

Memorandum of Agreement

High Country NCWorks Career Center System

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], ResCare Workforce Services [Alleghany, Ashe, Watauga and Wilkes NCWorks Career Center Operator] 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 seven-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: Purpose

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 Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes 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: Required Partners WIOA 121 (b)(1)(B)

- A. Title I Adult, Dislocated Workers, and Youth
 - a. *High Country Workforce Development Board*
 - b. *Mayland Community College Workforce Programs*
 - c. *ResCare Workforce Services*
- B. Programs authorized under the Wagner-Peyser Act
 - a. *North Carolina Division of Workforce Solutions (DWS)*
- C. Adult education and literacy activities authorized under Title II
 - a. *Caldwell Community College & Technical Institute Adult Education*
 - b. *Mayland Community College*
 - c. *Wilkes Community College*
- D. Programs authorized under Title I of the Rehabilitation Act of 1973
 - a. *North Carolina Vocational Rehabilitation*
- E. Activities authorized under Title V of the Older Americans Act of 1965
 - a. *Senior Community Service Employment Program (SCSEP)*
- F. Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education (CTE) Act of 2006
 - a. *Caldwell Community College & Technical Institute post-secondary CTE*
 - b. *Mayland Community College post-secondary CTE*
 - c. *Wilkes Community College post-secondary CTE*
- G. Activities authorized under Chapter 2 of Title II of the Trade Act of 1974
 - a. *North Carolina Division of Workforce Solutions (DWS)*
- H. Activities authorized under Chapter 41 of Title 38, United States Code: Job Counseling, Training and Placement Service for Veterans
 - a. *North Carolina Division of Workforce Solutions (DWS)*
- I. Employment and training activities carried out under the Community Services Block Grant Act
 - a. *BROC (Blue Ridge Opportunity Commission)*
 - b. *WAMY Community Action, Inc.*
- J. Employment and training activities carried out by the Department of Housing and Urban Development
 - a. *Northwest Regional Housing Authority*
- K. Programs authorized under state unemployment compensation laws
 - a. *North Carolina Department of Commerce - Division of Employment Security (DES)*
- L. Programs authorized under section 212 of the Second Chance Act of 2007
 - a. *Not applicable in the High Country Workforce Development Board Area*
- M. Programs authorized under part A of Title IV of the Social Security Act: Temporary Assistance for Needy Families
 - a. *Alleghany County Department of Social Services*
 - b. *Ashe County Department of Social Services*
 - c. *Avery County Department of Social Services*

- d. *Mitchell County Department of Social Services*
- e. *Watauga County Department of Social Services*
- f. *Wilkes County Department of Social Services*
- g. *Yancey County Department of Social Services*

SECTION III: Additional Partners

With the approval of the High Country Workforce Development Board and its Chief Elected Official, the following entities may be additional Career Center Partners in the High Country Local Area. These additional partners are determined based on the needs of the community [Note: Although some of the programs listed are not currently active partners/organizations in the High Country, the HCWDB would encourage their participation and consider amending this MOU to allow partnership as appropriate.]:

- A. Employment and training programs administered by the Social Security Administration including the Ticket to Work and Self-Sufficiency Program established under section 1148 of the Social Security Act
 - a. *Not currently applicable in the High Country Workforce Development Board Area*
- B. Employment and training programs carried out by the Small Business Administration
 - a. *Not currently applicable in the High Country Workforce Development Board Area*
- C. Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008
 - a. *Not currently applicable in the High Country Workforce Development Board Area*
- D. Work programs authorized under Section 6(d)(o) of the Food and Nutrition Act of 2008
 - a. *Not currently applicable in High Country Workforce Development Board Area*
- E. Programs carried out under Section 112 of the Rehabilitation Act of 1973
 - a. *Not currently applicable in High Country Workforce Development Board Area*
- F. Programs authorized under the National and Community Service Act of 1990
 - a. *Not currently applicable in High Country Workforce Development Board Area*
- G. Other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.
 - a. *Appalachian Regional Library System*
 - b. *Avery-Mitchell-Yancey Regional Library System*
 - c. *Goodwill Workforce Development/Project Re-Entry*
 - d. *Northwest Regional Library System*
 - e. *Secondary School CTE programs*

SECTION IV : Roles and Responsibilities WIOA Section 121 (b)(1)(A)

Each required partner(s) of the Career Center shall do the following:

