



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

July 1, 2022 – June 30, 2023

Eastern Carolina Workforce Development Board, Inc.
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Introduction and Instructions

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

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2022 Plan is to provide current information and be effective July 1, 2022 - June 30, 2023, and will include required current local policies. The Local Area Plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper's mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper's workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, Local Area WDBs shall comply with WIOA Section 108 in the preparation and submission of the plan.

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

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

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

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

Local Area Plan Submission and Due Date

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. The due date is **May 6, 2022**. Each attachment must be submitted and labeled separately in either Word, Excel, or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE. If original signatures are obtained, forms must be mailed (and uploaded in WISE) to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

I. Local Area WDB Overview

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

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

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

Eastern Carolina Workforce Development Consortium

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

The current Eastern Carolina Consortium Agreement is attached.

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

Eastern Carolina Workforce Development Board, Inc.

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

Name: Tammy Childers	Title & Salutation: Executive Director
Organization: Eastern Carolina Workforce Development Board, Inc.	Address: 1341 S. Glenburnie Road New Bern, NC 28562
Phone number: 252-636-6901	Email address: childers@ecwdb.org

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

Name: Commissioner Mark Price	Elected Title & Salutation: Chief Elected Official
Government: Onslow County Board of Commissioners	Address: 231 Zaner Drive Jacksonville, NC 28504
Phone number: 910-928-9090	Email address: price@onslowcountync.gov

5. Provide the name, title, business name, address, phone number, and email address of the individual authorized to receive official mail for the CLEO, if different than question 3.

Name: N/A	Title & Salutation:
Business Name:	Address:
Phone number:	Email address:

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

Name: Tammy Childers	Title & Salutation: Executive Director
Organization: Eastern Carolina Workforce Development Board, Inc.	Address: 1341 S. Glenburnie Road New Bern, NC 28562
Phone number: 252-636-6901	Email address: childers@ecwdb.org

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

Name: Tammy Childers	Title & Salutation: Executive Director
Organization: Eastern Carolina Workforce Development Board, Inc.	Address: 1341 S. Glenburnie Road New Bern, NC 28562
Phone number: 252-636-6901	Email address: childers@ecwdb.org

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

The Eastern Carolina WDB, Inc., Organizational Chart is attached.

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

The Eastern Carolina WDB, Inc.'s DUNS number is 111529389. According to the U.S. Federal Government's System for Award Management (SAM) Administrator Website, our registration is active and "The annual renewal date for registration is 15-March-22".

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

Mr. Phil Prescott

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

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

Note: Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.

If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions).

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice. Identify any names representing a dual category with an asterisk (*).

The Eastern Carolina WDB Member List is attached.

12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the Local Area WDB in compliance with WIOA Section 107.

The Eastern Carolina WDB Executive Director notifies the Consortium board members during the bi-monthly meetings of any vacancies. Local elected officials and county managers are notified in writing of board vacancies as they occur, or as terms are expiring within ninety days of the new Program Year. In the written correspondence, the WDB criteria and nomination process is provided, which includes the required qualifications based upon the WIOA regulations. Additionally, the Executive Director contacts the county manager or his assistant to discuss in detail and address any questions. Each county has a completely different process that they use in selecting individuals to serve on the various boards, councils, and committees. The Executive Director explains the makeup of the board and discusses the region's targeted career pathway sectors that are desired for board membership. Depending upon the county, the Executive Director is invited to present to the Board of Commissioners for further discussion.

The Chief Local Elected Official must establish by-laws consistent with applicable local procedures, state, and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Local Area WDB shall submit by-

laws that clearly demonstrate all WIOA and North Carolina required elements described in [Appendix A](#). Additional by-laws guidance/template and electronic meeting formats have been provided in [Appendix B](#).

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

The current Eastern Carolina WDB By-Laws are attached.

14. To demonstrate that the attached Local Area WDB By-laws comply, complete [By-Laws Required Elements – Crosswalk chart](#).

The By-Laws Required Elements – Crosswalk chart is attached.

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

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

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

The Eastern Carolina WDB made copies of the proposed Local Plan available to the public through electronic means. On March 3, 2022, a copy of the draft plan was provided to the Eastern Carolina WDB and Consortium for their review and input. On March 24, 2022, the Local Area Plan was posted on the ecwdb.org website for review and public comment. A meeting invitation notice was emailed out to the elected officials, county managers, Eastern Carolina WDB members, NCWorks managers, WIOA service providers and partners. The Local Plan update was presented for approval to the Eastern Carolina WDB and Consortium at their May 5, 2022, meeting.

The Eastern Carolina WDB advertises all meetings on its website, www.ecwdb.org, and sends emails out to the elected officials, county managers, WDB members, NCWorks managers, WIOA service providers and partners. Agendas, meeting minutes, resources, and information regarding the activities of the Eastern Carolina WDB are made available to the public on a regular basis through electronic means and open meetings. The Eastern Carolina WDB advertised information regarding the Local Plan prior to submission of the Plan through the website and through emailing interested parties referenced above. Additionally, information regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of Youth, Adult, and Dislocated Worker workforce investment activities, and on request, minutes of formal meetings of the Eastern Carolina WDB are also made available.

The public may view this information by accessing our website at www.ecwdb.org or contacting the Eastern Carolina WDB by email at admin@ecwdb.org.

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

The Eastern Carolina WDB organizational chart, with an effective date as of July 1, 2022, is attached.

17. Complete the following chart for the PY2022 Local Area WDB's planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

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

Date	Time	Location (Include address and room #)
July 14, 2022	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Rd, New Bern, NC With option to attend virtually
September 15, 2022	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Rd, New Bern, NC With option to attend virtually
November 3, 2022	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Rd, New Bern, NC With option to attend virtually
January 12, 2023	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Rd, New Bern, NC With option to attend virtually
March 2, 2023	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S.

		Glenburnie Rd, New Bern, NC With option to attend virtually
May 4, 2023	6:00 PM	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Rd, New Bern, NC With option to attend virtually

- 18. 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, 2 CFR 180, participants’ responsibilities.] Name document: Local Area WDB Name Certification Form.**

The Eastern Carolina WDB Debarment Form is attached.

Note: Document must have the original signature or DocuSign® (or similar) of the Administrative Entity signatory official. If using original signatures, mail the signed [Certification form](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

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

The Eastern Carolina WDB Signatory Page is attached.

Note: If using original signatures, mail the [Signatory Page](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

II. Local Area WDB Strategic Planning

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

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

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

The Eastern Carolina WDB embraces the vision of the Workforce Innovation and Opportunity Act of 2014 ("The Opportunity Act"), which presents an opportunity to improve job and career options for our region's workers and jobseekers through an integrated workforce system that links diverse talent to businesses. The Eastern Carolina WDB is guided by performance accountability measures that were established by the NCWorks Commission based upon primary indicators of real time performance data that provides evidence of the development of a strong, vibrant regional economy where businesses thrive, and people want to live and work.

Our workforce system is characterized by three critical hallmarks of excellence:

- The needs of business and workers drive workforce solutions.
- NCWorks Career Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system partners and staff support a strong regional economy and play an active role in community and workforce development.

Across the NCWorks system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data-driven decision making.

The Needs of Businesses and Workers Drive Workforce Solutions: Local businesses inform and guide the workforce system and access skilled talent as they shape regional workforce investments and build a pipeline of skilled workers. This engagement includes leadership in the workforce system and active participation in the development and provision of education and training, work-based learning, career pathways, and industry sector partnerships. Jobseekers and workers, including youth and those individuals with barriers to employment, such as individuals with disabilities, receive from the Career Center's staff the information and guidance needed to make informed decisions about training and careers, as well as access to the education, training, and support services they need to compete in current and future labor markets. Realizing that one cannot totally control human behavior as it relates to outcomes, a realistic goal for WIOA participants who enroll in training is to have nothing less than an 80% credential rate and employment attainment level.

NCWorks Career Centers Provide Excellent Customer Service to Jobseekers, Workers and Employers and Focus on Continuous Improvement: NCWorks Career Centers and partners provide jobseekers, including youth and individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. Additionally, NCWorks Career Centers enable employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce. Further, rigorous evaluations support continuous improvement of the Career Centers by identifying which strategies work better for different populations; the Board, NCWorks Career Centers, and training providers remain accountable for performance; high-quality, integrated data informs NCWorks, employer and jobseeker decision making; and training providers are accountable for performance using data and evidence. Data is reviewed monthly by the Eastern Carolina WDB. Center Managers have the ability to review their performance data through NCWorks online as desired.

The NCWorks Workforce System Supports a Strong Regional Economy: Meeting workforce needs is critical to economic growth. The State and local workforce development boards—in partnership with workforce, economic development, education, and social service organizations at the state, regional and local levels strive to align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

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

The Eastern Carolina WDB and NCWorks Career Center's staff work in partnership with the local Community Colleges, Departments of Social Services, Vocational Rehabilitation, and other entities that deliver core services for the purposes of expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. The NCWorks Career Centers serve as connecting points for individuals to access employment and/or training. To the extent possible, customers are co-enrolled in core dual programs such as WIOA Title I and Title III services. With NCWorks Online, the partners can work together to facilitate the development of career pathways and co-enrollment into training offerings through the local community college with

the goal being to improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate. The Eastern Carolina WDB and staff have been active within the local area in forming a Career Pathways Steering Committee with the seven local Community Colleges and nine public school systems. This committee has worked to identify realistic strategies for aligning K-14 education and workforce training to create pathways in the areas of Health Sciences, Advanced Manufacturing, Transportation, Distribution and Logistics, Hospitality and Tourism, Aerospace and Aviation and Construction and Skilled Trades with the end goal of ensuring a skilled workforce. The committee has worked to identify postsecondary training that can lead to industry recognized credentials that are portable and stackable.

An example of how a low-income adult can participate and access this goal is how a single parent without a high school diploma and limited work history was able to attain her high school diploma and then enroll into the Certified Nursing Assistant 1 Certificate program, while at the same time, earning her Career Readiness Certificate. Upon completion of the CNA1 certification, the individual also obtained her phlebotomy certification and is now employed as a CNA with the local hospital, while continuing with her education in pursuit of an Associate of Nursing Degree. There are numerous other examples that apply to this scenario. Regardless, the Centers are designed to assist with job search and career development for individuals coming for assistance and are also able to provide access to technologies such as JAWS, Zoom Text, and TTY. If training or job search needs are beyond what is available at the Center, referrals are made to partner agencies such as Vocational Rehabilitation, Services for the Blind, and Services for the Deaf. Additionally, some of the Centers located at Division of Workforce Solutions offices have access to Disabled Veterans Outreach staff.

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

For several years now, the Eastern Carolina WDB has set aside \$50,000 annually in Title I Adult Program funds to offer Incumbent Worker Training Program (IWTP) Grants to local businesses up to \$10,000. IWTP is designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment. Outcome measures for IWTP grants promote a skilled workforce by assisting workers in obtaining the skills necessary to retain employment or to avert layoffs and must increase both the worker's and the company's competitiveness.

In February 2021, the Eastern Carolina WDB entered into an agreement with Two Hawk Workforce Solutions to work exclusively on creation, outreach, and enrollment for On-the-Job training opportunities throughout the region. As a result, this provider has made good progress in developing strong business relationships, cultivating an employee candidate pool, and providing OJT services to both employers and participants in the program.

The Eastern Carolina WDB currently has two Business Services Representatives (BSR) who collaborates with the local NCWorks Career Center Managers and their business services teams to develop outreach strategies in addressing businesses' hiring and training needs. The BSRs also work closely with the seven local community colleges' customized training directors. Regular discussions occur to share information

on project and employer engagement events. Quarterly meetings are held that bring BSRs, NCWorks teams, economic development, community colleges, public schools, and apprenticeship representatives. These sessions focus on collective impact priorities for business engagement as it relates to identifying businesses to participate in on-the-job training programs, promoting customized training programs, identifying industry and sector strategies, highlighting career pathways initiatives, addressing layoff aversion, utilizing other effective business intermediaries, or addressing other employer services and strategies, such as upcoming hiring events.

