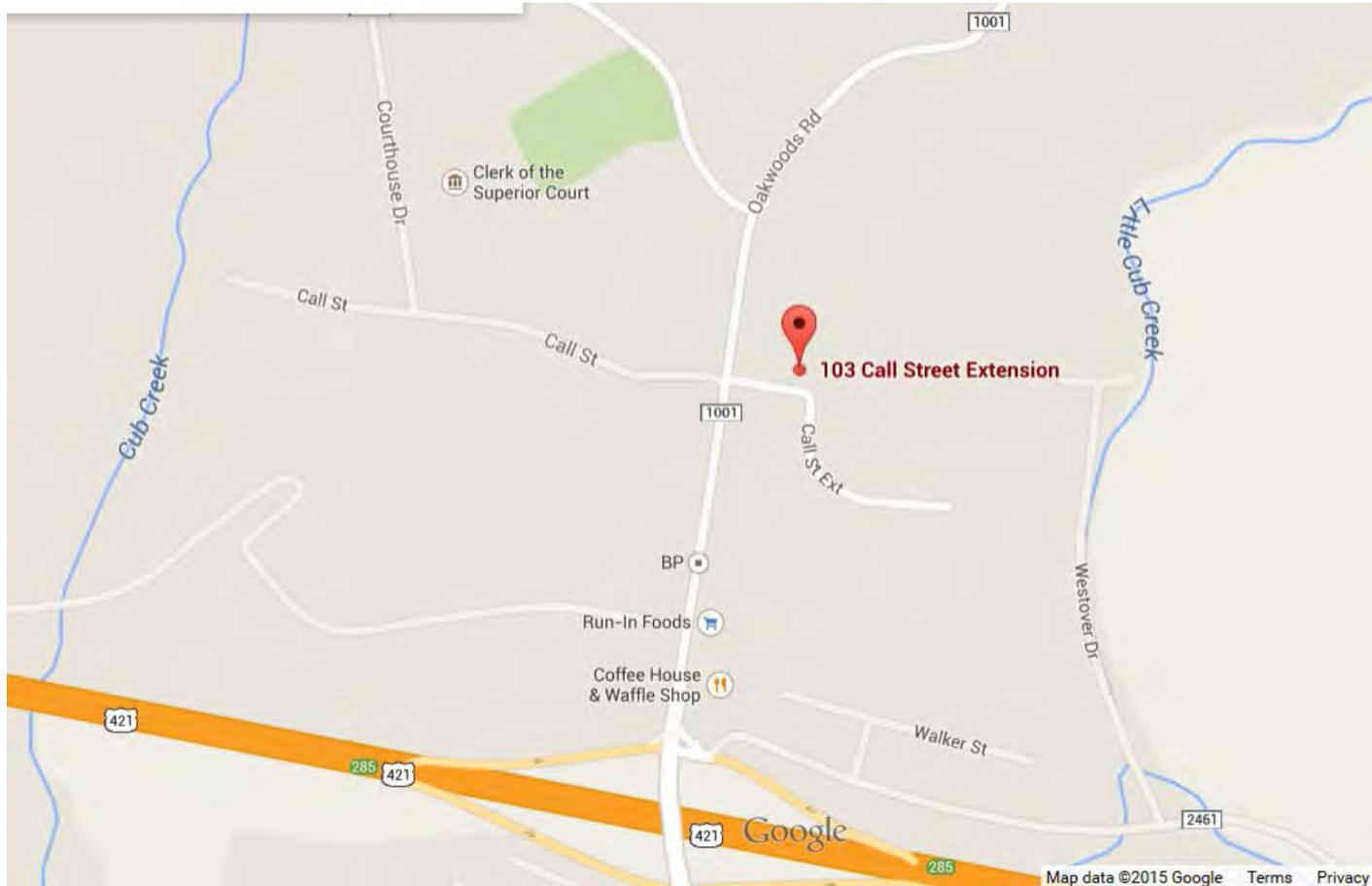
Staffing Information

On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
DWS	Monday - Friday	7	All DWS services provided
WIA Adult/DW staff & Business Services staff	Monday - Friday	5	Case management, training assistance, career counseling, follow-up services, business services
WIA Youth	Monday - Friday	1	Youth (training assistance, supportive services, counseling)
Northwestern Regional Housing Authority	Monday - Friday	1	Home Protection Program (foreclosure prevention assistance)
Wilkes Community College (HRD)	Monday - Friday	2	Employability classes/lab (resume prep assistance, interview skills practice, job search assistance, assessments, etc.)
Winston-Salem Urban League	Monday - Wednesday	1	Older Worker training program

Center Hours:

Monday - Friday 8:00-5:00





NCWorks Career
Center - Wilkesboro

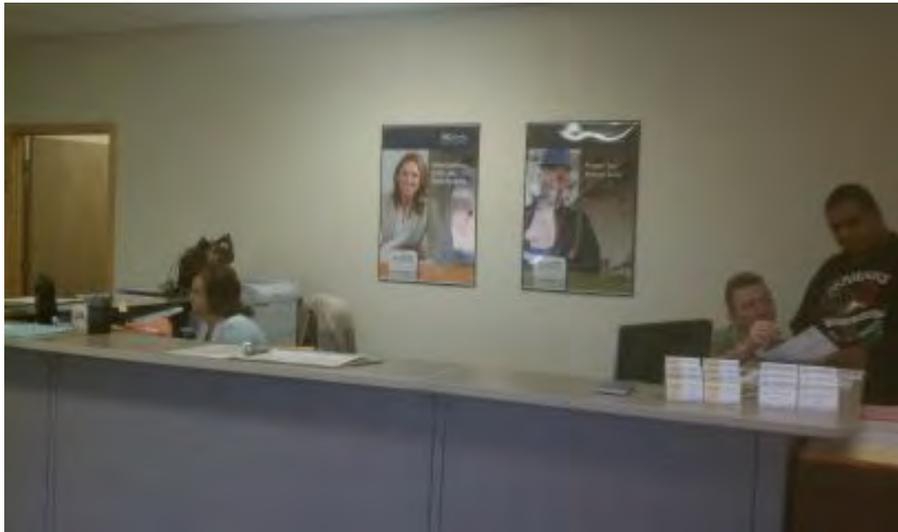
103 Call Street
Extension
Wilkesboro, NC

NCWorks Career Center: Wilkesboro Outside



NCWorks Career Center: Wilkesboro

Greeter Area/Waiting Area



NCWorks Career Center: Wilkesboro Resource Area



NC Works Career Center: Wilkesboro Classroom



NCWorks Career Center: Burnsville - Facts & Figures

1040 East US Highway 19E, Suite L, Burnsville, NC (828) 682-6618

Facility Costs

Facility Costs	Responsible Partner Agency	Vendor/ Business	Annual Cost	Comments
Rent	WIA	Farrell Hughes	\$19,200.00	
Electricity	WIA	French Broad	\$2,400.00	
Phone (<i>Local Land Line</i>)	DWS	Frontier	\$4,200.00	
Phone (<i>Long Distance if different</i>)	N/A			
Internet Services (T1 line)	DWS	Country Cable	\$11,725.00	
Internet Services (wireless)	WIA	Country Cable	\$1,025.00	
Cell phones tied to this location	WIA	Verizon Wireless	\$1,440.00	
Heating Fuel (<i>if different from Electric</i>)	N/A		\$0.00	
Water, Sewer, Garbage	N/A		\$0.00	
Facility Cleaning	WIA	Marine Jones	\$5,400.00	
Other (Specify) Copier Rental	DWS		\$2,544.00	
Grand Total Annual Costs			\$47,934.00	