- A. Provide access through the One-Stop Delivery System, including making the career services (eligibility determination, outreach, initial assessment, labor exchange service, job search, recruitment, referrals, job listings, training provider information, local area performance, supportive service information, financial aid assistance, career planning, financial literacy, and more) that are applicable to the program or activities available at the One-Stop Centers;
- B. Use a portion of the funds available for the program and activities to maintain the One-Stop system, including payment of the infrastructure costs of the One-Stop Centers;
- C. Enter into a local Memorandum of Agreement (shown by signature on this document) with the High Country Workforce Development Board, relating to the operation of the One-Stop system in the High Country Workforce Development Board Local Area;
- D. Participate in the operation of the One-Stop system, consistent with the terms of this Memorandum of Agreement, the requirements of the WIOA and the requirements of the federal laws authorizing the program or activities;
- E. Use a common One-Stop Delivery System identifier (in North Carolina this is NCWorks, which is a statewide branding of the American Job Center Network);
- F. Coordinate business services activities and employer visits with other center and local partners providing those services to local businesses; and
- G. Provide opportunities for staff to participate in education and cross-training activities as needed.

SECTION V: Additional Partner Responsibilities

Each additional partner of the One-Stop Delivery System shall:

- A. Enter into a local MOA (shown by signature on this document with the local board, relating to the operation of the One-Stop);
- B. Provide information about program services, eligibility requirements, and resources;
- C. Make referrals among One-Stop partners while coordinating services as appropriate based on customer needs; and
- D. Provide opportunities for staff to participate in education and cross-training activities as needed that assist staff in meeting the needs of customers.

SECTION VI: Center Operations

Mutual Understandings

The revision of the Career Center system to an integrated service delivery model enhances the movement towards a seamless, unified approach and emphasizes the need for and support of partner collaboration across the seven-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 job seekers 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 validating, 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.

The Formal Leader:

- 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 VII: Specific Roles and Responsibilities

NC Commission on Workforce Development

As the Governor's advisory body on workforce development issues, the NC Commission on Workforce Development (Commission) is responsible for the coordination of workforce development programs in the state, including the Career Center service delivery system. It is responsible for oversight of the implementation and operation of the service delivery system and the integrity of the Career Center brand.

The Commission sets forth the minimum standards for the Career Center operation under the brand established for the system. The Commission supports and maintains the following:

1. A system vision for high quality services;
2. A minimum system of standards for Career Center readiness and operation;
3. A continuous improvement process for performance outcomes and customer satisfaction;
4. Oversight of the implementation and operation of the Career Center system and ongoing system building activities;
5. A monitoring and evaluation process for the delivery system that ensures the minimum standards set forth in the certification criteria are met; and
6. Methods for the provision of technical assistance to Workforce Development Boards, delivery system operators, management, and staff.

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 do the following:

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 the 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;

7. Provide consistent and continuous oversight and monitoring of the system service delivery in its local area; and
8. 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 Operator

The WDB will competitively procure Career Center Operators to oversee all Center service operations in the designated area. Career Center Operators will work in conjunction with WDB leadership and all applicable partners to develop and implement continuous improvement strategies designed to effectively and efficiently serve business and jobseeker customers. Career Center Operators may or may not (pending local WDB discretion) designate and/or serve as Career Center Manager(s) for a specific service area and providing regional oversight.

In the event the Operator is not serving as the Career Center Manager, the Operator will work in conjunction with the Center Manager to coordinate the delivery of services for customers.

Career Center Manager

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

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 federal, state, and local 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 **with WDB approval** 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.

Costs of Services

Please see **Attachment B: High Country NCWorks Career Center Partner Infrastructure Funding Agreement (IFA)**. These costs have been negotiated and finalized at the state level and will be reviewed annually as part of the **High Country Local Plan Update**.

Certification and Continuous Improvement

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

SECTION VIII: Performance and Accountability

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

SECTION IX: Confidentiality of Information

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

SECTION X: Monitoring and Oversight

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

SECTION XI: Disputes

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

SECTION XII: Duration

This MOA shall remain in effect until terminated by repeal of the WIOA P.L. 113-128, or otherwise by action of law.

Any party may withdraw from this MOA by giving written notice of intent to withdraw at least 60 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties at the addresses shown within this MOA, and to the contact persons so listed, considering any information updates received by the parties. Should any One-Stop Partners withdraw, this MOA shall remain in effect with respect to the remaining partners until a new MOA is executed or the end of the current federal program year (July through June).

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

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

SECTION XIII: Modifications, Assignment, and Terms

This MOA will remain in effect until re-negotiated by authorized representatives from the entities hereto and may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOA by any of the parties shall be effective upon written notice to the other parties. Any assignee shall also commit in writing to the terms of this MOA. Such other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate.