In 2018, the Eastern Carolina WDB implemented the NextGen sector partnership model as a strategy to engage with local businesses in the creation of the Board's five certified career pathways. This employer-led model brought local business leaders together to address their workforce challenges and help to create solutions to address them. During a series of meetings, the Workforce and economic development partners were invited to listen and take notes for action items to pursue. Partners were unable to influence or direct discussion. The Eastern Carolina WDB private sector members served as the lead role in convening these sessions. The NCWorks Career Center managers were asked to identify industry leaders to invite and worked to organize the venues. For example, one Eastern Carolina WDB member utilized his professional network to build a robust panel of employers and support organizations. The employers who participated in these roundtables provided valuable information to the workforce partners on curriculum, programs, career pathways, and innovation strategies. These sessions also enabled consideration for and advantages of participating in the various Work-Based Learning training programs, to include on-the-job training, customized training offerings, and incumbent worker training.

During the pandemic, the NextGen sector model was used virtually in bringing employers together to address their workforce challenges as a result of the Covid19 pandemic. The Board's Business Services Representatives (BSRs) also surveyed the Region's businesses that had not used NCWorks to introduce them to NCWorks services. The BSRs also reached out to local employers who had participated in earlier training grants to determine employee training needs. Employer responses enabled the engagement of workforce development and educational professionals to develop appropriate service strategies. These efforts resulted in partnerships our local community colleges in developing local internship opportunities, skill-based workforce development college class enrollments, and customized incumbent worker training programs. Participants were matched against WIOA training criteria with success monitored. The NextGen strategy also allowed employers to engage with Career and Technical Education programs promoting employer site visits and apprenticeship discussions. A more recent example was local businesses being able to partner with the CTE's career fair efforts.

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

The Eastern Carolina WDB coordinates workforce investment activities with the community college Adult Education and Literacy activities in each of the NCWorks Career Centers through information sharing and a defined process for referrals. In eight of the nine counties, the community college is the WIOA service provider for the Adult, Dislocated Worker, and Out-of-School Youth programs. Since the community colleges are the WIOA service provider, it is a natural fit for a higher level of coordination of services. In the one county where the community college is not the WIOA service provider, there is a referral process established as the Title I Career Advisor has an office on the campus of the community college, and at the NCWorks Career Center.

As customers complete an initial screening assessment at the NCWorks Career Center, the Career Advisor will often provide information about the Adult Education and Literacy services available if a real or perceived need is identified and will then schedule an initial appointment with the appropriate community college/provider staff. In all the NCWorks Career Centers, community college class schedules and information are widely available to customers. An example of the coordination with Adult Education and Literacy activities is how the NCWorks staff are active members of the community college orientation sessions for students who need and/or interested in participating in these classes. During the orientation session, the WIOA Career Advisor is provided an opportunity to discuss the various programs and services available through the NCWorks Career Center as it relates to education, training, and/or employment. At Lenoir Community College, the college has revamped the Title II orientation for new students to incorporate NCWorks registration and the Traitify assessment as part of a student's orientation. This is considered a best practice and has been shared throughout the region.

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

The Eastern Carolina WDB and partners have signed a Memorandum of Understanding that outlines the provision of services to individuals, to include individuals with disabilities. The MOU addresses such topics as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. The North Carolina Division of Vocational Rehabilitation Services and the North Carolina Division of Services for the Blind are signatories to the MOU and are actively engaged in cross training of staff and sharing of information.

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

The Eastern Carolina WDB has developed a self-assessment tool to establish a baseline to document progress towards the established goals for the NCWorks Commission Standards for High Performing WDBs. The categories were determined to gauge partner involvement in strategic planning, progress made in completing a community audit/state of the workforce reports and defining outcome measures and accountability standards. Additionally, the self-assessment tool is designed to assess the Board on how well they are aligning efforts to the Commission's strategic plan objectives. This document has served the Board well in showing progress toward those goals and identifying where adjustments need to occur. The Eastern Carolina WDB uses this self-assessment tool to ensure that the Eastern Carolina WDB is on track for remaining as a high-performing board in accordance with the factors developed by the NCWorks Commission.

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

The Eastern Carolina WDB and staff are experienced in responding to the needs of our customers in the aftermath of national emergencies. Our region has experienced a substantial number of hurricanes in the past two decades. With the annual threat of these natural disasters, our region has become experts in the preparation and recovery process. Local and regional partners have infrastructure that is in place and

residual efforts are ongoing. Each community has volunteer leaders that have stepped up to provide logistical support for food, shelter, and financial resources to those affected. Churches and community organizations can adapt their physical locations to drop off points for needed disaster aid. Many local organizations have developed long term relationships with national organizations for search and rescue, medical support, and humanitarian assistance. These same organizational infrastructures allow for the Eastern Carolina WDB and the region's partners to mobilize efforts to provide other assistance in most any type of national emergency. The Eastern Carolina WDB partners with our local units of government who are experienced in the coordination of emergency activities with other local, state, and federal partners. Examples of partnerships include mobilizing the National Emergency Grant resources to identify dislocated workers to fill necessary disaster related employment opportunities as needed. Most recently, The Eastern Carolina WDB partnered with a local services provider to deliver services to dislocated workers who lost their jobs due to COVID-19 business closures or layoffs.

In an effort to get ahead of any national emergency or natural disaster, the Eastern Carolina WDB created a contingency Request for Proposal to advertise on the website. In doing so, the Board will be prepared for future disasters by having a service provider already identified. This will cut down on the time it takes to execute a contract, identify staff, and start providing emergency services in the event of a national emergency or weather disaster.

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

To increase and expand service delivery and awareness efforts to reengage individuals with barriers, NCWorks Career Centers in the Eastern Carolina WDB, Inc region have reestablished partnerships and created new ones. These partnerships are strategically developed to reconnect a disconnected workforce to include:

Dislocated Workers: The Eastern Carolina WDB, Inc contracted with Two Hawk Workforce Services to deliver an On-the-Job Training (OJT) program. Dedicated OJT providers work with businesses and individuals to assist with getting dislocated workers into OJTs upon reductions in force. NCWorks in Wayne County collaborated with partners and other employers to hold a career fair during a Rapid Response event to assist dislocated workers in obtaining work and moving seamlessly into new companies. Career Advisors routinely assist participants in translating skills, identifying skills gaps, creating resumes, and connecting Dislocated Workers with referrals to employers who are seeking qualified job candidates.

Disconnected Youth/High School Dropouts: The Eastern Carolina WDB collaborates with community college GED/HISET programs to assist students with obtaining a GED or High School Equivalency diploma and connect with training and work experience opportunities. NCWorks in Duplin County coordinates with Title I Youth Provider, Eckerd Connects, to staff events such as community events to outreach to out-of-school youth and share active employer listing and introduction to employers for Work Experience opportunities. In April of 2021, the Local Area WDB's application to participate in the myFutureNC Local Education Attainment Collaborative initiative was approved. The myFutureNC is a local collaborative that consists of the Eastern Carolina WDB, nine public schools and seven community

colleges built upon the regional Work Ready Communities efforts. Our local collaborative name is OurFutureENC. Since July 1, 2021, the Board has been actively engaged with partners to outreach to disconnected youth, individuals between the ages of 16–19-year-old who are neither in school or working full or part-time. Efforts include connecting disconnect youth to programs that will help them attain a post-secondary credential. The Eastern Carolina WDB has also identified a student from Alden University who will be interning with the ECWDB to assist with developing outreach strategies for youth engagement.

Women: Career Pathways training, developed and provided by the Eastern Carolina WDB, emphasized the reality that women do not have to pursue “traditional” employment such as teaching, early childhood care, or nursing. In fact, they can thrive in traditionally male careers and make much more stable self/family sustaining income. Career Advisors explore options such as welding and truck driving with their female participants. Several women have completed a Commercial Driver’s License program through the WIOA Title I program and gone on to be successful in obtaining employment in the transportation field. Through their goals to communicate information on the Senior Community Service Employment Program, NCWorks Onslow was able to assist a low income, dislocated worker female in getting into training with Onslow Community Outreach.

People of Color in Hard-to-Reach Communities: Eastern Carolina WDB and local NCWorks Career Center staff meets individuals where they are by holding career fairs and doing outreach in heavily minority populated areas like Vanceboro and Harlowe where transportation to other parts of town may be an issue. NCWorks in Duplin and Onslow Counties collaborate with community outreach groups that work with families in need to help provide donated food, clothing, and other supplies. NCWorks Onslow partners with Community Services Block Grant recipient Coastal Community Action to serve customers in need of job assistance.

Individuals with Disabilities: Local NCWorks Career Centers work with Vocational Rehabilitation to provide supportive services to their clients. Vocational Rehabilitation also trains Career Center staff on working with and understanding individuals with disabilities through Windmills training. Vocational Rehabilitation regularly holds office hours at the Onslow Career Center for appointments and interviews for open positions. All Regional NCWorks Career Centers are verified ADA compliant.

Justice Involved: Staff participate in events held by local re-entry councils. Board, Title I, and Title III staff attend to ensure center services to individuals are communicated to attendees. NCWorks Onslow is working with SOAR Community Project that is reigniting Re-entry Council efforts. A Recidivism Reduction Services partner is housed at the NCWorks Career Center in Carteret County which allows for a close relationship and easy referrals to programs. NCWorks Career Center Craven County is included in a module for the Craven Community Job Readiness Boot Camp that is targeted to justice involved individuals. Career Advisors provide assistance with job applications, cover letters, resumes and how to answer tricky interview questions regarding involvement with the justice system. All customers are registered on NCWorks Online and referrals are made to Career Advisors to assist in employment searches and training and education opportunities.

General Outreach: General outreach is an ongoing activity. Board staff attend Small Business Center workshops, county employer roundtables and councils, and education events such as Career and Technical Education job fairs to talk about services provided by the Eastern Carolina WDB and NCWorks Career Centers. For example, the NCWorks Duplin County Title I and Title III participate in planning opportunities presented by Mayor of Teachey for a Civics Day to engage communities of Teachey and

Wallace to reach a diverse population in a rural community. Work closely with Senior Community Service Employment Program to fill Career Resource Center staff position. They have developed goals to raise awareness of program with a monthly target of 2 which is consistently exceeded each month. Activities like this example regularly occur throughout the region.

Success is measured by: Success is measured by the number of enrollments into programs; number of referrals to Vocational Rehabilitation; quarterly operator reports required by the Eastern Carolina WDB, the availability to provide a presence at multiple locations, and positive feedback from the community. Success is also measured by the U.S. Department of Labor's (USDOL) WIOA Performance Indicators:

- Employment Rate – 2nd Quarter After Exit
- Employment Rate – 4th Quarter After Exit
- Median Earnings – 2nd Quarter After Exit
- Credential Attainment Rate
- Measurable Skill Gains

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

The Region is committed to equity and inclusion. Six of the Region's WIOA Title I service providers are local community colleges, one provider is a community-based organization, one is a non-profit organization, and one is a for-profit organization. All of our NCWorks Title I and Title III staff are committed to ensuring all customers are treated fairly and receive the same high quality of services. By partnering with NC Community Colleges, UNC institutions, independent colleges and community-based organizations in the local area, the Eastern Carolina WDB helps prepares ALL workers, regardless of race, color, sex, national origin, religion, age, disability, genetic information, sexual orientation, or certain justice involved status, to succeed by using skills and education attainment. Partnerships include collaborating on projects such as developing and implementing Career Pathways which are created with all individuals in mind to ensure equal access to education resources, assisting with career fairs that benefit everyone, and adhering to a strict grievance and equal opportunity policies to ensure customers concerns are addressed.

Individuals with Limited English Proficiency: Referrals are made to English as a Second Language Programs, and other Adult Basic Education (Title II) services at local community colleges as needed. NCWorks Career Center staff utilizes translation services and/or have bilingual individuals on staff.

Low-Income Individuals: Local education institutions provide instruction for upskilling for upward mobility through curriculum or work force development programs. They also provide additional assistance, if necessary, through foundation and other supportive services that may not be available through WIOA Title I.

Persons with Limited Literacy Skills: Local education institutions offer Basic Skills courses, Career Readiness Workshops, writing labs, tutoring labs, workplace adult education, and workforce preparation activities.

Justice Involved: The Eastern Carolina WDB Business Services Representatives and NCWorks Career Center staff work with local education institutions to educate and inform individuals who have been involved in the justice system. For example, NCWorks Career Center Craven County participates in the

Craven Community College Job Readiness Bootcamp which targets individuals, including ex-offenders. This program includes the following modules: Career Readiness Pathways, Basic Computer Skills, Resume, Cover Letter, and Technical Awareness, Career Planning and Assessment, Economic Literacy, and Employability Skills. In the final module, individuals work with NCWorks Career Center advisors to completed applications, cover letters, resumes, and interviewing skills.