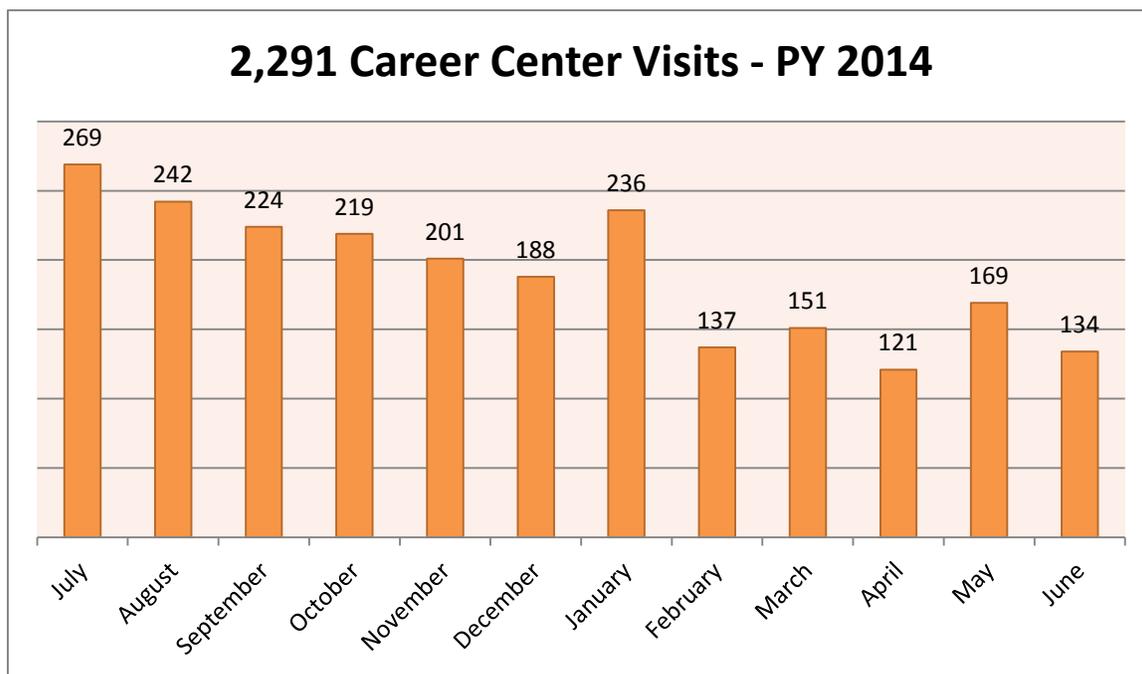
Staffing Information

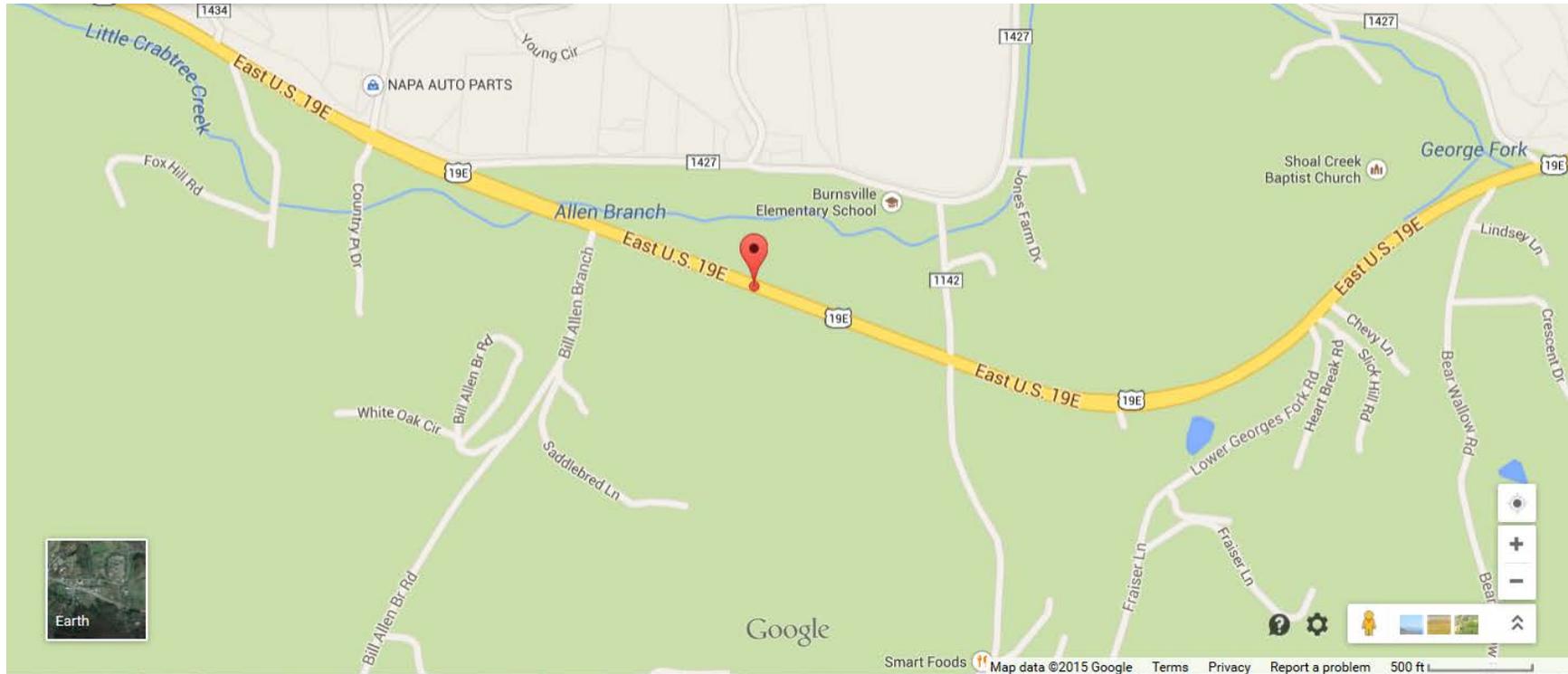
On-Site Partners	Days/Week On-site	Number of Staff On-Site	Services Provided
WIA Adult/DW staff	Monday - Friday	1.5	Case management, training assistance, career counseling, follow-up services, business services
WIA Youth	Monday - Friday	1	Youth services (training assistance, supportive services, counseling)
DWS	Monday, Tuesday, Thursday	1	All DWS services available
Vocational Rehabilitation	Monday, Wednesday, Friday	1	All VR services available
Mayland Community College - HRD	Monday (9-12)	1	Assists customers in the resource area and holds classes on-site

The WIA Director, DWS Manager, and Business Services Representative are available on-site as needed.