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.

Additional partners may be added to this MOA at any time. A signatory page with responsibilities outlined will be added as an attachment to this document.

Attachment A: Shared Accountability

1. All staff located in the Career Center will actively participate in activities and training related to management and operation of the Career Center System;
2. All partners will be committed to Career Center staff development and training;
3. The management of each partner agency will authorize, when possible, Career Center staff to participate in appropriate Career Center training opportunities;
4. Publicly support the mission, goals, and development of the Career Center and the Career Center system;
5. Participate in coordinated development of integrated services to employers to include marketing Career Center mission, services and identifying workforce needs;
6. Participate in customer feedback and focus group surveys to determine that services are responsive to needs of the community;
7. Participate in coordinated development of integrated case management system for customers. Partners providing case management services agree to participate in joint case management activities;
8. Participate in coordinated development of procedures to expose clients to job listings;
9. Provide and participate in cross training with Career Center partner agencies to more effectively deliver services in the Career Center System;
10. Adhere to the Career Center's referral process as detailed in its certification documentation for the timely referral and follow-up of customers that are in need of additional services available outside of the Career Center;
11. 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;
12. Compliance with Career Center and partner agency policies and procedures regarding client confidentiality and data security;
13. Participate in Career Center activities to ensure action steps outlined in the County's Career Center certification documentation are implemented;
14. Agree to display the appropriate Career Center signage when recognized as Certified Career Center;

15. Agree to identify the facility as the NCWorks Career Center when personally greeting customers and when answering the telephone;
16. Agree to use the NCWorks Career Center logo as the predominant logo on all Career Center marketing material;
17. 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;
18. Share materials, supplies and resources as funds permit;
19. 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;
20. 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.

Attachment B: High Country NCWorks Career Center Partner Infrastructure Funding Agreement (IFA)

I. Purpose

This Infrastructure Funding Agreement (IFA) is entered into by and between the **High Country Workforce Development Board** and **High Country NCWorks Partners**. This IFA provides information on the shared infrastructure cost and/or in-kind arrangements. All partners to this IFA recognize that infrastructure costs are applicable to all required partners whether they are physically located in the NCWorks Career Center or not. Each partner’s contribution to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received.

The sharing and allocations of infrastructure costs among NCWorks partners are governed by WIOA sec. 121(b), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR part 200 (Uniform Guidance).

Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the NCWorks Career Center, including: rental of the facilities, utilities and maintenance, equipment (including assessment related and assistive technology for individuals with disabilities), technology to facilitate access to the center, as well as many other infrastructure costs such as signage, supplies, etc.

II. High Country NCWorks System Infrastructure Budget

Total Infrastructure Costs (6 months)

Program Allocations (6 months)

Agency	Program	Allocation
NCCCS	Adult Education & Family Literacy (AEFLA)	\$155.00
NCCCS	Carl Perkins Career & Technical Education (CTE)	\$77.00
DHHS	Vocational Rehabilitation (VR)	\$13,869.05
DHHS	Senior Community Service Employment Program (SCSEP)	\$348.61
DHHS	Community Service Block Grants (CSBG)	\$820.00
DHHS	Temporary Aid to Needy Families (TANF)	\$728.00
DES	Unemployment Insurance (UI)	\$6,867.62
	Total Allocations	\$22,865.28
	Balance of Infrastructure Costs	\$129,839.48

Headcount Distribution

Agency	Percentage
DWS Title 3, JVSG, TAA	61.43%
WDB Title 1	38.57%
Total Headcount	32.41

Allocation of Balance of Infrastructure Costs (Headcount method)¹ **\$106,974.20**

DWS	Balance of Infrastructure Costs * DWS Headcount %	\$65,714.25
WDB	Balance of Infrastructure Costs * WDB Headcount %	\$41,259.95
Total		\$106,974.20

Allocation of Balance Using Current % of Costs Covered²

DWS	Balance of Infrastructure Costs * Current DWS % covered	\$50,070.87
WDB	Balance of Infrastructure Costs * Current WDB % covered	\$56,903.33
Total		\$106,974.20

WDB Balance to Be Addressed* **\$15,643.39**

**Amounts owed to WDBs by DWS will be granted through the Notice of Funding Availability (NFA) process*

¹Total cost that should be covered by each entity based on agreed to methodology

²Total of costs that would be paid using current distribution percentages

III. Cost Allocation Methodology

For required WIOA Career Center partners, the Local Funding Mechanism (LFM) uses funding percentage caps, which ranges from .75 to 1.5%, to determine agencies proportionate share of infrastructure costs. The LFM is used to negotiate appropriate contributions from each required partner that will be allocated to High Country workforce board as outlined below. This methodology does not include Division of Workforce Solutions (DWS) administered programs or workforce development board administered programs. For all other required partners with state agencies, infrastructure contributions will be transferred to DWS as a lump sum based on the LFM for the said agency. Once DWS receives funding from the state agency, DWS will distribute funding to the local area via the funding methodology set up for each state agency as outlined in the table below.