Board staff and NCWorks Career Center staff work with Transition Caseworkers, provide assessments, collaboration with Recidivism Reduction Services (Carteret Community College), sit on re-entry councils and local Probation and Parole office, hold re-entry and expungement workshops, and coordinate with employers to hire justice involved individuals, provide OJT opportunities, Human Resources Development courses with the court system.

Persons with disabilities: All local education institutions that provide Title I services or offer education and training services are confirmed as compliant with the Americans with Disabilities Act. Education institutions in the Local Area have policies in place to accommodate all individuals to include access ramps, properly placed and marked parking spaces and toilets, accessible entrances and routes to services and classrooms. They also allow for interpreter services and other practical solutions for communicating effectively with individuals. These institutions assist individuals with attaining services through Accessibility Services such as documenting need for additional time on exams, note taking services, extra time for assignments, and other accommodations as warranted.

Veterans: Local education institutions have the ability to properly serve Veterans from providing disability accommodations to specialized financial aid advisors and Student Veteran Associations. They also understand how to interpret a Veteran's SMART transcript to properly credit prior learning opportunities completed while in service.

Career Pathways: Local education institutions partner with the Eastern Carolina WDB in the creation and implementation of Career Pathways. Local Career Pathways ensure that ALL individuals are given the opportunity to explore and train for a career that will help them be financially stable.

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

The Eastern Carolina WDB region encompasses nine counties. Of the nine counties, six have a single economic development director, and three use a consortium model with the Global Transpark serving as the umbrella organization. Engagements include planning for layoffs, training for expansion, job recruitment for new and existing businesses, and researching and sharing data on the region's jobs and wage growth. One-on-one conversations are held with Economic Developers to address a range of topics including, but not limited to, coordinating employer visits, educating about, and discussing regional career pathways, developing regional strategies, and sharing information on WFD programs and data. Regional quarterly business engagement meetings occur where local and regional economic developers are invited to participate. The regional business development director for the Southeast Prosperity Zone serves on the ECWDB board of directors and often makes presentations to provide an update on regional economic development activities.

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

The Eastern Carolina WDB Business Services Representatives were engaged in fourteen expansion plan projects this past program year.

Expansion and recruiting events have been coordinated with several other regional employers to include Precision Graphics, Carolina GSE, Draken, FlyExclusive, Pucuda, Hosokawa Custom Processing, Amazon, RECO U.S. Inc., Metal Specialist LLC, Moen, MasterBrand Cabinets, Parker Offshore, Spirit AeroSystems, and West Pharmaceutical. While the above mentioned are examples of expansion efforts, the Eastern Carolina WDB has not been included in any of the new economic development projects within the nine-county region this past program year. Each of the Region's economic developers have been contacted to show support for any project that is underway or on their radar as a potential project.

Services provided for companies locating or expanding in our region are Labor Market Data, Job Fair Assistance, Incumbent Worker Training Options, Partner Referrals, On the Job Training, and Workforce Acquisition.

The BSRs regularly reach out to the local economic developers to make themselves available to assist. Additionally, local economic developers are invited to participate in workforce meetings and events accordingly. One project that is proving to be successful is the On-the-Job Training program working with employers like B/S/H, Moen, and Chatsworth, in supplying these businesses with quality employees bound for unsubsidized employment. The Eastern Carolina WDB and the Region's NCWorks Career Centers have been instrumental in assisting employers with hiring fairs such as Saturday events with Spirit AeroSystems and B/S/H, out-door job fairs when COVID restrictions limited inside activities and working to assist companies on hiring/expansion plans like Hatteras during their transition to new owners White River Marine Group (Bass Pro).

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

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Health Science	N/A	2017	1032
Advanced Manufacturing	N/A	2017	102
Transportation, Distribution, & Logistics	N/A	2018	199
Aerospace & Aviation	N/A	2020	4
Construction & Skilled Trades	N/A	2020	49

NOTE: The trainees are those who received an Individual Training Account voucher and participated in WIOA Title I Training only from PY2016-2021. Please refer to the Career Pathways Training Attachment for a Detailed Review.

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

Labor Market Information is routinely reviewed to determine the viability of current career pathways and new/emerging pathways. Internally, the Eastern Carolina WDB uses Economic Modeling/Burning Glass, along with the NC Department of Commerce's Labor Economic Analysis Division's [LEAD] information to analyze job opportunities, wages, and rise or decline of positions in the industries located within the nine-county region. The Eastern Carolina WDB also works with business partners to assess employment needs such as staffing, turnover, and recruiting. This activity gives staff concrete evidence of demand. From employment data and information data available through LEAD and EMSI, the Eastern Carolina WDB can determine which industries are growing, which are declining, and how to adjust pathways (update, remove, create new) accordingly. For example, data shows an upward trend in IT careers because of individuals working at home during the pandemic. Businesses learned new ways to pivot and be productive which has created career pathways training opportunities in the IT careers. As a result, the Eastern Carolina WDB submitted a grant application to the National Association of Workforce Boards [NAWB] to pilot the Grow with Google scholarship program for underemployed and unemployed individuals. The Eastern Carolina WDB received 100 free scholarships to issue to jobseekers.

a. Include plans for new career pathways.

Currently, the Eastern Carolina WDB is exploring career pathways in the areas of Information and Technology and Cyber Security as a result of companies pivoting due to the pandemic. The ECWDB recently received 100 free IT scholarships from Grow with Google in partnership with NAWB. Current approved career pathways include Advanced Manufacturing, Aerospace & Aviation, Construction & Skilled Trades, Health Science, and Transportation & Distribution. Hospitality & Tourism and Agriculture are career pathways options in the region; however, they do not offer high wages or much of an opportunity for upward mobility. As Covid continues to change the landscape of work, we expect to see new opportunities for approved career pathways in the future.

b. Explain how career pathways in the local area are in alignment with other partners/stakeholders' (DPI, community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.

Career pathways are in alignment with other partners/stakeholders' existing pathways. Regional career pathways were developed alongside partners such as DPI, community colleges, universities, community organizations and business to ensure that there were no duplications, that programs were included to meet area needs, and that existing efforts were integrated into the pathways. The current Eastern Carolina WDB pathways are being used as a foundation of work for the Eastern Carolina Local Education Attainment Collaborative (LEAC) initiative through myFutureNC. This LEAC, called "OurFutureENC," is comprised of members from DPI, community colleges, myFutureNC, local universities, Board staff, and service providers. By building on what has already been done in the region through our Certified Work Ready Communities efforts and through OurFutureENC collaborative, more robust implementation and updates of career pathways will be facilitated.

c. Describe the strategy to avoid duplication efforts.

To avoid duplication, career pathways were created with stakeholders and partners. Input from DPI, community colleges, universities, and businesses heavily influenced the creation of each pathway. Existing efforts by partners were included in pathways plans to ensure there was no duplication of effort and that the pathways could be integrated into all levels of education. One recent example is how the Eastern Carolina developed a survey that requested each of the nine county schools CTE Directors to identify their career pathways that lead to a credential. Once surveys are received, the Eastern Carolina WDB will compare this data to the certified pathways to determine opportunities for better alignment and coordination. For example, consideration of the IT and cyber security pathways for certification by the Eastern Carolina WDB.

14. Provide a description of Local Area WDB's capacity to provide workforce investment activities to address education attainment and skill needs of high-demand fields - strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and supportive services for hard-to-reach communities.

The Eastern Carolina WDB has taken the lead in the MyFutureNC Local Educational Attainment Collaborative (LEAC) working with partners to promote post-secondary credentials and certificates to different audiences to include K-12, Career and Technical Education, College Admissions/Advisors, Businesses and Community Organizations. As part of the inaugural cohort of LEACs, OurFutureENC initiatives build upon the career pathways that have been created in the Region through extensive outreach to the community. The framing question created by the steering committee of OurFutureENC is as follows: "Imagine if every learner earned a post-secondary or workforce credential and had the assistance necessary to achieve that goal? What would that look like?" This framing question epitomizes the work of workforce boards and partners in helping individuals access post-secondary credentials and certificates. The Eastern Carolina WDB continues to collaborate with NCWorks Career Centers, Community Colleges, and employers to inform the community about career pathways options to include apprenticeships and opportunities to provide work-based learning activities. Supportive services are provided by a network of WIOA Title I providers who operate the program in their respective counties.

a. Explain strategies that include NextGen, NCCareers.org and any awareness models for success.

NextGen Youth Program remain a key focus of the career pathways priorities. This past program year, priority efforts have been made on staff development to better understand Career Pathways as it relates to serving youth and aligning training to career pathways opportunities. This program year, the Eastern Carolina WDB entered into a contract with new provider, Eckerd Connects, to provide NextGen Young Adult services in Craven, Duplin and Pamlico counties which has increased participation in the program. Career Advisors utilize Traitify for assessment and use NCCareers.org when advising on educational programs, labor market information, and jobs in demand. Reality Check is also used with customers to assist with financial literacy and how much money one would have to make to live a preferred lifestyle. This information may change the job field an individual wants to pursue. Training for career advisors on the platform has been created in-house to ensure NCCareers.org is used to its maximum potential. Recently, all NCWorks staff within the Eastern Carolina WDB Local Area were encouraged to view the Career Pathways webinar which provided a comprehensive overview of Career Pathways. All new NCWorks Center

staff have also been encouraged to view the range training offerings on NCTraining Center's platform, which is updated regularly.

III. NCWorks Commission

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

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

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

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

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

The Eastern Carolina WDB has two Board level Business Services Representatives (BSR) engaged in daily coordination and outreach in the nine-county region business community. The BSRs work with NCWorks Career Center Business Engagement Teams, local economic development, regional economic development, community college Customized Training Directors, and Career and Technical Education Directors from local education agencies to plan and facilitate outreach and engagement.

The BSRs led a 100 in 100 survey project at the end of Program Year 2020 to engage businesses in the region and gather information about their knowledge, use, and interest in NCWorks programs and services. This project proved to be successful as businesses expressed their appreciation for the call and interest in their company. The Eastern Carolina WDB's NCWorks Business Services Committee was presented the results at their first committee meeting in Program Year 2021. The BSRs and NCWorks Career Center staff used the information gathered to follow up with the businesses that requested more information about the services and programs offered through the NCWorks system.

As a result of this initiative, the BSRs committed to reaching out to businesses who were not registered in the NCWorks system. The BSR cross walked employer data from EMSI to compare to registered

employers in NCWorks. Phone calls were made to those who had not registered in NCWorks to schedule appointments or share information. This has been an ongoing commitment that will continue through the Program Year.

Other engagement activities include:

1. Conducting on-site visits to employers
2. Participating in Chamber, SCORE, and Small Business and Technology Development Center (SBDTC) virtual roundtables for networking and outreach
3. Attending job fairs to engage with and educate Human Resources staff on offered services such as recruiting and retaining a quality workforce.

The BSRs, working in concert with the Eastern Carolina WDB's Business Services Committee and the local NCWorks Career Centers managers, have established protocol for identifying and engaging employers posting job descriptions, as well as those that have been inactive for an extended period to determine contact procedures.

The Eastern Carolina WDB has a multifaceted approach to engaging business and informing them of the wide array of business services offered. Eastern Carolina WDB BSRs visits with employers and sit on the Business Services Team (BST) for each NCWorks Career Center in the region providing engagement and information to a wide range of businesses. The makeup of each BST differs from county to county; however, their typical members are Eastern Carolina WDB BSR, NCWorks Career Center Manager, Economic Developer, and representatives from the local community college or Career and Technical Education Department. During BST visits to employers, information is exchanged regarding Vocational Rehabilitation, Agriculture Services, Foreign Labor, Re-Entry, Veterans Services and WIOA programming. BSTs also participate in job fairs, Chamber events, economic summits and give presentations to local and regional groups that include other workforce program representatives, further ensuring collaboration.

The Eastern Carolina WDB also engages in partner meetings in which any information from business is relayed as appropriate. Meeting as a team and developing outreach strategies based on each area's needs ensures that all employer-facing programs are represented and promoted. Information collected from employer visits are recorded in the NCWorks Online system so NCWorks partners can view and add case notes. The BSR also inputs information into Salesforce for better coordination and tracking of activities.