Center Hours:

Monday - Thursday 8:30-5:00 (closed for lunch 12-1)





NCWorks Career Center – Burnsville

1040 East US Highway 19E, Suite L
Burnsville, NC

NCWorks Career Center: Burnsville Outside



NCWorks Career Center: Burnsville Resource Area



NCWorks Career Center: Burnsville

Main Entrance/Resource Area



NCWorks Career Center: Burnsville Staff Offices/Resource Area

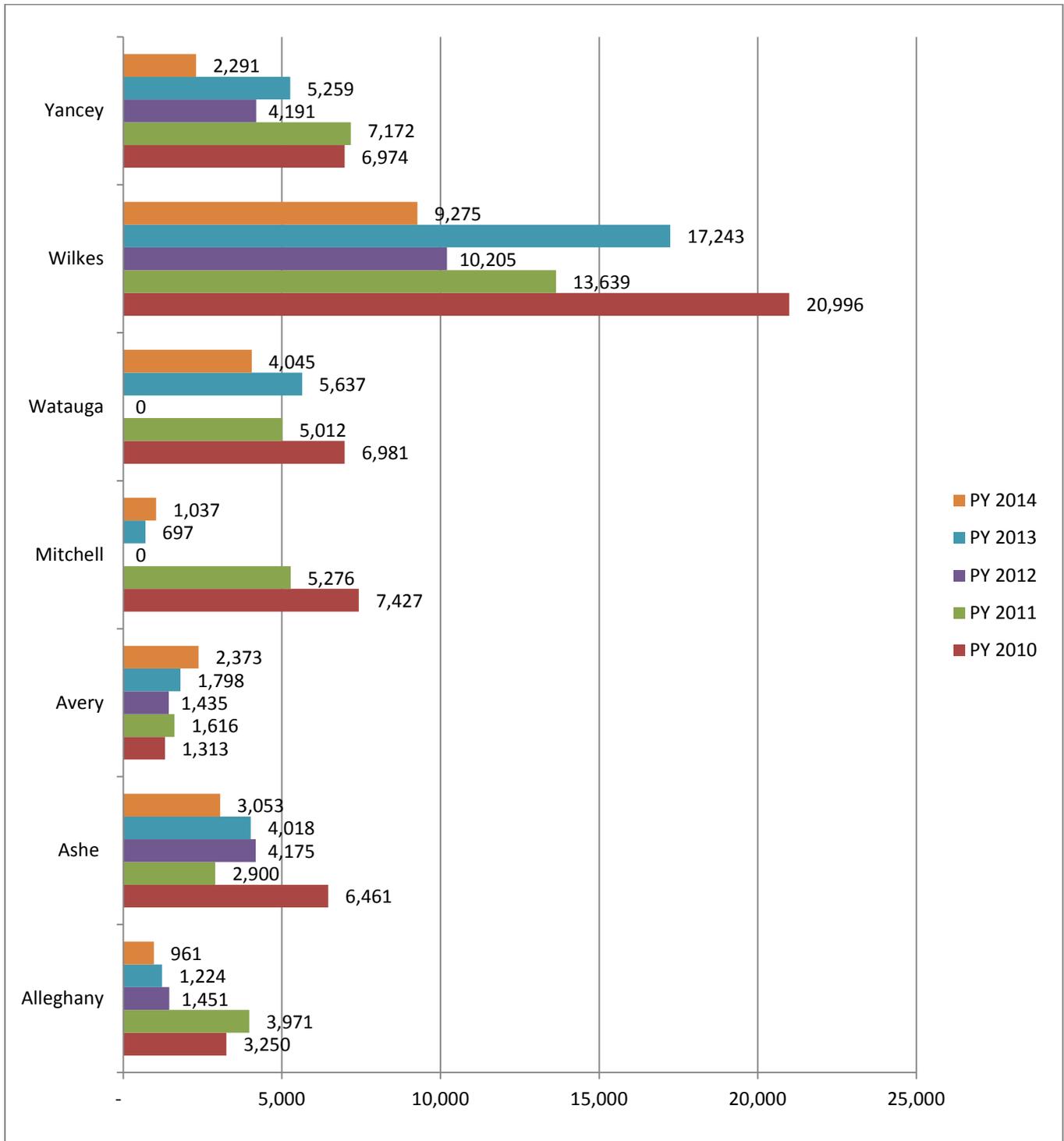


NCWorks Career Center: Burnsville Staff Offices/Conference Area



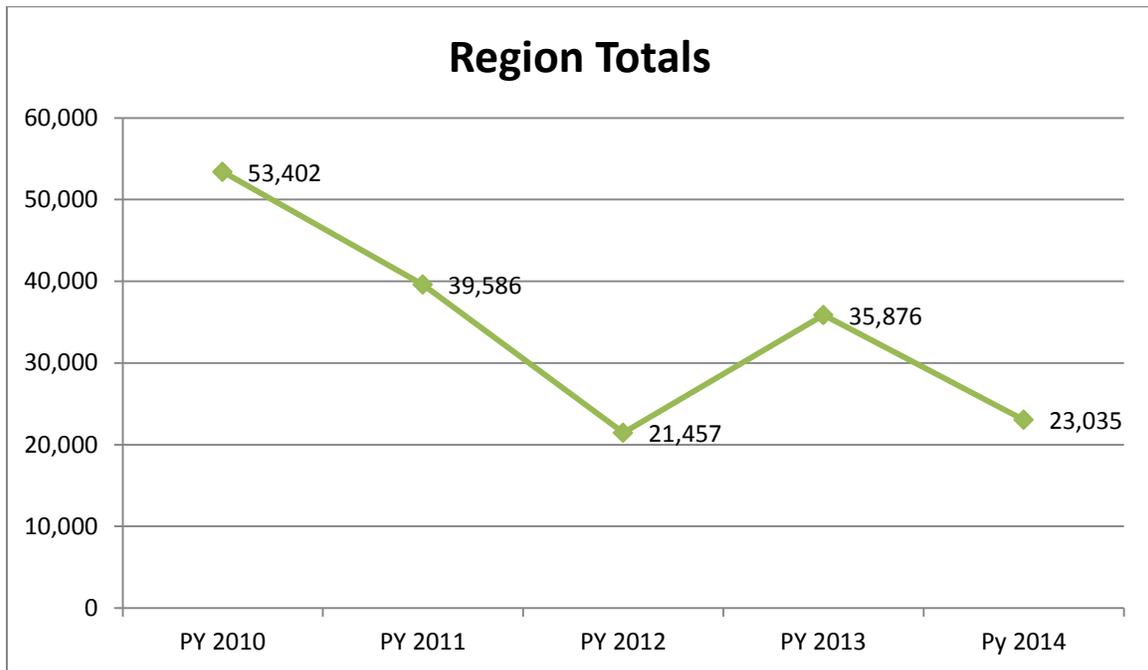
High Country Workforce Center Traffic Numbers

Five Year Overview



High Country Workforce Center Traffic Numbers

Five Year Overview – Region Totals



Economy Overview

15 Counties

EMSI Q1 2016 Data Set

March 2016



468 New Market Blvd
Boone, North Carolina 28607
828.265.5434

Parameters

Regions

15 items selected. See Appendix A for details.

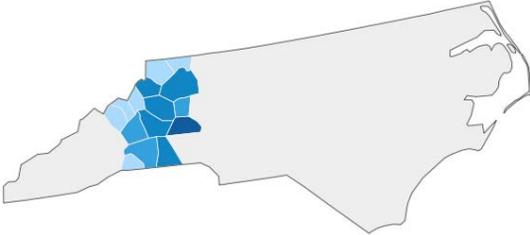
Timeframe

2014 - 2015

Datarun

2016.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Economy Overview



Population (2015)	802,103
Jobs (2015)	323,950
Average Earnings (2015)	\$40,737
Unemployed (11/2015)	20,331
Completions (2014)	11,007
GRP (2013)	\$23,814,577,607
Exports (2013)	\$32,896,981,709
Imports (2013)	\$37,138,746,671

Population

802,103 2015 Population 8.0% of State	-0.5% Population Growth for the Last 5 Years State Growth 5.1%
---	--

Age Group	2015 Population	% of Population	
Under 5 years	40,487	5.0%	
5 to 9 years	44,727	5.6%	
10 to 14 years	47,865	6.0%	