For required partners without a state agency, but are federally funded, LFM can be used as well, however, this negotiation will vary per workforce board and should be outlined in the table below. All federally funded required partners may not administer programs in a Workforce Board’s Local Area. In that case, infrastructure cost sharing is not required.

For required partner programs administered by the Division of Workforce Solutions (DWS): Title III Wagner-Peyser Employment Services, Trade Adjustment Assistance (TAA), and Jobs

for Veterans State Grants (JVSG), the cost sharing model is based on the grant employees proportionate use of the NCWorks Career Center. DWS and WDB will pay a cost per employee housed in the center. The cost per employee will be based on the total infrastructure cost of the NCWorks Career Center, where applicable.

Partner agency	Funding Methodology
Adult, Dislocated Worker, and Youth formula programs	Proportionate use – cost per employee
Job Corps	N/A
YouthBuild	N/A
Native American programs	N/A
National Farmworker Jobs Program (NFJP)	N/A
Wagner-Peyser Act Employment Service (ES) program	Proportionate use – cost per employee
Senior Community Service Employment Program (SCSEP)	Based on Title 1 WIOA Adult formula
Trade Adjustment Assistance (TAA) activities	Proportionate use – cost per employee
Unemployment Compensation (UC) programs	Based on Title 1 Dislocated Worker formula
Jobs for Veterans State Grants (JVSG) programs	Proportionate use – cost per employee
Reentry Employment Opportunities (REO) programs	N/A
Adult Education and Family Literacy Act (AEFLA) program	Based on 1.5% of each provider’s administrative budget
Carl Perkins -Career and technical education programs	Based on 1.5% of each provider’s administrative budget
Vocational Rehabilitation (VR) Services program	1. The allocation is by county and then the counties are rolled up to the appropriated Local Workforce Board. 2. 80% (\$659,572) is allocated based on the number of people with disabilities age 18-64 within each county. 3. 13% (\$107,180) is based on a “disability density” factor: (people aged 18-64 with disability in county / people age 18-64 in county) / (people aged 18-64 with disability in state / people age 18-64 in state). This tends to help rural counties where the “density factor” is higher. 4. 7% (\$57,713) is allocated based on a county’s relative Fair Market Rent as compared to the state average. This tends to help counties with higher occupancy costs (occupancy is a stand-in for infrastructure costs).
Community Services Block Grant (CSBG) programs	CSBG Amount to distribute was made by applying CSBG Funding by percentage of amount spent by Community Action Agencies (entities who received CSBG Funding) for Employment Services. Each county’s percent of funding allocated was applied to this amount.
Temporary Assistance for Needy Families (TANF) program	TANF Amount to distribute was determined by counties coding (method of recording expenditures) to WFCBG for Employment Services in SFY 2016-17. The percentage of funding for each county of the total allocation of the TANF Work First County Block Grant (this funding provides dollars for Employment Services Funded with TANF) was applied to the coded expenditure amount.

As applicable additional partners that are not required partners, funds are paid directly to the Local Area Workforce Development Board based on the partner's proportionate use of the center as outlined in the table below.

(Insert table for additional partners as applicable)

IV. IFA Modifications

The partners recognize that modifications to the IFA may be necessary during the program year. Any authorized representative of a partner may make a written request for modification. In order to be valid, any modification to the IFA must be in writing, with a 30 day notice, and signed and sent to the High Country WDB director, Keith Deveraux. If the High Country WDB requests a modification, notice will be sent to the partner organization contact and address identified in section V. IFAs shall be reviewed by all partners at least **once per** year as part of the Workforce Development Board's Local Plan MOU update process.

V. Partner Infrastructure Contributions

For required partners that have a state agency, required infrastructure cost will be transferred to DWS. DWS will then distribute the funds to each board based on the methodology agreed on between the agency and the NC Director's Council.

Where DWS needs to contribute funds to a WDB, they will issue a funding authorization for the amount owed which will allow the board to draw down those funds as they are needed will work with DWS planning unit to generate the NFA for the entire amount owed to that WDB. Boards can draw the funds down as needed.