Additionally, The Eastern Carolina WDB's Public Information Specialist assists in the creation of outreach materials and social media engagement to a wide audience. Information shared includes job fair schedules, job opening advertisements, shared posts from local NCWorks Career Center social media as well as targeted campaigns to, and on behalf of, employers.

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

Throughout the Eastern Carolina WDB region, business services team meetings are held with partners regularly to facilitate dialogue and continue to develop strategies to better serve, align, and engage with

business customers. Examples of how the Eastern Carolina WDB business services teams work to address needs include efforts to organize career fairs, hold rapid response sessions, visit businesses to understand needs, and/or to manage outreach to businesses include: joint visits to local companies, business roundtables, webinars, and distribution of pertinent materials that promote business growth through training and economic development tools. The goal is to better understand the needs of local businesses and how NCWorks programs, partnerships and resources in the partner network can meet those needs.

The Eastern Carolina WDB business services teams works collectively as a region and locally as a county to serve businesses. Quarterly Regional meetings are held, as well as local meetings for sharing information and coordinating business services. The Eastern Carolina WDB NCWorks Business Services Committee meets bi-monthly to receive updates, review performance goals, and offer input as it relates to the strategic plan direction. The Eastern Carolina WDB has on staff one part-time Business Services Consultant (BSC) and one full-time Business Services Representative (BSR). The local Business Services Teams (BST) include BSC and the BSRs from the Eastern Carolina WDB, NCWorks Career Center staff (to include Title I providers), local education agency Career and Technical Education Director, local community college Customized Training Director, regional On-the-Job Training Specialists, Local Veterans' Employment Representative (LVER), Vocational Rehabilitation staff, Agriculture Services staff, and the Small Business and Technology Development Center (East Carolina University and UNC-Wilmington). Representatives from ApprenticeshipNC, Economic Development Partnership of North Carolina staff, State Division of Workforce Solution staff, and the Extension Specialist from NC State are included in outreach and engagement if necessary. All members of the BST are able to refer local employers to Agricultural Services and/or Foreign Labor.

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

The Eastern Carolina WDB produces monthly newsletters and has developed outreach materials to include NCWorks flyers and brochures. The Board's website includes PDF versions of materials available to view and links to other business services resources. Using a consistent outreach material design provides the audience with a unified message and promotes name recognition and branding awareness. The Eastern Carolina WDB partnered with four local community colleges on a billboard campaign to raise awareness of the NCWorks brand. Additionally, three of the local community colleges ran special pages on their websites that provided links directly to the NCWorks, allowing customers to contact NCWorks Title I Career Advisors for assistance.

The Eastern Carolina WDB has been utilizing social media such as Facebook, Twitter, LinkedIn, and Instagram to promote workforce-related events and information for the region. NCWorks Career Centers have also developed their own Facebook and Twitter accounts to increase brand awareness. Many create videos highlighting programs, available jobs, and spotlights on local employers for upload to social media.

Eastern Carolina WDB staff, Career Center staff and providers regularly attend career fairs, education events and community events to outreach and increase NCWorks brand awareness.

The Eastern Carolina WDB also brought on the texting platform ZipWhip to allow Career Center staff to outreach directly to individuals. Currently, the platform is used to inform customers of job fairs, job opportunities, RESEA/EAI appointment reminders, and more.

Furthermore, identified employers are contacted by the BSRs or local Career Center Manager team via telephone/email to set up a meeting (virtual on in person) at the business location or at the NCWorks Career Center to share NCWorks Services. Print material will be provided along with website addresses to enhance presentation.

4. Describe how the Local Area WDB and the partners identify and address local challenges for job growth and business expansions.

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

The Eastern Carolina WDB, along with the local NCWorks Career Center teams to partner with the local community colleges, economic development, employers, and other identified partners to promote and align education and training opportunities in identified sectors. One example is the Region's strategic work around certified Career Pathways to ensure students and job seekers can actively pursue careers in high growth, high wage employment opportunities thus ensuring that businesses can prosper and compete in a global economy.

The Eastern Carolina WDB's business services partnerships are strategically aligned to include and support the Region's education, economic development, and employers. An example of this alignment is the ongoing partnership and program at the Volt Center, a workforce development training location in collaboration between the City of New Bern and Craven Community College, which opened at the onset of the pandemic during PY 2019. This effort has evolved and now includes a two-day fast-track training program designed to assist workers who lack manufacturing experience. The BSR, NCWorks Career Advisors, and community college representatives meet with students at the beginning of these training sessions to inform participants of the assorted services and programs available. At that time students are encouraged to register on NCWorks. The result of this partnership has produced high-quality candidates, results in employment and ensures reduced turnover for the businesses that participate. It has also resulted in multiple On-the-Job Training opportunities.

The Eastern Carolina WDB, along with workforce and economic development partners have embraced the NextGen Industry Partnership model which puts business leaders at the center of the discussion. The needs of the employers are the focus and partners listen to develop a better understanding. During roundtable meetings, ideas are presented by employers for partners to set into action. For example, employer input from the Advanced Manufacturing sector helped emphasize the need for dedicated places of learning for trades such as the Volt Center which helps local employers such as B/S/H and Dradura find qualified employees. Employer input also drove development of curriculum and programs such as the CNC Machining Bootcamp at Lenoir Community College which helps individuals gain the skills necessary to find work at Spirit AeroSystems. The COVID-19 pandemic has created opportunities for all stakeholders to learn new ways to communicate and engage virtually on different platforms. Planning is underway for the next business roundtable in the region which will focus on businesses in specific geographical locations and what they perceive as their needs moving forward.

Throughout the Eastern Carolina region, business services meetings are held with partners regularly to facilitate dialogue and continue to develop strategies to better engage with business customers and present relevant resources. Examples of how the Eastern Carolina WDB manages outreach to businesses include: joint visits to local companies, business roundtables, webinars, and distribution of pertinent materials that promote business growth through training and economic development tools. The goal is to better understand the needs of local businesses and share how the programs and resources in the partner network can meet those needs. This allows workforce partners to create new programs and identify resources if current options do not meet their requirements.

5. Briefly describe how the Local Area WDB provides new and innovative solutions to support the growth of the local workforce system.

The Eastern Carolina WDB strives to seek out and offer innovative solutions to support the growth of the local workforce system. One innovative example that the Local Area is offering is virtual job shadowing opportunities so that students and job seekers can explore careers virtually and be exposed to the types of employment opportunities that are available locally. This is a benefit for local employers who want to ensure that job seekers understand the requirements and skills needed in their business. It also opens opportunities to employers who may be interested in providing work-based learning or on-the-job training opportunities to interested candidates. Another example is how the Eastern Carolina WDB's NCWorks Business Services Committee meets bi-monthly with local Career Center managers to better understand challenges and address them. Center managers have the opportunity to engage with the private sector committee members to understand their workforce needs and offer up solutions. Another example of a success is how the NCWorks Career Center staff held a career fair in BSH's parking lot to help with recruitment and screening candidates, tailoring their services to local employers by prescreening candidates, arranging for company tours so that candidates can explore the work environment and meet potential employers in a non-traditional manner. A best practice is the partnership with Veneer Technology and the Carteret NCWorks Center, where the employer has been very engaged with establishing the protocol and process for recruitment. Also new is participating in the NC Division of Workforce Solutions' implementation of the Customer Relationship Management system (CRM), Salesforce. Eastern Carolina WDB staff participated in information gathering and gap analyses during the design phase and an initial implementation partner. The Salesforce CRM software will allow partners in various workforce locations to have a combined platform for recording and sharing information collected during business engagement activities. The CRM makes current data available in real-time resulting in the ability for better coordination between partners. The CRM platform also allows partners to communicate efficiently, develop surveys, set up target business sector groups, deliver a consistent and cohesive message, transfer information, and focus resources more efficiently and effectively. Implementing this new software is a testament to Eastern Carolina WDB's commitment to providing the best opportunities for the local workforce and employers.

Another example of creating innovative solutions to support the growth of the system by connecting employers to local talent, is how the NCWorks Career Center in Wayne County began holding job fairs in conjunction with Rapid Response activities. These efforts allowed employers seeking trained individuals to network with and hire employees who were being laid off. This best practice proved to be very successful and will be offered moving forward as other worker dislocations occur.

With the restrictions brought about by the COVID-19 pandemic, the Eastern Carolina WDB staff have worked to improve their online social media presence in promoting NCWorks Career Centers services. Additionally, NCWorks Career Center staff and partners have continued their efforts in holding open-air/drive-through career and career resource fairs to continue providing essential workforce services to job seekers and employers.

6. Is the Local Area WDB engaged in work-based learning? If so, please describe how the Local Area WDB is engaged in work-based learning projects with local employers.

The Eastern Carolina WDB has facilitated and promoted business roundtables to engage local employers in discovering their staffing challenges and successes, as well as to promote training and work-based learning opportunities. By listening to business and having viable training options to offer, the Eastern Carolina WDB can connect local businesses to WIOA Title I service providers to develop meaning work-based learning projects. As the needs of an evolving economy shift and pivot, the Eastern Carolina WDB continue to engage with business to identify the training and skill needs and serve as that resource to connect businesses with work-based learning opportunities.

One example is how the Eastern Carolina WDB entered into an agreement with a provider to work exclusively on creation, outreach, and enrollment for On-the-Job training opportunities. This provider covers eight counties served by the Eastern Carolina WDB to develop strong business relationships, cultivate an employee candidate pool, and provide services to both employers and participants in the program. This initial contract began February 15, 2021, and is recommended for continuation effective July 1, 2022. Through collaboration between the Eastern Carolina WDB staff, NCWorks Career Center Craven County staff, OJT contractor staff, economic developer, and local employers, the program has found traction. Most notably, the team, working with B/S/H, Craven Community College's VOLT Center, 5 individuals have been placed in OJTs over the last month.

Statistics show that employees with work-based learning experience have higher tenure and retention success than businesses who do not use WBL strategies. Employers will continue to be encouraged to include WBL as a hiring tactic in developing their workforce. Additionally, the Eastern Carolina WDB continues to promote and offer Incumbent Worker Training, On-the-Job training, as well as continues to work closely with the North Carolina Community College System's Regional Apprenticeship Coordinator to assist in the marketing and development of apprenticeships in the local area.

IV. NCWorks Career Centers

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

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

1. **Identify PY 2022 NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth service provider is on-site and, if so, youth services offered. Use the PY 2022 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name PY 2022 NCWorks Career Centers.**

The Eastern Carolina WDB's NCWorks Career Centers form is attached.

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

The Eastern Carolina WDB NCWorks Career Center system is comprised of six local NCWorks Career Centers Certified as Tier 1: four centers are hosted by the Division of Workforce Solutions (Craven, Duplin, Onslow, Wayne) and two centers hosted by local Community Colleges (Carteret and Lenoir Community Colleges). Additionally, three Career Resource Centers hosted by Lenoir (Greene, Jones) and Pamlico Community Colleges (Pamlico) offer limited Career and Training Services to the citizens of their respective counties.

Procurement for the One-Stop Operator was completed in spring of 2020 for execution of contracts on July 1, 2020. The process was as follows:

RFP Released	January 6, 2020
Bidders Conference – 1:00 PM	January 13, 2020
Proposals Due – 4:00 PM	February 13, 2020
Board Action – 6:00 PM	March 5, 2020
Notice of Selection	March 6, 2020

The review process for One-Stop Operator RFPs is as follows:

1. Eastern Carolina WDB staff will review proposals for technical compliance with the RFP and may prepare a summary of the bidder's qualifications, scope of work, and budget. Staff will confirm that all required signature pages and sections of RFP are completed.
2. Review committee, consisting of members of the Eastern Carolina WDB, will review and rate proposals in accordance with the published review criteria. Finalists may be interviewed by the Committee and recommendations will be forwarded to the Eastern Carolina WDB and Consortium Board for final approval.

The expected length of the contracts is for two years (7/1/2020-6/30/2022) with two options to extend potentially through 6/30/2024).

3. **Provide a brief description of how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]**
 - a. **Provide a description of how Career and Training services are provided to adults.**
 - b. **Provide a description of how Career and Training services are provided to dislocated workers.**

Career and Training Services are provided mainly by WIOA Title I and Title III staff but include representatives from the partners as well. 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 jobseekers 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.

Basic career services are 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 determines 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.

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.

Follow-up services must be provided as appropriate for participants 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.

c. Provide a description of how Career and Training services are provided to youth.