15 to 19 years	52,094	6.5%	
20 to 24 years	56,613	7.1%	
25 to 29 years	43,829	5.5%	
30 to 34 years	41,848	5.2%	
35 to 39 years	43,179	5.4%	
40 to 44 years	51,542	6.4%	
45 to 49 years	55,115	6.9%	
50 to 54 years	59,397	7.4%	
55 to 59 years	58,626	7.3%	
60 to 64 years	54,895	6.8%	
65 to 69 years	50,816	6.3%	
70 to 74 years	39,233	4.9%	
75 to 79 years	27,465	3.4%	
80 to 84 years	18,061	2.3%	
85 years and over	16,311	2.0%	

Jobs by Industry

323,950 Total Jobs (2015)		51.0% Male (National: 51.3%)		49.0% Female (National: 48.7%)	
NAICS	Industry	2015 Jobs			
11	Crop and Animal Production	3,473			
21	Mining, Quarrying, and Oil and Gas Extraction	567			
22	Utilities	1,070			
23	Construction	15,729			
31	Manufacturing	64,037			
42	Wholesale Trade	10,761			
44	Retail Trade	35,390			
48	Transportation and Warehousing	9,419			
51	Information	2,817			
52	Finance and Insurance	5,251			
53	Real Estate and Rental and Leasing	3,400			
54	Professional, Scientific, and Technical Services	6,705			
55	Management of Companies and Enterprises	4,792			
56	Administrative and Support and Waste Management and Remediation Services	18,077			
61	Educational Services	4,284			
62	Health Care and Social Assistance	37,760			
71	Arts, Entertainment, and Recreation	3,658			
72	Accommodation and Food Services	26,238			
81	Other Services (except Public Administration)	16,565			
90	Government	53,957			
99	Unclassified Industry	0			

Average Earnings by Industry

\$40,737

Avg. Earnings (2015)

67% of Nation Avg.