Where the WDB needs to contribute funds to DWS, DWS will issue an invoice, which will provide the required documentation and audit trail, that will allow the board to draw down the funds and write a check to DWS. The local areas that owe DWS will be invoiced that amount and tracked for receipt by our finance unit.

For partners cost sharing funds not distributed by the Division of Workforce Solutions, High Country Workforce Development Board will invoice Partner within 30 days of the signed MOU for infrastructure cost sharing effective January 1, 2018.

Payment: one time annual cost (due 30 days after invoice date) _____ \$ _____

monthly payments (due by 5th day of each month) _____ \$ _____

NCWorks Partner	Infrastructure Total Share \$	Funded	In-kind	N/A	In-kind Description	Partner Contact (Name, Organization, Address, e-mail, and phone number)
Adult, Dislocated Worker, and Youth formula programs;	\$41,259.95 \$56,903.33					Keith Deveraux High Country Workforce Development Board 468 New Market Blvd Boone, NC 28607 keith.deveraux@highcountrywdb.com 828-265-5434 ext. 130
Job Corps				N/A		
YouthBuild				N/A		
Native American programs				N/A		
National Farmworker Jobs Program (NFJP)				N/A		
Wagner-Peyser Act Employment Service (ES) program	\$65,714.25 \$50,070.87					Felicia Culbreath-Setzer NC Department of Commerce - Division of Workforce Solutions 403 Conover Station SE, Suite C Conover, NC 28613 felicia.setzer@nccommerce.com 828-466-5535 ext. 230
Senior Community Service Employment Program (SCSEP)	\$348.61					Celeste Gilreath Winston-Salem Urban League 201 W 5 th Street Winston-Salem, NC 27101 cgilreath@wsurban.org 336-725-5164
Trade Adjustment Assistance (TAA) activities	\$65,714.25 \$50,070.87					Felicia Culbreath-Setzer NC Department of Commerce - Division of Workforce Solutions 403 Conover Station SE, Suite C Conover, NC 28613 felicia.setzer@nccommerce.com 828-466-5535 ext. 230
Unemployment Compensation (UC) programs	\$6,867.62					Lockhart Taylor NC Department of Commerce - Division of Employment Security PO Box 25903 Raleigh, NC 27611-5903 lockhart.taylor@nccommerce.com 919-707-1010
Jobs for Veterans State Grants (JVSG) programs	\$65,714.25 \$50,070.87					Felicia Culbreath-Setzer NC Department of Commerce - Division of Workforce Solutions 403 Conover Station SE, Suite C Conover, NC 28613 felicia.setzer@nccommerce.com 828-466-5535 ext. 230

Reentry Employment Opportunities (REO) programs					Sherry Carpenter Goodwill Career Connections 1821 US-421 Wilkesboro, NC 28697 ejones@goodwillnwc.org 336-667-5208
Adult Education and Family Literacy Act (AEFLA) program	\$155.00				Debbie Woodard Wilkes Community College P.O. Box 120 Wilkesboro, NC 28697 drwoodard792@wilkescc.edu 336-903-3231
Adult Education and Family Literacy Act (AEFLA) program	\$155.00				Steve Gunter Mayland Community College P.O. Box 547 Spruce Pine, NC 28777 sgunter@mayland.edu 828-766-1320
Adult Education and Family Literacy Act (AEFLA) program	\$155.00				Kim Hinton Caldwell Community College & Technical Institute 2855 Hickory Boulevard Hudson, NC 28638 khinton@cccti.edu 828-726-2235
Career and technical education programs	\$77.00				Chris Robinson Wilkes Community College P.O. Box 120 Wilkesboro, NC 28697 cdrobinson877@wilkescc.edu 336-903-3111
Career and technical education programs	\$77.00				Rita Earley Mayland Community College P.O. Box 547 Spruce Pine, NC 28777 rearley@mayland.edu 828-766-1290
Career and technical education programs	\$77.00				Jeff Link Caldwell Community College & Technical Institute 2855 Hickory Boulevard Hudson, NC 28638 jlink@cccti.edu 828-726-2220