The intent of the Workforce Innovation and Opportunity Act (WIOA) Youth Program is to provide a systematic approach that offers a comprehensive set of service strategies and a closer link to the labor market. WIOA offers a broader youth vision that supports an integrated service delivery system and gives a framework through which locally based youth programs can leverage other Federal, State, Local, and philanthropic resources to support in-school and out-of-school youth.

In addition, WIOA requires connections between youth programs and the One-Stop system (known as NCWorks Career Centers in North Carolina), which provide information on the full array of appropriate services that are available to youth.

The design framework of local programs must:

- Provide an Objective Assessment (OA) for each youth participant.
- Develop an Individual Service Strategy (ISS) for each youth participant.

- Provide preparation for post-secondary educational opportunities, provide linkages between academic and occupational learning, provide preparation for employment, and provide effective connections to employers in in-demand industries and occupations.

The primary focus of the WIOA Youth Program is education, training, and employment. As such, Youth Service Providers are required to provide a minimum of one type of core service to each participant. Youth Service Providers must demonstrate the ability to provide all three core components.

Educational Services. Services must include instructional approaches that offer a continuum of skill, grade level, and developmentally appropriate education options that connect to career pathways, including:

- Tutoring
- Study skills training
- Evidence-based dropout prevention and recovery strategies that lead to completion of a secondary school diploma or its recognized equivalent
- Post-secondary preparation, enrollment, and credential/degree attainment
- Alternative secondary school services
- Job shadowing and career exploration in field of study
- Other activities that prepare and individual to be successful in any secondary or post-secondary educational options

Training Services. Services must include instructional approaches that offer occupational skills and education concurrently with training options that connect to career pathways, including:

- Classroom-based occupational skills training
- Job shadowing and career exploration
- Eligible Provider Training List (ETPL)
- Youth Services Education Provider list (YSEPL)
- Apprenticeship training

Employment Services. Services must include approaches that offer work-based learning opportunities that connect to career pathways, including:

- Work Experience
- Job shadowing and career exploration
- Internships
- Pre-Apprenticeships
- On-the-Job training

Further, local programs must make the following 14 Youth Program Elements available to youth participants year-round: Tutoring, study skills training, instruction, and dropout prevention services; alternative secondary school services and dropout recovery services; paid and unpaid work experiences; occupational skills training; education offered concurrently with workforce preparation and training; leadership development opportunities; supportive services; adult mentoring; follow-up services; comprehensive guidance and counseling; financial literacy, entrepreneurial skills training, services that provide labor market information; and, post-secondary preparation and transition activities.

4. Describe how Local Area WDBs determine the need for enrollment in Training Services.

The Eastern Carolina WDB begins with the WIOA allocation provided by the State to include an estimate of projected carryover WIOA funds from year end. From that point, the Board prepares a Request for Proposal for Workforce Innovation and Opportunity Act Title I funds which includes a detailed description of WIOA services to be delivered to eligible adults, dislocated workers, and youth. The RFP describes eligibility for WIOA services and includes detailed descriptions for preparing the WIOA budget, fifty percent of which must be earmarked for participant enrollment into training services. Ten percent or higher may be budgeted for supportive services, and up to forty percent for staffing and all other related expenses. For the dollar amounts established for training, the Board uses an estimate of \$2,500 cost per participant to determine an average number of customers to be enrolled into training based upon the total allocations. Local policy is established to ensure that priority of service is given to veterans and low-income individuals. All services are delivered through the local NCWorks Career Center. WIOA service provider staff serve as Career Advisors in the local Career Centers.

Through the guidance of the local Eastern Carolina WDB, the NCWorks Career Advisor determines the need for enrollment into Training Services in partnership with the customer. All those who receive training services must be determined eligible for WIOA-funded services as recorded in NCWorks.gov prior to expenditure of any WIOA funds.

Upon completion of orientation and assessments, customers may be deemed appropriate for training services if the customer is unlikely to obtain or retain self-sufficient employment. Approved training options must focus on in-demand industry sectors or occupations in demand in the area, or an area to where the customer is willing to relocate. Occupational skills training is provided through individual training accounts from an approved training provider. All customers interested in receiving WIOA scholarship assistance must apply for a Pell Grant and if awarded, the Pell Grant funds are to be applied to the cost of training prior to use of WIOA funding.

NCWorks training services may include any of the following:

- Occupational skills training, including training for nontraditional employment.
- On-the-Job Training (OJT).
- Incumbent worker training.
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with other training services.
- Job readiness training AND Customized training conducted with a commitment by an employer or group of employers to employ.

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

Follow-up services must be made available, as appropriate, for a minimum of 12 months following the first day of employment, to WIOA Title I adults and dislocated workers who are placed in unsubsidized employment. During this period, the customer and/or employer may be contacted periodically to assist in employee retention and to make certain that the customer's employment situation is going well. During follow-up, Career Center staff may assist the customer to work toward future goals such as career advancement and/or other job-related issues. Customers may be asked to participate in a survey about the services received at the Career Center. Participants who do not receive unsubsidized employment are encouraged to utilize the services available through the NCWorks Career Center to obtain unsubsidized employment.

All WIOA Title I Youth program participants must be offered an opportunity to receive follow-up services that align with their individual service strategy. These services must be provided to all participants for a minimum of 12 months unless the participant cannot be located or contacted. Types of services provided must be determined based on the needs of the individual and must include more than only a contact attempted or made for securing documentation to report a performance outcome.

6. Describe how:

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).**

Staff is required to complete Welcome to Workforce through the NCWorks Training Center via the Training Registration and Information Network (TRAIN) website within the time frame established by the training center; however, supervisors may choose to accelerate the timeline based on employee progress and workload requirements.

The Eastern Carolina WDB has developed an NCWorks Career Center Employee Handbook to be used with new employees. This handbook is modeled on the TRAIN Welcome to Workforce Training and is meant to be used as a guide for training new employees and a reference moving forward. The handbook includes information on integrated service delivery and WIOA Titles I and III, so all employees are exposed to the services in the Career Center. It also includes the New Employee Checklist to keep training on track and in one place. It is developed in a way that makes updating seamless and easy and is updated periodically to ensure compliance and that information is up to date. Currently, the handbook is being converted to an online format for easy access for all staff.

New employees shadow staff members in all areas of the career center to learn best practices they can incorporate into their own day-to-day tasks. Career Advisors get training on Adult, Dislocated Worker, and Youth programs so they may be able to answer related questions to ensure an integrated service delivery.

Employee Training Timeline is as follows:

Training for all staff:

Part 1: On-boarding and Foundation

First 30 days of hire

Human Resources Orientation, Introduction to the NCWorks Training Center, Introduction to Integrated Service Delivery

Part 2: Overview of the Workforce System

First 60 days of hire

Governance and Structure, Division of Workforce Solutions, Local Workforce Development Boards, Partner Agencies and Organizations, and WIOA Introduction
Training for Career Advisors (and others at supervisor's discretion):

Part 3: Basic Training

First 120 days of hire

WIOA and the One-Stop Center, Adult and Dislocated Worker Services and Employment Services, Integrated Service Delivery, Youth Services, Special Programs and Services for Targeted Groups, Desk Guide for Additional Services, WIOA Title I: Youth Overview, Trade Adjustment Assistance, Ag Services – Cultivating a Strong and Diverse Workforce, ISD: The Learning Map, ISD 2.0, NCWorks Service Keys, LMI: Basic Labor Market Concepts and Definitions, NC Career Clusters Guide, O*NET Tools and How to Use, Serving Customers with Disabilities, Limited English Proficiency, Diversity as a Fact of Life, NCWorks Certified Career Pathways and NCWorks Career Centers, Regional Successful Strategies: Career Advising Using Career Pathways, NCWorks Online Basic Training (from Regional Analyst of Super User)

Part 4: Intermediate Training

First year of hire

Job Order Policy, SCAM Employers, Writing Effective Case Notes, Work Smarter Not Harder, How to Get a Job and Keep It, Applicant Tracking Systems, Opening Doors with Your Resume, Interviewing Tips, Business/Employer Services

Part 5: Professional Skills

Second year of hire

Facilitating Career Development, 120 Hour Course

b. [How] long after the initial start date does staff have full access to NCWorks.gov?

Generally, new staff members gain full access to NCWorks.gov within two weeks of their start date.

c. The staff development activities reinforce and improve the initial training efforts.

Regular staff development activities include supplemental trainings either monthly or quarterly at the NCWorks Career Center level. Training offerings include Windmills training from Vocational Rehabilitation to increase empathy for individuals with disabilities, presentations from mental health organizations to assist with referrals, presentations from partners to provide cross-training or insight into the organization.

Training also occurs at the Board level to reinforce and improve initial training efforts such as continuous staff training on WIOA Title I and Title III, partnerships, business services, career pathways, and other supplemental training.

d. Describe the specific training that staff receive around diversity, equity, and inclusion.

Staff is required to take the following trainings about diversity, equity, and inclusion: Disability Employment Inclusion: The Business Case; Diversity, Equity, Inclusion – Your Role in Disability

Inclusion; Employment of People with Disabilities: Overview-Statistics; NC Employment Collaborative: The Toolkit; NC Employment First and Disability Diversity; Serving Customers with Disabilities – Parts I and II; EO: Laws and Regulations; EO: Limited English Proficiency; EO: Confidentiality and Reporting. All Local Area NCWorks Career Center Staff and partners attended a virtual question and answer session with Mr. Mose Dorsey, WIAO Equal Opportunity Officer for NC Department of Commerce. Those unable to attend the live session were given a link to the recording.

Further, the Eastern Carolina WDB provided an informal training session to WIOA Title I providers on working with transgender individuals by the Policy Director at Equality NC.

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.

Rapid Response protocols allow for the Eastern Carolina WDB and NCWorks partners to work together in coordinating activities to minimize duplication of effort. The WIOA Title I and Title III staff work well together in the Centers and coordinate efforts with the Trade Adjustment Act program staff as appropriate to ensure that all possible services are provided to these customers. Where possible, participants may be dual enrolled into both programs to address the participant's employment and training goals. Rapid Response Activities are coordinated through the State, Local Area, and Center agencies/partners to ensure the successful delivery of needed services.

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

Through the NCWorks Career Centers, specialized veterans' staff are available to assist exiting military, veterans, and military spouses with their employment and training needs. From entry into the Career Center, veterans are made to feel welcome as they are directed to the appropriate veteran's staff who offer one-on-one career counseling services. In addition to promoting hiring veterans through our NCWorks Career Center and partners, other methods used to promote the hiring of military veterans is addressed through our strong ties to Economic Development and Chamber of Commerce partners who actively market the military and the skills they bring to the region's employers.

Additionally, several programs are in place to focus on creating an easier transition from military to civilian life. The updated Eastern Carolina WDB website offers many resources for veterans including links to the NCWorks Veterans Portal, Military Occupation Cross Walk on O*Net and other helpful tips. Other programs, like the North Carolina Military Business Center's "I Hire Military" and "Matchforce.org" initiatives that provide searchable databases of "military friendly" businesses that employers and jobseekers can utilize, also exist to ease the transition. The most common career interests of exiting service members indicate interests in Law Enforcement (20%), Government (18%), Construction (8%) and Start My Own Business (7%). For retirees, areas of interest include Government (27%), Information Technology (10%), Start My Own Business (10%), and Education (8%). The challenge for most veterans is identifying employment that pays competitive wages in pay ranges that they had become accustomed to while serving their country.

The transition from military to civilian jobs is not only challenged by skills translation and finding new employment, but for many exiting military men and women occupational reciprocity is an issue that delays and sometimes prevents employment. This is an area that is currently being addressed through appropriate legislation. The difficulty in obtaining a civilian license for skills and knowledge proven during former

military service is particularly difficult in law enforcement, commercial driver's license, and healthcare positions. Reciprocity issues affect spouses who have relocated to North Carolina to keep their families together as well. The Local Area is aware of the challenge and is actively working to alleviate this barrier. Stakeholders, specifically in Onslow and Craven Counties, have been advocates for transitioning military personnel and their spouses. Success has already been seen in the enactment of legislation for reciprocity for a Commercial Driver's License (CDL). The ability to classify transitioning service members who are within 6 months of the end of active service as Dislocated Worker has opened up the ability to help more individuals gain access to training opportunities to set them up for gainful employment upon separation.