NAICS	Industry	Avg. Earnings (2015)	
11	Crop and Animal Production	\$27,355	
21	Mining, Quarrying, and Oil and Gas Extraction	\$62,765	
22	Utilities	\$109,643	
23	Construction	\$34,982	
31	Manufacturing	\$51,265	
42	Wholesale Trade	\$55,851	
44	Retail Trade	\$29,041	
48	Transportation and Warehousing	\$46,251	
51	Information	\$48,125	
52	Finance and Insurance	\$54,652	
53	Real Estate and Rental and Leasing	\$32,474	
54	Professional, Scientific, and Technical Services	\$44,565	
55	Management of Companies and Enterprises	\$74,755	
56	Administrative and Support and Waste Management and Remediation Services	\$26,703	
61	Educational Services	\$29,528	
62	Health Care and Social Assistance	\$44,791	
71	Arts, Entertainment, and Recreation	\$23,285	
72	Accommodation and Food Services	\$16,116	
81	Other Services (except Public Administration)	\$20,803	
90	Government	\$50,192	
99	Unclassified Industry	\$0	

Unemployment by Industry

20,331

Total Unemployment (11/2015)

NAICS	Industry	Unemployed (11/2015)	% of Regional Unemployment
11	Crop and Animal Production	20	0%
21	Mining, Quarrying, and Oil and Gas Extraction	21	0%
22	Utilities	34	0%
23	Construction	622	3% 
31	Manufacturing	3,690	18% 
42	Wholesale Trade	292	1% 
44	Retail Trade	2,663	13% 
48	Transportation and Warehousing	416	2% 
51	Information	101	0%
52	Finance and Insurance	268	1% 
53	Real Estate and Rental and Leasing	183	1% 
54	Professional, Scientific, and Technical Services	380	2% 
55	Management of Companies and Enterprises	9	0%
56	Administrative and Support and Waste Management and Remediation Services	1,152	6% 
61	Educational Services	349	2% 
62	Health Care and Social Assistance	1,775	9% 
71	Arts, Entertainment, and Recreation	136	1% 
72	Accommodation and Food Services	1,774	9% 
81	Other Services (except Public Administration)	662	3% 
90	Government	1,840	9% 
99	No Previous Work Experience/Unspecified	3,945	19% 

Top Program Completions

CIP	Program	Completions (2014)	
13	Education	2,020	
51	Health professions and related programs	1,603	
24	Liberal arts and sciences, general studies and humanities	1,483	
52	Business, management, marketing, and related support services	1,381	
43	Homeland security, law enforcement, firefighting and related protective services	590	
42	Psychology	469	
31	Parks, recreation, leisure, and fitness studies	355	
45	Social sciences	339	
50	Visual and performing arts	314	
15	Engineering technologies and engineering-related fields	264	

Gross Regional Product (GRP)

\$13,997,219,015	\$8,247,177,634	\$1,570,180,958	\$23,814,577,607
Earnings (2013)	Property Income (2013)	Taxes on Production (2013)	Total GRP (2013)

NAICS	Industry	GRP (2013)	% of Total
11	Crop and Animal Production	\$426,415,806.95	2% 
21	Mining, Quarrying, and Oil and Gas Extraction	\$290,681,881.16	1% 
22	Utilities	\$438,435,900.33	2% 
23	Construction	\$893,879,428.42	4% 
31	Manufacturing	\$5,345,346,276.85	22% 
42	Wholesale Trade	\$1,386,337,395.85	6% 
44	Retail Trade	\$1,628,504,023.86	7% 
48	Transportation and Warehousing	\$603,558,403.76	3% 
51	Information	\$398,899,453.95	2% 
52	Finance and Insurance	\$839,797,301.08	4% 
53	Real Estate and Rental and Leasing	\$626,225,255.37	3% 
54	Professional, Scientific, and Technical Services	\$487,660,610.75	2% 
55	Management of Companies and Enterprises	\$443,383,755.60	2% 
56	Administrative and Support and Waste Management and Remediation Services	\$632,389,270.31	3% 
61	Educational Services	\$139,069,096.68	1% 
62	Health Care and Social Assistance	\$1,883,752,845.80	8% 
71	Arts, Entertainment, and Recreation	\$160,797,019.87	1% 