The State Vocational Rehabilitation (VR) Services program	\$13,869.05					Patricia Bland NC Division of Vocational Rehabilitation Services 245 Winklers Creek Road, Suite A Boone, NC 28607 michael.birkmire@dhhs.nc.gov 828-265-5396
Employment and training programs						Lynn Hamilton ResCare Workforce Services c/o Wilkes NCWorks Career Center 1320 West D Street, Suite 2 North Wilkesboro, NC 28659 lynn.hamilton@rescare.com 336-838-5164
Employment and training programs			\$30,000 approx- imately		Space for a career center on campus incl. office space, electricity, phone, water/ sewer, garbage collection, and facility cleaning	Rita Earley Mayland community College P.O. Box 547 Spruce Pine, NC 28777 rearley@mayland.edu 828-766-1290
Community Services Block Grant (CSBG) programs	\$820.00					Melissa Soto WAMY Community Action Inc. 225 Birch Street, Suite 2 Boone, NC 28607 melissa@wamycommunityaction.org 828-264-2421
Community Services Block Grant (CSBG) programs	\$820.00					Dare Stromer BROC Inc. 710 Veterans Drive North Wilkesboro, NC 28659 brocnds@brocinc.com 336-667-7174
Temporary Assistance for Needy Families (TANF) program	\$728.00					Lisa Osborne Alleghany County Department of Social Services 182 Doctors Street Sparta, NC 28675 lisa.osborne@alleghany.nc.gov 336-372-1445

Temporary Assistance for Needy Families (TANF) program	\$728.00					Traci McMillian Ashe County Department of Social Services 150 Government Circle, Suite 1000 Jefferson, NC 28640 tracie.mcmillian@ashecountygov.com 336-846-5719
Temporary Assistance for Needy Families (TANF) program	\$728.00					Barbara Jones Avery County Department of Social Services 175 Linville Street Newland, NC 28657 barbara.jones@averycountync.gov 828-733-8230
Temporary Assistance for Needy Families (TANF) program	\$728.00					Paula Holtsclaw Mitchell County Department of Social Services 347 Longview Drive Bakersville, NC 28705 paula.holtsclaw@mitchellcounty.org 828-688-2175
Temporary Assistance for Needy Families (TANF) program	\$728.00					Tom Hughes Watauga County Department of Social Services 132 Poplar Grove Connector #C Boone, NC 28607 tom.hughes@watgov.org 828-265-8100
Temporary Assistance for Needy Families (TANF) program	\$728.00					John Blevins Wilkes County Department of Social Services 304 College Street Wilkesboro, NC 28697 john.blevins@wilkes.nc.gov 336-651-7400
Temporary Assistance for Needy Families (TANF) program	\$728.00					Rick Tipton Yancey County Department of Social Services 320 Pensacola Road Burnsville, NC 28714 rick.tipton@yanceycountync.gov 828-682-6148
Appalachian Regional Library						Jane Blackburn Appalachian Regional Library 148 Library Drive West Jefferson, NC 28694 jblackburn@arlibrary.org 336-846-2041

Avery Mitchell Yancey Library System						Amber Westall Briggs Avery-Mitchell-Yancey Regional Library PO Drawer 310, Old Hwy 19E Burnsville, NC 28714 director@amyregionallibrary.org 828-682-4476
Northwest Regional Library System			\$4,200 (approx)		Space for a career center in the library incl. office space, electricity, water/ sewer, garbage collection, and facility cleaning	Debbie Brewer Alleghany County Library Director 115 Atwood Street Sparta, NC 28675 dbrewer@nwrl.org 336-372-5573
Alleghany County Schools CTE						Heath Vogler Alleghany County Schools 85 Peachtree Street Sparta, NC 28675 heath.vogler@alleghany.k12.nc.us 336-372-4345
Ashe County Schools CTE						Joallen Lowder Ashe County Schools 180 Campus Drive West Jefferson, NC 28694 joallen@ashe.k12.nc.us 336-846-2400 ext. 2417
Avery County Schools CTE						Kim Davis Avery County Schools 401 Avery High School Road Newland, NC 28656 kimdavis@averyschool.net 828-733-0151
Mitchell County Schools CTE						Kim Hodshon Mitchell County Schools 72 Ledger School Road Bakersville, NC 28705 khodshon@mhslive.net 828-766-3437
Watauga County Schools CTE						Tierra Stark Watauga County Schools 175 Pioneer Trail Boone, NC 28607 starkt@watauga.k12.nc.us 828-264-7190

Wilkes County Schools CTE						Wayne Shepherd Wilkes County Schools 613 Cherry Street North Wilkesboro, NC 28659 shepherj@wilkes.k12.nc.us 336-651-7133
Yancey County Schools CTE						Cynthia Deyton Yancey County Schools P.O. Drawer 70 Burnsville, NC 28714 cbdeyton@yanceync.net 828-682-1624

VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board’s Local Plan update.

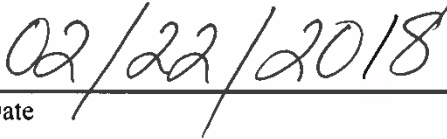
VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board's Local Plan update.