The spouses of active-duty military personnel face their own set of challenges in transitioning to new areas, new jobs, and new lifestyles. Often, the spouses struggle with learning where the jobs and resources are in the community and begin their search at the Base Military Family and Community Center. The Base Center staff are partners with their local One-Stop Career Centers and are set up like the local Career Centers with resources addressing NCWorks, NCWorks Career Centers, NC Career Readiness Certificate, university, community college and proprietary training opportunities readily available for families. The Dislocated Worker program is also promoted to spouses who must leave their jobs in another state to move to a new duty station.

To better serve veterans, transitioning service members and eligible spouses, the Eastern Carolina WDB was awarded a two-year pilot grant which ended June 30, 2021. The program was very successful in assisting participants in getting the training necessary to obtain gainful employment. Through this grant, staff built and maintained relationships and increased engagement with key military installation staff which will continue when the grant ends. Staff participated in transition and career fairs on base and have been instrumental in marketing NCWorks Career Center services to this population. The program proved to be a model that has continued to be replicated through Title I Adult and Dislocated Worker funding.

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

The Eastern Carolina WDB recognizes that all citizens, including individuals with significant disabilities, are capable of full participation in an integrated employment and community life. To that end, Eastern Carolina WDB and Career Center staff work closely with Vocational Rehabilitation, Services for the Blind and other community organizations to provide individuals with disabilities with training and employment services. NCWorks Career Centers are provided with assistive technology that enhances the experiences of individuals with disabilities that include, but are not limited to: Zoom Text, sight adapted keyboards, speech enabled software, telephone and voice services and closed-captioned settings for videos or presentations. Additionally, the Eastern Carolina WDB office and all career center locations are ADA compliant with meeting physical accessibility requirements. No one is ever denied service due to any disability.

To assist individuals with disabilities, obtain gainful employment, the Business Services Representative (BSR) reached out to several local manufacturing businesses to assess the possibilities for hire. Many employers were open to working with the Eastern Carolina WDB and Vocational Rehabilitation on hiring people with disabilities. For example, individuals on the Autism Spectrum are shown to have extreme attention to detail which is a great trait to have when working in a position that requires repetitive movement and adherence to detail such as in manufacturing.

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

Integrated Service Delivery strategy is developed through coordination with partner representatives to ensure information exchange and maximize potential plan execution. Monthly and quarterly meetings provide the platform to coordinate business engagement activities. Engagement strategies, information, and meeting dates are developed based on customer need. Information that is collected is recorded in NCWorks Online and shared with appropriate representatives for action. For those partners who do not have access to NCWorks Online, email exchanges are used to keep them up to date. The Business Service Representative also uses Salesforce to capture, record, and share data.

NCWorks Career Centers in the Local Area have internal business services teams involving Title I, Title III, customized training, Career and Technical Education, Economic Developers, and other partners.

Strategies include:

When an account is created, the employer is verified, and an information email is sent from the Local Veteran Employer Representative. This email includes information on OJT, WOTC, IWT, apprenticeships and hiring events. When an internal job order is entered in NCWorks Online, it is reviewed for accuracy by a Career Advisor and shared with the Veteran team as well as the local Business Services Specialist (Title I) for potential OJT opportunities (NCWorks Carteret and Onslow).

Employers within the service area are divided among the staff at NCWorks Career Center Wayne. While many of the employers are divided alphabetically, it is recognized that staff may have relationships established with employers outside their letter range, so exceptions are made. Each staff member knows who has which employers so employers can be directed to their one point of contact to reduce duplication. Case notes and activities are reviewed in NCWorks.gov to ensure efficiency, document contacts and planned activities. Activities between the BSR at the Eastern Carolina WDB, Inc are coordinated and discussed to prevent duplicative services.

For example, at the NCWorks Career Center in Duplin County, all staff are trained on NCWorks.gov and how to access employer accounts and respond to employer requests where applicable. Employer contact lists are shared with partners and joint calls scheduled to discuss services. Soft hand offs, to include email introductions, are conducted to partners representing OJT, Title I, and employment services. Center staff receive updates in person, by phone, through email, and in monthly staff meetings regarding outreach efforts to ensure services are not duplicated.

Another example is how the NCWorks Career Center in Lenoir County utilizes an internal spreadsheet documenting businesses contacted in order to ensure duplicative services are not rendered.

At the Eastern Carolina WDB office, the BSR use Salesforce to document businesses contacted and ensure services are not duplicated.

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

Local Area strategies and services used to strengthen linkages between the NCWorks Career Center system and unemployment insurance programs include DWS's Employment Assistance Initiative (EAI) and the Reemployment Services and Eligibility Assessment (RESEA) program. Much like the EAI program, the focus of the RESEA program is to provide reemployment services, such as job placement activities, résumé writing, counseling, etc. that directly relate to the specific needs of participating claimants that will facilitate reemployment. During FY 2015, RESEA began providing services to claimants receiving Unemployment Compensation for Ex-Service members (UCX), as well as for individuals who are likely to exhaust unemployment insurance (UI) benefits.

Additionally, the NC General Assembly has revised the state statute governing Unemployment Insurance (G.S. 96-14.9(e)) which now requires UI claimants to increase their job search activity. UI claimants are required to contact **five** potential employers for each week claimed. Claimants must still be registered for work in NCWorks Online and actively seek work each week. These requirements apply to all customers visiting NCWorks Career Centers for an Employability Assessment Interview (EAI) or for a Reemployment Services and Eligibility Assessment (RESEA) visit. As a result, the NCWorks Career Center staff conducts individual appointments, holds workshops, and offers job search and unemployment assistance to customers who visit the Center.

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

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

Name document: *Local Area WDB Name Services Flowchart 2022.*

The Eastern Carolina Service Flow Chart 2022 is attached.

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

The Eastern Carolina NCWorks Career Center MOUs are attached.

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

- a. the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and**

The Eastern Carolina WDB's method for providing planning oversight of the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer services is two-fold: 1) Through bi-monthly meetings with the Eastern Carolina WDB's NCWorks Business Services and Oversight Committee and 2) Monthly meetings with the Integrated Service Delivery Leadership Team. These meetings provide opportunities to gain better insight into daily activities that the Center Managers are faced with and share best practices, as well as an opportunity to address policy changes with the Oversight Committee. Through these discussions and based upon the continuous improvement efforts that involve gathering and analyzing information to evaluate services provided, Career Center services can be addressed for proposed improvements.

The Eastern Carolina WDB's monitoring activities include a desk review of the One-Stop Center policies and procedures, NCWorks reports, and management practices supported by WIOA Title I and Title III

funds. Monitoring activities are conducted periodically to ensure that services comply with contractual agreements, Eastern Carolina WDB policies, WIOA regulations, and Local Area requirements.

The Eastern Carolina WDB staff participates in NCWorks Center management meetings on a regular basis. Technical assistance visits are also made during the year as needed.

The Eastern Carolina WDB has created the NCWorks Monitoring Guide which is distributed to Center managers prior to the monitoring visit. This guide is based on the NCWorks Career Center Certification Application and allows staff to give input prior to the monitoring visit.

The following procedures outline the Local Area's monitoring and evaluation process to ensure continuous improvement practices are implemented:

- 1) A pre-monitoring desk review is conducted. All pertinent files, contracts, business plans, reports, and records relative to NCWorks are reviewed. Appropriate monitoring documents and questionnaires are completed, and statistical data from NCWorks are analyzed to evaluate performance.
- 2) The NCWorks Career Centers are notified in writing of the Local Area's plans to schedule a monitoring visit. The notification identifies the areas to be reviewed and the anticipated time schedule.
- 3) An entrance interview is conducted in person or virtually to outline the monitoring process. Any findings developed through the desk review are discussed at this time with the NCWorks Manager, and the objectives of the monitoring are detailed.
- 4) Selected customers may be interviewed in person or via other methods of communication to assess their satisfaction with services provided through the Center.
- 5) An exit interview is conducted at the completion of the monitoring visit. Any findings and recommendations for corrective action are explained to the staff present at this time. A written report is prepared within fifteen working days of completion of the monitoring visit.
- 6) If applicable, NCWorks Career Centers are required to provide a report of corrective action within 15 days of receipt of the Local Area's monitoring report. Failure to do so may result in termination of the certification status.

Performance indicators include such categories as number of individuals served, number receiving the desired service, number obtaining employment, customer satisfaction (employers, individuals, and NCWorks Center staff), and job retention rates. Measurement of these indicators is assessed considering the changing nature of economic conditions. For example, expecting an increase in job openings would be inappropriate during a recession. Conversely, during periods of labor shortages and full employment, an increase in job openings should be expected. The true measure of the Center's effectiveness will rest primarily on customer satisfaction.

b. the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

The roles and any resource contributions of the NCWorks Career Center partners are outlined in the Memorandum of Understanding/Infrastructure Sharing Agreement document.

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

All customers who visit the local NCWorks Career Centers are required to register in NCWorks Online. Staff created a WIOA Adult Basic Career (ABC) services application and activity(is) to document services received. Case notes are also made to detail the services provided. Any documentation collected from the customer such as a driver's license, social security card and selective service verification (if applicable) can be uploaded into NCWorks Online by the customer. In addition to the basic career services, all center staff are familiar with eligibility for WIOA programs and may collect other eligibility documentation that is also uploaded into NCWorks Online for those customers who may need training services. All center staff has access to records on NCWorks Online for their designated Career Center. This process helps the customer make a smoother transition to other programs without having to repeatedly provide the same documentation when a referral has been made to a specific program.

In response to the COVID-19 pandemic and NCWorks Career Center closures, many processes shifted to the virtual realm. Required enrollment forms were converted to fillable PDF and a system of verifying identifications and signatures was introduced. Career advising appointments were conducted online via virtual conferencing platforms and telephone. YouTube videos were created to provide orientation to customers, resume writing basics, and virtual Rapid Response presentations. It is expected that these services will continue as requested as the area begins to reopen.

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

The Eastern Carolina WDB uses data from NCWorks Online reports and FutureWorks to monitor and track performance. These reports are generated and reviewed at least bi-monthly. The reports help the Local Area WDB to identify if there are specific performance measures that may need to be addressed. This may be done through addressing possible data entry issues or identifying specific training programs that may need to be reviewed due to low positive training outcomes. This process allows the Eastern Carolina WDB to make any adjustments to the services provided in the region to better serve its citizens and work towards attaining outcomes that have a positive impact on both the program and participants.

The Eastern Carolina WDB utilizes NCWorks Online reports and Quarterly One-Stop Operator reports to track performance and identify any service gaps in working with employers. Specific attention is paid to services that directly impact business relations such as notification to employer of potential applicant, on-site visits, promotional calls, candidate pre-screening, job fair services, job order follow-up and assistance, delivering OJT program information, qualified applicant referrals, and resume review and referrals. Changes in strategy are prompted based on low or fluctuating numbers of services provided. Discussions occur during quarterly NCWorks Leadership meetings where data is reviewed, causes are identified, and alternative strategies are considered and implemented for trial.

V. Employer Services

- 1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:**
 - a. Utilizing regional and local employer data to inform priorities.**

The Eastern Carolina WDB continually monitors the data, tools, and reports available on the North Carolina Department of Commerce website to make informed, and data driven decisions. The

Eastern Carolina WDB also utilizes the LEAD resources and EMSI-Burning Glass data services to track the growth and decline of business sectors in the region. Using data forecasting models gives the Eastern Carolina WDB the advantage on those geographical or sector areas that need attention. The information gleaned from various sources allows the BSRs to engage and deploy Business Edge strategies to avert layoffs and closures based on the trends identified in the data. The Eastern Carolina WDB's training focus is also driven by the staffing needs identified from data in NCWorks. By matching the skills needed by employers to the inventory of skills available from the job seekers, decisions are made to bridge those gaps and put business and employees on a path for economic success.

Matching available skills using skill assessments and detailed job descriptions, the Eastern Carolina WDB can focus the training opportunities in those areas that need to be enhanced. Where specialized skills are needed, the candidates with the abilities can be identified, trained, and referred to vacant jobs.

Employer data indicates five major industries in the Region on which to focus:

- Advanced Manufacturing
- Aerospace & Aviation
- Health Sciences
- Transportation, Distribution and Logistics
- Construction and Skilled Trades

Additionally, hospitality and tourism, agriculture, information technology and cyber security sectors are emerging industries of interest in the region.