NAICS	Industry	GRP (2013)	% of Total
72	Accommodation and Food Services	\$639,495,282.40	3% 
81	Other Services (except Public Administration)	\$495,183,142.66	2% 
90	Government	\$2,919,670,611.71	12% 
	Other Non-Industries	\$3,135,094,843.94	13% 

Region Exports

\$32,896,981,709.02

Exports (2013)

72% of Supply

NAICS	Industry	Exports (2013)
11	Crop and Animal Production	\$1,057,553,468.26 
21	Mining, Quarrying, and Oil and Gas Extraction	\$389,276,186.26 
22	Utilities	\$368,063,011.95 
23	Construction	\$795,398,210.23 
31	Manufacturing	\$14,922,474,764.58 
42	Wholesale Trade	\$1,584,466,942.23 
44	Retail Trade	\$1,389,580,018.65 
48	Transportation and Warehousing	\$929,795,609.03 
51	Information	\$280,415,344.67 
52	Finance and Insurance	\$735,583,167.65 
53	Real Estate and Rental and Leasing	\$619,578,958.11 
54	Professional, Scientific, and Technical Services	\$323,577,474.45 
55	Management of Companies and Enterprises	\$632,431,513.53 
56	Administrative and Support and Waste Management and Remediation Services	\$613,101,436.76 
61	Educational Services	\$116,773,728.34 
62	Health Care and Social Assistance	\$1,478,478,613.98 
71	Arts, Entertainment, and Recreation	\$177,244,390.97 
72	Accommodation and Food Services	\$636,528,459.24 
81	Other Services (except Public Administration)	\$495,198,809.41 
90	Government	\$5,351,461,600.72 

Region Imports

\$37,138,746,671.0

Imports (2013)

73% of Demand

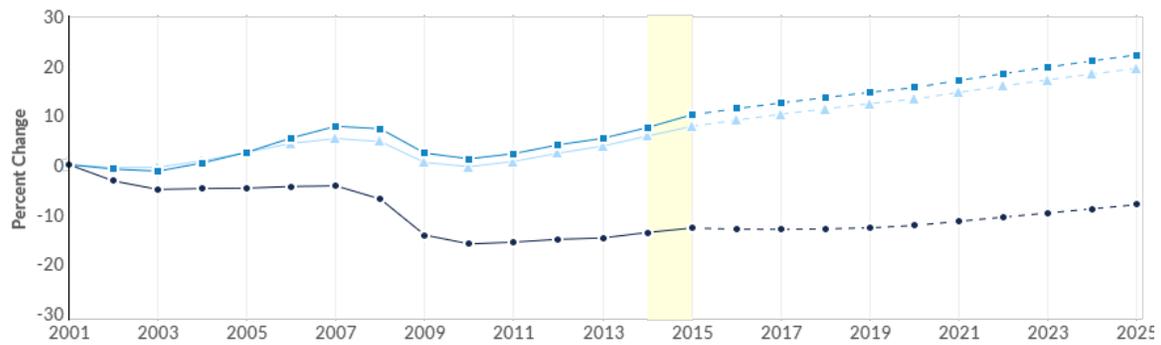
\$13,649,038,844.9

Locally Produced & Consumed (2013)

27% of Demand

NAICS	Industry	Imports (2013)
11	Crop and Animal Production	\$1,080,305,631.39 
21	Mining, Quarrying, and Oil and Gas Extraction	\$457,151,359.64 
22	Utilities	\$393,293,363.55 
23	Construction	\$1,207,649,289.64 
31	Manufacturing	\$9,271,551,218.87 
42	Wholesale Trade	\$2,192,187,345.01 
44	Retail Trade	\$1,189,347,380.74 
48	Transportation and Warehousing	\$1,167,201,689.86 
51	Information	\$1,444,333,558.74 
52	Finance and Insurance	\$2,371,826,274.43 
53	Real Estate and Rental and Leasing	\$1,150,164,895.22 
54	Professional, Scientific, and Technical Services	\$1,895,266,896.70 
55	Management of Companies and Enterprises	\$1,019,641,670.51 
56	Administrative and Support and Waste Management and Remediation Services	\$599,509,334.81 
61	Educational Services	\$386,040,508.17 
62	Health Care and Social Assistance	\$1,865,548,354.98 
71	Arts, Entertainment, and Recreation	\$300,537,211.92 
72	Accommodation and Food Services	\$696,058,525.80 
81	Other Services (except Public Administration)	\$450,987,711.05 
90	Government	\$8,000,144,450.00 

Regional Trends



	Region	2014 Jobs	2015 Jobs	Change	% Change
●	Region	320,597	323,950	3,353	1.0%
●	State	4,641,371	4,753,425	112,054	2.4%
●	Nation	153,376,263	156,237,788	2,861,525	1.9%