Keith Deveraux, Director
High Country Workforce Development Board

Adult, Dislocated Worker, and Youth formula programs



Date

VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board's Local Plan update.

Felicia Culbreath-Setzer

Felicia Culbreath-Setzer, Regional Operations Director
North Carolina Department of Commerce
Division of Workforce Solutions

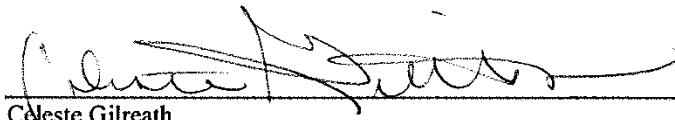
*Wagner-Peyser Act Employment Service (ES) program
Trade Adjustment Assistance (TAA) activities
Jobs for Veterans State Grants (JVSG) programs*

02/22/18

Date

VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board's Local Plan update.



Celeste Gilreath
Winston-Salem Urban League

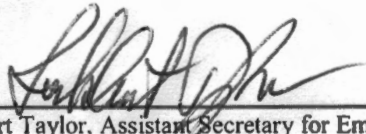
Senior Community Service Employment Program (SCSEP)

02/22/2018

Date

VI. Term of Agreement

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Lockhart Taylor, Assistant Secretary for Employment Security
North Carolina Department of Commerce

Unemployment Compensation (UC) programs



Date

VI. Term of Agreement

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Sherry Carpenter
Goodwill Northwest North Carolina

Reentry Employment Opportunities (REO) programs

2/23/18

Date

VI. Term of Agreement

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Debbie Woodard

Debbie Woodard, Dean of College Readiness
Wilkes Community College

Adult Education and Family Literacy Act (AEFLA) program

2/23/2018

Date

VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board's Local Plan update.



Steve Gunter, Dean of Basic Skills
Mayland Community College

Adult Education and Family Literacy Act (AEFLA) program

2-22-18

Date

VI. Term of Agreement

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Kim Hinton

Kim Hinton, Director of Adult Education
Caldwell Community College & Technical Institute

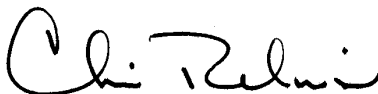
Adult Education and Family Literacy Act (AEFLA) program

2-22-18

Date

VI. Term of Agreement

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Chris Robinson, Vice President of Workforce Development & Community Education
Wilkes Community College


Career and Technical Education programs

2-25-18

Date

VI. Term of Agreement

This Agreement will remain in effect from January 1, 2018 to June 30, 2018. It shall be reviewed by the parties as necessary or at least once per year as part of the Workforce Development Board's Local Plan update.



Rita Earley, Vice President of Economic & Workforce Development
Mayland Community College

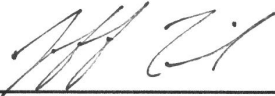
Career and Technical Education programs
Employment and Training programs

2 . 23 - 18

Date

VI. Term of Agreement

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Jeff Link, Dean of Career & Technical Education
Caldwell Community College & Technical Institute

Career and Technical Education programs

Feb. 22 2018

Date

VI. Term of Agreement

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Patricia S. Bland, Regional Director
North Carolina Division of Vocational Rehabilitation Services- Western Regional Office
North Carolina Department of Health & Human Services

Vocational Rehabilitation (VR) Services program

2/27/18

Date

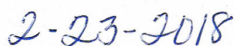
VI. Term of Agreement

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Lynn Hamilton, Regional Director
ResCare Workforce Services

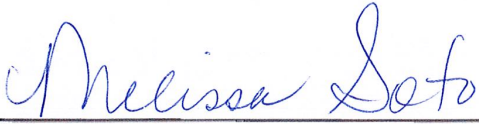
Employment and training programs



Date

VI. Term of Agreement

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Melissa Soto, Executive Director
WAMY Community Action, Inc.

Community Services Block Grant (CSBG) programs

2/22/18

Date


VI. Term of Agreement

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Dare Stroman, Executive Director
Blue Ridge Opportunity Commission, Inc.