The Eastern Carolina WDB has conducted several business sector roundtable events in the recent past and the Business Services team will revisit the outcomes and next steps that have been established. Confirmation of outcomes will be validated using surveys, phone outreach, social media, and virtual meetings. New sectors continue to be explored and the businesses that participate will be engaged in regular and frequent communication. Regular communication between sector partners will guide the creation and management of services and training offerings that will be the priorities of the Eastern Carolina WDB.

b. Making regional and local employer referrals to Agricultural Services, Foreign Labor, and Veteran Services.

Employer referrals to Agricultural, Foreign Labor, and Veteran Services are made during the needs assessment. Information on how to contact these service representatives is given to the employer and the employer information is routed to the appropriate partner for follow-up. Agriculture is a huge part of the Region's economy; therefore, BSRs and NCWorks Career Center staff work in collaboration with Agricultural Services to assist with filling labor needs and understanding farm-related regulations. Agricultural Services also process foreign labor job orders, register farm labor contractors, and provide migrant housing consultations. Referrals to Foreign Labor are made when it is identified that an employer is unable to fill jobs with the current local workforce and need to make use of visa programs such as PERM or the H-2B. Referrals to Veteran Services are made so that employers are able to understand the benefits of hiring Veterans such as Work Opportunity Tax Credits.

- c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].**

Partner representatives are encouraged to alert the Eastern Carolina WDB's Business Services Representatives of pending recruitment and/or expansion plans and to pursue an engagement strategy. The Eastern Carolina WDB engages with the Southeast Existing Industry Expansion Managers from the EDPNC as a Board member and partner in working with new and existing industry needs for training and workforce development. In addition, contact and partnership between Board staff and regional economic development staff is ongoing. Monthly, quarterly, and as-needed meetings with various partners contribute to successful local business recruitment and retention.

- d. Including Historically Underutilized Businesses.**

In the Eastern Carolina WDB region, Lenoir, Greene, and Duplin Counties are designated as HUB Zone Counties while certain Census Tracts in Carteret, Craven, Onslow, and Wayne Counties are designated as such. Therefore, the region has many opportunities to work with Historically Underutilized Businesses. BSRs routinely refer businesses that are owned by women and minorities to the Small Business Centers of local community colleges for eligibility consideration and certification and engages with businesses that are already certified.

- 2. Please describe the efforts of the Local Area WDB staff, Employer services staff and career center staff have made to deliver business services on a regional basis in the following areas:**

- a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].**

The Eastern Carolina WDB staff, employer services staff, and career center staff gather and review data that is current and relevant. The Board uses a proprietary labor market information system from EMSI-Burning Glass which is shared with regional partners. Other LMI sources used include the US Bureau of Labor Statistics, NC LEAD, NCWorks Online, and local media. This data is also provided to the Board and the NCWorks Business Services Committee for recommendations and developing strategies.

- b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor, and Veteran Services to meet employer needs and jobseeker recruitment efforts.**

The Eastern Carolina WDB supports and participates in local outreach. The opportunities are promoted through the Board's social media outlets. As outreach activities are planned, the Board is directly engaged. Support includes staffing of events, sharing of ideas, and providing virtual platforms, as necessary.

Agriculture is a huge part of the Region's economy; therefore, BSRs and NCWorks Career Center staff work in collaboration with Agricultural Services to assist with filling labor needs and understanding farm-related regulations. Agricultural Services also process foreign labor job orders, register farm labor contractors, and provide migrant housing consultations. Referrals to Foreign Labor are made when it is identified that an employer is unable to fill jobs with the current

local workforce and need to make use of visa programs such as PERM or the H-2B. Referrals to Veteran Services are made so that employers can understand the benefits of hiring Veterans such as Work Opportunity Tax Credits.

c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses, and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]

When the NC Department of Commerce receives a Worker Adjustment and Retraining Notification (WARN), the Board is notified, and engagement plans are developed and implemented in collaboration with NCWorks Career Center staff who takes lead. This planning is coordinated according to the NC Rapid Response Business Engagement & Solutions Guide. To assist local businesses avert layoffs, the Eastern Carolina WDB works with DWS Business Services staff to identify the at-risk businesses in the service region. Bringing in partners from the SBTDC, NC State Industrial Extension, and other appropriate resources allows for the company's needs to be addressed in a timely and efficient manner. Use of the Incumbent Worker Grant has been instrumental in skilling up employees and keeping businesses open and thriving.

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

a. Enhancing the use of On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and other work-based learning opportunities to support the regional economy and individuals' career advancement.

The Eastern Carolina WDB BSRs, NCWorks staff and service provider staff work together to ensure effective outreach is conducted to develop OJT, IWT, apprenticeships, and other work-based learning opportunities. These programs are actively promoted emphasizing the advantages of each to employers and job seekers. Staff also encourage employers utilizing these programs to share their successes with their business counterparts to increase interest in and use of WBLs.

b. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]

The Eastern Carolina WDB BSRs refer individuals to the Small Business Centers located at regional community colleges for individuals who are interested in starting or growing a business. BSRs also partner in training and provide resources that support the successful creation and growth of small businesses in the area such as the Incumbent Worker Training Grant. The importance of advising and referring individuals to entrepreneurial skills training and microenterprise services is to help small businesses (less than 5 employees) who have no access to the conventional banking succeed with the recognition that it is a fundamental right of people to apply their individual talents, creativity, and hard work to better their lives.

c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

The Eastern Carolina WDB engages in regional economic strategic planning and economic development recruitment, retention and expansion with employers, education partners and economic developers in diverse ways. The Southeast Existing Industry Expansion Manager is a

Board member and is a partner in working with new and existing industry needs specifically for training and workforce development through employer programs such as OJT, WEX, and IWT. Partner meetings are held regularly in which the Board staff can connect with economic developers and work on plans for meeting business needs. Board staff assist in the planning and execution of events such as career fairs such as the large yearly Craven Works event, which is also hosted by the Craven 100 Alliance, Craven County Economic Development, NCWorks Craven County, and many others.

VI. Performance

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

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

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

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

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

The primary factors that impact local performance levels have included experiencing the devastating Hurricane Florence in 2018 to living through the COVID-19 pandemic that began early in 2020. Performance levels have been severely impacted as customers lives were put on hold and training providers and NCWorks Career Centers shifted from being closed to the public to offering services virtually. While the economy is on the rebound and seems to be recovering, customers have not returned to the Centers for services as in prior years. Being a rural community, many do not have access to reliable internet so their connection to services and training was severed. A year later, most training is offered in person or online and customers are adjusting. Early on, job seekers were having difficulties completing NCWorks registration and job searches online, but today those online self-services are on the rise. As a result, NCWorks staff have adopted accordingly by making themselves available to work one on one with customers in person, on the phone, or virtually.

Two years ago, the shutdowns affected several businesses in the Eastern Carolina WDB region as several layoffs occurred. Today, those businesses are thriving and cannot find enough workers. While COVID-19 had a negative impact on the Eastern Carolina WDB region, there were positives that came out of the pandemic. The WIOA Program Coordinator was able to create fillable forms for WIOA Title I enrollment documents which made it easy for remote enrollment into the program. Staff showed resilience and the ability to pivot to a new form of providing services with near seamlessness. The Board also created a virtual Rapid Response package that was sent out to employers and impacted workers which provided resources such as how to register on NCWorks.gov, where to find Unemployment Insurance benefits information, community resources, and other essential information. The Eastern Carolina WDB also conducted virtual Rapid Response sessions.

The Eastern Carolina WDB also created a series of WIOA Title I program orientation videos for Adults, Dislocated Workers, and Youth. Partners created online webinars on topics such as finding and keeping a job, financial literacy, and resume writing. All videos were posted to the Eastern Carolina WDB YouTube Channel. These videos can be accessed at the following link: <https://www.youtube.com/channel/UC1--M3jqJozV7c3w3SllhfA/videos>

The Eastern Carolina WDB implemented a texting service to outreach to individuals when in-person activities had been put on hold. This allowed Career Advisors to communicate with job seekers and employers and keep them informed of services and RESEA appointments.

- b. Discuss whether participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area WDB. If so, how do these differences impact service delivery and performance?**

Participants that have been served and/or enrolled because of COVID-19 differ in characteristics as compared to participants who have historically been served by the local area in that they are anxious to enroll in training and want to complete training quickly to return to work. Participants are also more stressed out since many have been laid off and are worried about the decrease in income and become frustrated as they are unsure of what their next steps should be. However, many of these new participants are more mature and are grateful for the assistance, are focused and are easy to work with. Several have stated that this experience has allowed them to follow the career path they wanted some time ago but could not pursue due to work responsibilities. Others want to find jobs like the ones they were doing pre-pandemic but do not realize that these jobs could leave them vulnerable in the event of continued and future shutdowns.

Those who were in the program prior to the pandemic are forgetting their WIOA Title I responsibilities or are just overwhelmed because of family members being sick with or passing away from COVID-19. Participants do not want to attend face-to-face classes or training due to fear of contracting the illness. Participants are having to drop out of the program due to issues such as limitation on childcare options, passenger limits on public transport, or staying home to assist their K-12 children with education while the schools are closed.

- c. Discuss how your Local Area WDB's industries and business sector have been impacted by COVID-19.**

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

The COVID-19 pandemic has had a profound effect on the communities and businesses in the Local Area. Almost all employers have indicated that they had some business interruption during the first days of Governor Cooper's Stay at Home Order. Whether it was complete shutdown or staffing issues due to illness, fear, or childcare issues, there were no business operations unaffected.

Between November 2020 and January 2021, the Eastern Carolina WDB BSRs and NCWorks Career Center Managers participated in the "100 In 100" campaign aimed at contacting 100 employers in 100 days. A survey was created, and the questions were used during informal interviews of local businesses. Questions centered around recruiting method, use of NCWorks, the effect of COVID-19, training, and follow up. 102 businesses were contacted and of those, thirty-five were engaged in further information and follow up. Valuable information was gathered regarding the impact of COVID-19 such as all businesses were affected in some way, small or large. Many staff members were unsure about returning to work and there had been issues with day care and school closures. However, as the pandemic progressed, many businesses have remained at or above previous unemployment levels.

Businesses that have experienced expansion during this time are in the home improvement, in the case of B/S/H and consumer retail, as in the case of Legacy Seafoods. The businesses surveyed were chosen from those that were deemed essential such as manufacturing, construction, and support services. Most businesses are waiting to see when vaccines will be available and when daily activities can return to normal.

Fortunately, the Eastern Carolina WDB region has experienced lower unemployment rates than State and National averages. This is due, in large part, to the fact that Local Area businesses are considered and have proven to be essential.

2. What strategies and methods are in place to maintain or improve performance?

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

The Eastern Carolina WDB expects to meet the federal and state Adult and Dislocated Worker performance measures through an established process that begins with the Request for Proposal document that specifies the terms and conditions for delivering WIOA services. While it is the goal of the Eastern Carolina WDB to meet all federal and state WIOA performance outcomes and training expenditures requirements, the Board fully understands that personal behavior, federal and state policies, and economic conditions are often beyond the Board's ability to control. With that said, the Eastern Carolina WDB establishes policy to predict the best possible outcomes for achieving its goals.

The Eastern Carolina WDB staff monitors the performance data of all WIOA service providers at a minimum of a monthly basis (often more) through the review of client records and reports available through NCWorks Online. The staff also uses the records in NCWorks to ensure the participant is enrolled

into training prior to approving expenditure of funds through the monthly invoice review. The review of this data ensures that the Local Area is on track with their overall performance and training expenditure rates. The staff prepares WIOA activity reports for the Eastern Carolina WDB's oversight committee on a bi-monthly basis. Additionally, staff prepares NCWorks Career Center activity reports that are analyzed and shared with the service providers and oversight committee. The reports are compared with data from the prior year and prior month to gauge improvements or determine any areas of concern.

Every effort is being made to ensure that participants continue to receive quality service resulting in positive outcomes and performance. The Local Area works with service providers to ensure that all participants in the Adult, Dislocated Worker and Youth programs are receiving training in areas that are considered in demand and/or high growth industries. Career advisors will work with participants to develop an employment plan/service strategy that best meets the needs of the participant and ultimately leads to placement in unsubsidized employment and/or post-secondary education for youth participants.

Additionally, the Local Area continues to provide ongoing training and meets with the service providers on a bi-monthly basis to discuss program specific issues such as NCWorks Online and Local Area performance measures. All career advisors have received training on NCWorks Online and how it relates to performance and will receive continuous training in this area as it relates to performance measures. Reports from NCWorks Online are also used to track and monitor Adult, Dislocated Worker, and Youth performance throughout the year. These reports are reviewed with service providers, staff, and Board members.