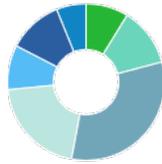
Growing & Declining Occupations

Occupation	Change in Jobs (2014-2015)	
Combined Food Preparation and Serving Workers, Including Fast Food	210	
Team Assemblers	207	
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	136	
Bus Drivers, School or Special Client	-88	
Retail Salespersons	-96	
Correctional Officers and Jailers	-136	

Growing & Declining Industries

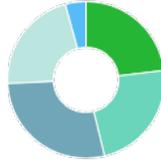
Industry	Change in Jobs (2014-2015)	
Hospitals (Local Government)	949	
Upholstered Household Furniture Manufacturing	617	
Pharmaceutical Preparation Manufacturing	534	
Local Government, Excluding Education and Hospitals	-439	
State Government, Excluding Education and Hospitals	-444	
General Medical and Surgical Hospitals	-457	

2015 Educational Attainment



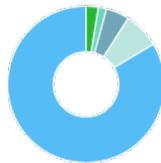
	Education Level	2015 Population	2015 Percent
●	Less Than 9th Grade	49,196	8.8% 
●	9th Grade to 12th Grade	67,788	12.1% 
●	High School Diploma	179,768	32.1% 
●	Some College	114,694	20.5% 
●	Associate's Degree	51,524	9.2% 
●	Bachelor's Degree	63,022	11.2% 
●	Graduate Degree and Higher	34,327	6.1% 

2015 Age Cohort Demographics



	Age Cohort	2015 Population	2015 Percent
●	Under 20 years	185,172	23.1% 
●	20 to 39 years	185,469	23.1% 
●	40 to 59 years	224,681	28.0% 
●	60 to 79 years	172,410	21.5% 
●	80 years and over	34,372	4.3% 

2015 Race/Ethnicity Demographics



	Race/Ethnicity	2015 Population	2015 Percent
●	All Other Race/Ethnicities	20,434	2.5% 
●	Asian, Non-Hispanic	13,550	1.7% 
●	White, Hispanic	38,572	4.8% 
●	Black, Non-Hispanic	59,491	7.4% 
●	White, Non-Hispanic	670,055	83.5% 

Top Regional Businesses

Business Name	Employees
Samaritans Purse	5,000
Blowing Rock Frameworks	3,000
Watauga Sleep Disorder Ctr	3,000
Baxter Healthcare	2,001
Frye Regional Medical Ctr	2,000

Appendix A - Regions

Code	Description
37003	Alexander County, NC
37005	Alleghany County, NC
37009	Ashe County, NC
37011	Avery County, NC
37023	Burke County, NC
37027	Caldwell County, NC
37035	Catawba County, NC
37045	Cleveland County, NC
37111	McDowell County, NC
37121	Mitchell County, NC
37149	Polk County, NC
37161	Rutherford County, NC
37189	Watauga County, NC
37193	Wilkes County, NC
37199	Yancey County, NC

Appendix B - Data Sources and Calculations

Input-Output Data

The input-output model in this report is EMSI's gravitational flows multi-regional social account matrix model (MR-SAM). It is based on data from the Census Bureau's Current Population Survey and American Community Survey; as well as the Bureau of Economic Analysis' National Income and Product Accounts, Input-Output Make and Use Tables, and Gross State Product data. In addition, several EMSI in-house data sets are used, as well as data from Oak Ridge National Labs on the cost of transportation between counties.

Completers Data

The completers data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include annual population estimates and population projections from the US Census Bureau, birth and mortality rates from the US Health Department, and projected regional job growth.

Industry Data

EMSI industry data have various sources depending on the class of worker. (1) For QCEW Employees, EMSI primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns and Current Employment Statistics. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Unemployment Data

The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and is updated every two months.

Occupation Data

EMSI occupation employment data are based on final EMSI industry data and final EMSI staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level EMSI earnings by industry.

Educational Attainment Data

EMSI's educational attainment numbers are based on EMSI's demographic data and the American Community Survey. By combining these sources, EMSI interpolates for missing years and projects data at the county level. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

Infogroup Business-Level Data

Data for individual businesses is provided by Infogroup, which maintains a database of more than 16 million U.S. business entities. Note that in aggregate it will not be consistent with EMSI labor market data due to differences in definitions, methodology, coverage, and industry/geographic classification.

State Data Sources

This report uses state data from the following agencies: Georgia Department of Labor, Workforce Information and Analysis, Occupational Information Services Unit; Kentucky Office of Employment and Training; North Carolina Department of Commerce, Labor and Economic Analysis Division; South Carolina Employment Security Commission, Labor Market Information Department; Tennessee Department of Labor and Workforce Development, Research and Statistics Division; Virginia Employment Commission, Economic Information Services