Community Services Block Grant (CSBG) programs



Date

VI. Term of Agreement

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Lisa D. Osborne, ESS Director

Lisa Osborne, Director
Allegheny County Department of Social Services

Temporary Assistance for Needy Families (TANF) program

2/23/18

Date

VI. Term of Agreement

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Traci McMillian Downer

Traci McMillian, Director
Ashe County Department of Social Services

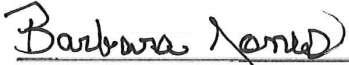
Temporary Assistance for Needy Families (TANF) program

2/28/18

Date

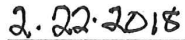
VI. Term of Agreement

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Barbara Jones, Director
Avery County Department of Social Services

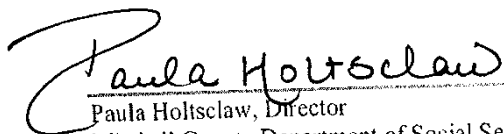
Temporary Assistance for Needy Families (TANF) program



Date

VI. Term of Agreement

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Paula Holtsclaw, Director
Mitchell County Department of Social Services

Temporary Assistance for Needy Families (TANF) program

2/26/18

Date

VI. Term of Agreement

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Tom Hughes, Director
Watauga County Department of Social Services

Temporary Assistance for Needy Families (TANF) program

2/26/2018

Date

VI. Term of Agreement

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John Blevins, Director
Wilkes County Department of Social Services

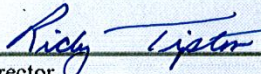
Temporary Assistance for Needy Families (TANF) program

2-22-18

Date

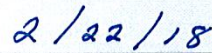
VI. Term of Agreement

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Rick Tipton, Director
Yancey County Department of Social Services

Temporary Assistance for Needy Families (TANF) program



Date

VI. Term of Agreement

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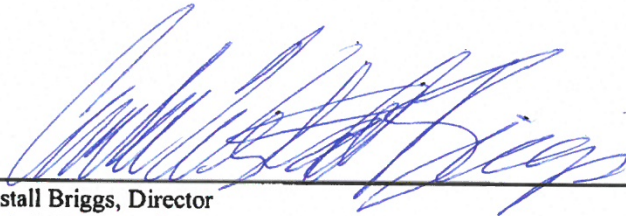
Jane Blackburn, Director of Libraries
Appalachian Regional Library System

2-22-18

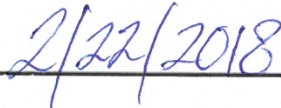
Date

VI. Term of Agreement

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Amber Westall Briggs, Director
Avery-Mitchell-Yancey Library System



Date

VI. Term of Agreement

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Debbie Brewer

Debbie Brewer, Director
Allegheny County Library

2/27/18

Date

VI. Term of Agreement

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Heath Vogler

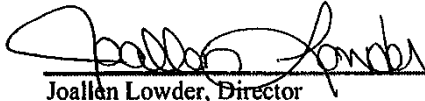
Heath Vogler, Director
Career Technical Education
Allegheny County Schools

2/26/18

Date

VI. Term of Agreement

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Joallen Lowder, Director
Career Technical Education
Ashe County Schools

2/23/18

Date

VI. Term of Agreement

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Kim S. Davis

Kim Davis, Director
Career Technical Education
Avery County Schools

February 21, 2018

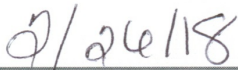
Date

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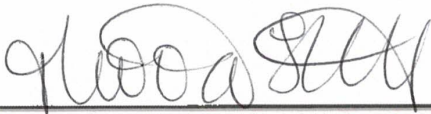
Kim Hodshon, Director
Career Technical Education
Mitchell County Schools



Date

VI. Term of Agreement

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Tierra Stark, Assistant Principal/Watauga Innovation Academy Coordinator
Career Technical Education
Watauga County Schools

2/27/18

Date

VI. Term of Agreement

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J. Wayne Shepherd

Wayne Shepherd, Director
Career Technical Education
Wilkes County Schools

Feb. 22, 2018

Date

VI. Term of Agreement

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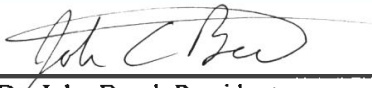
Cynthia Deyton, Director
Career Technical Education
Yancey County Schools

2-26-18

Date

VI. Term of Agreement

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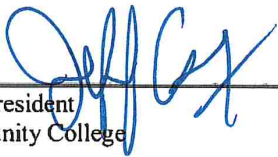
Dr. John Boyd, President
Mayland Community College

2/26/2018

Date

VI. Term of Agreement

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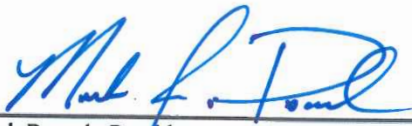
Dr. Jeff Cox, President
Wilkes Community College

2-26-18

Date

VI. Term of Agreement

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Dr. Mark Poarch, President
Caldwell Community College & Technical Institute



Date