The Eastern Carolina WDB staff review Future Works reports to track participant outcomes by county and provides these reports to the committees and service provider's staff. The WIOA Program Coordinator has a tracking system that requires the WIOA service providers to report their performance outcomes on a quarterly basis. The WIOA service providers are required to collect data pertaining to the performance measures. The WIOA staff understand that they are expected to meet or exceed the PY 2021 performance goals established for their programs.

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

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

In the event that the Local Area is not on track to meet yearly performance indicator goals, Eastern Carolina WDB staff would provide technical assistance to service providers to identify the cause or issue. Once the cause/issue has been identified, efforts will be made to address the cause or issue via training or technical assistance. Based on information gathered from NCWorks Online and FutureWorks reports, Eastern Carolina WDB staff will monitor performance and address any areas of concern with services providers at monthly meetings. This will ensure that action steps are being taken to resolve and/or address any areas of concern regarding performance.

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

(**Note:** This question should address how frequently [monthly, quarterly, etc.] performance information is shared and by what method/medium [e.g., print-out, electronically, verbally through meetings, etc.], how the performance information shared may differ for the various levels of staff at the Local Area WDB, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

Performance reports are shared with Eastern Carolina WDB staff and contractors monthly and with Board members bi-monthly. This information is shared electronically, in print, and verbally through meetings and email. Performance information may be used to determine if there are any training offerings that the Board needs to reconsider sponsoring due to non-completers resulting in low credential attainment. Case managers use the performance information to identify areas they may need to correct and/or address as it relates to data entry issues or follow-up services to improve program performance.

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

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

The measurable skill gains measure is used to monitor the progress a participant is making in their training to ensure that the participant is on track for successful completion of that training. Career advisors are responsible for entering at least one measurable skill gain into NCWorks Online for each year that the participant is active in WIOA Title I. This will allow the career advisor to monitor the progress a participant is making and if necessary, provide any additional services that will assist the participant toward a successful training outcome. ECWDB Program Coordinator tracks the MSG performance indicator using reports from NCWorks Online. These reports are run at least quarterly and are shared with career advisors. The Roster Reports in FutureWorks are viewed on a quarterly basis to determine progress toward the Measurable Skill Gain goals. The report is helpful in showing the importance to the career advisors for making sure they record the measurable skills gains in a timely manner. This report is shared with our WDB Career Pathways committee and WIOA service providers to show how we are performing at a given point of time. It is also used in the last quarter of the program year to ensure that career advisors have entered the appropriate credential information in NCWorks Online and that the local area is on track with the MSG goals.

- 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.**

Eligible training providers are reviewed at the local level on a regular basis as well as when a new training provider reaches out to request being added. Training providers must provide detailed information about their programs such as cost, completion/ graduation rates, employment rates, proof of accreditation (as applicable), financial statements and proof that they are certified to provide training. For new curriculum programs, the Board votes on approval based on Board staff recommendations. When new programs from existing eligible training providers are added/updated or new training providers are added, the program

and provider information is added to the Career Pathways Training Options Guide which is consistently updated and posted on the ECWDB website www.ecwdb.org.

7. **Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Local Area WDB Name ETPL Policy.**

The Eastern Carolina WDB ETPL Policy is attached.

The Eastern Carolina WDB defines “significant number of competent providers” in the local area based upon the following types of training providers that are located within the local area who are subject to the ETPL requirements in order to receive WIOA Title I Adult and Dislocated Worker funds to provide training services to eligible adult and dislocated worker individuals through ITAs:

1. institutions of higher education that provide a program of training that leads to a recognized postsecondary credential.
2. apprenticeship programs registered by the USDOL Office of Registered Apprenticeship.
3. public or private training providers, including joint labor-management organizations, pre-apprenticeship programs, and occupational/technical training; and
4. providers of adult education and literacy activities provided in combination with occupational skills training.

The Eastern Carolina WDB 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 through its oversight responsibilities of monitoring training provider performance. An annual review of the training providers’ performance for continued eligibility must show that the training program is still authorized by the appropriate oversight agency to operate and must include successful performance data in the following categories:

1. 80% of the number of participants completing the program.
2. 80% of the total number of participants exiting the program as employed in a training related occupation.
3. Participants enrolled in the training will have received a recognized post-secondary credential; and
4. Participant wage earnings will be recorded in NCWorks at a minimum showing the prevailing wage rate for the occupation in which the participant trained.

VII. Equal Opportunity

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

The Local Area has processes established to ensure individuals are not discriminated against based on age, disability, sex, race, color, or national origin. Annually, all WIOA service provider staff must attend an EEO training and technical assistance workshop conducted by the Local Area’s Assistant Director who serves as the designated Equal Opportunity Officer for the Local Area. Additionally, the EO Assurance language included in all Local Area contracts is as follows:

“During the performance of this contract, the contractor agrees as follows:

- a. The contractor will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA); including the Nontraditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; the Age of Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 34. The United States has the right to seek judicial enforcement of this assurance.
- b. The contractor will not discriminate against any employee or applicant for employment, or program applicant/participant because of race, color, age, religion, sex, disability, national origin or political affiliation or belief. The contractor will take affirmative action to ensure that applicants are employed/selected, and that participants and employees are treated during their period of employment/participation without regard to their race, color, age, religion, sex, disability, national origin, political affiliation, or belief. Such actions must include, but not limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of the non-discrimination clause.
- c. The contractor will, in all solicitations or advertisements for employees or participants placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex, disability, national origin, political affiliation or belief.
- d. The contractor will permit access to any contract-related books, records and accounts by the contracting agency, the State, and the US Secretary of Labor for purposes of investigation to ascertain compliance with applicable rules, regulations, and orders.

In the event of the contractor's non-compliance with the non-discrimination clauses of this contract with any such rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further government contracts and such other sanctions may be imposed and remedies invoked as provided by rules, regulations, and orders of the Secretary of Labor, or as otherwise provided by law."

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

The Eastern Carolina EO Complaint Grievance Procedure Document is attached.

3. Describe the methods used to ensure local Equal Opportunity procedures are updated.

The Division of Workforce Solutions conducts regular annual oversight and monitoring of Workforce Development Boards (WDBs) to ensure the Governor they are conducting their WIOA Title I financially assisted programs in a nondiscriminatory manner. As part of that process, the Division of Workforce Solutions Reviewer provides the local Equal Opportunity Officer a Workforce Innovation and Opportunity Act Equal Opportunity Oversight & Review Guide for completion. The Guide therefore provides an annual opportunity to review the local Equal Opportunity procedures and ensure they are current.

This information is also included in the Eastern Carolina WDB monitoring review conducted with NCWorks Career Centers annually.

Additionally, through the year, on at least a once per quarter basis, the local Equal Opportunity Officer accesses the following website <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies> to determine if the State has updated its Equal Opportunity procedures.

VIII. Adult and Dislocated Worker Services

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.

- a. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.
- b. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

As strengths, the Local Area has a variety of options to assist adults and dislocated workers with their education, training, and employment needs. NCWorks Career Centers operating in the region serve as the One-Stop resource offering a range of education and training options from self-service to comprehensive training and employment services for all job and training seekers.

The type of employment/training activities offered within the local area include:

- short and long-term occupational skills training [including training for non-traditional employment].
- on-the-job training.
- training programs operated by the private sector.
- skill upgrading and retraining; entrepreneurial training.
- job readiness training.
- career readiness certificates.
- adult education and literacy activities provided in combination with other skill training services listed above; and
- customized training conducted with a commitment by an employer or group of employers to employ individuals who have successfully completed training.

The weaknesses inherent to these education/training services often result from the customer needing to work and not being able to participate in the training activities due to his/her schedule. Another weakness is that participants who begin a training program may be offered a job prior to completion so they drop out to pursue a job. This happens often in manufacturing training programs, especially welding, and during times when the labor market is tight. Options for addressing this barrier include working with the customer to gain access to online training options, as well as identifying other training offerings that may be more flexible within the region. Other weaknesses in the region include areas where internet services are limited or not available, combined with the lack of public transportation and accessible childcare.

In addition to training, adults and dislocated workers can access other employment-related services at NCWorks Career Centers. Through the Centers, the community college staff is available to assist customers with specialized Human Resource Development classes that address such topics as financial management, interviewing, career planning, etc. Additionally, the North Carolina Department of Commerce, Division of Workforce Solutions aids adults and dislocated workers with registering for employment, conducting job search activities, filing unemployment claims, and receiving job placement assistance. Services through the Department of Social Services, Division of Vocational Rehabilitation and other community agencies are also available through One-Stop Centers to address other human service needs.

An assessment of the availability of adult and dislocated worker employment and training activities includes the seven community colleges located within the Eastern Carolina Local Area. They offer a comprehensive range of educational programs to meet the training needs of adults and dislocated workers. These programs include basic educational skills, higher academic education, occupational continuing education, job retraining, and personal growth and development.

- 2. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery.**
 - a. Identify any service provider contract extensions.**

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

The Eastern Carolina WDB released a Request for Proposals (RFPs) for operation of Workforce Innovation and Opportunity Act Title I Adult and Dislocated Worker Programs within Carteret, Craven, Duplin, Greene, Jones, Lenoir, Onslow, Pamlico, and Wayne Counties. The announcement for the RFPs was posted on the Board website on December 1, 2021, and ran in the local newspapers the week of Dec 2 - 7, 2021. Additionally, e-mails were sent to all parties on the bidder's list as well as to the local community colleges, public schools, NCWorks Career Center partners, elected officials, and Board members.

The announcement stated that "RFPs may be picked up on December 6, 2021, at the Eastern Carolina WDB office, located at 1341 South Glenburnie Road, New Bern, NC, or to receive a copy via email, please contact Erin Ananian-Gentile at ananian-gentile@ecwdb.org. A bidders' conference will be held on December 13, 2021, at 10:00 a.m. to answer questions. Proposals must be submitted by 4:00 p.m., January 20, 2022". The Board will make PY2022 funding recommendations on May 5, 2022. Contracts are awarded based on funding availability.

The Local Area uses competitive proposals to procure WIOA program activities. The Local Area develops Request for Proposals (RFPs) and procures services for the Adult, Youth, and Dislocated Worker programs every two years. The Board exercises the option to renew contracts for the second year based upon performance and funding availability. RFPs are published for three consecutive days in a sufficient number of newspapers or other media (including minority publications where feasible) that provide for a general circulation throughout the area as well as publication on the Eastern Carolina WDB website. The Local Area Director is responsible for developing the process for conducting technical evaluations of the proposals received. The Eastern Carolina WDB staff and Eastern Carolina WDB members who serve on the WIOA Planning and Oversight Committee review all proposals that meet the submission requirements. After evaluation and recommendation of the RFPs by the Local Area staff and WIOA Oversight committee, the final selection of service providers is made by the Eastern Carolina WDB. The Eastern Carolina WDB is responsible for selecting the agency it deems best able to operate the program efficiently and effectively, with price and other factors considered. The Eastern Carolina WDB allows for service provider contracts to be renewed for a second year based upon contract performance and funding.

- 3. Provide the date and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract (one-four years).**

Procurement for the One-Stop Operator was completed in spring of 2020 for execution of contracts on July 1, 2020. The process was as follows:

RFP Released	January 6, 2020
Bidders Conference – 1:00 PM	January 13, 2020
Proposals Due – 4:00 PM	February 13, 2020
Board Action – 6:00 PM	March 5, 2020
Notice of Selection	March 6, 2020

The review process for One-Stop Operator RFPs is as follows:

3. Eastern Carolina WDB staff will review proposals for technical compliance with the RFP and may prepare a summary of the bidder's qualifications, scope of work, and budget. Staff will confirm that all required signature pages and sections of RFP are completed.
4. Review committee, consisting of members of the Eastern Carolina WDB, will review and rate proposals in accordance with the published review criteria. Finalists may be interviewed by the Committee and recommendations will be forwarded to the Eastern Carolina WDB and Consortium Board for final approval.

The expected length of the contracts is for two years with options to extend for one year (potentially through 6/30/2024).

4. **Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2022, using the PY 2022 Adult/Dislocated Worker Service Provider List provided. Name document: Local Area WDB Name PY 2022 Adult/Dislocated Worker Service Provider List.**

The Eastern Carolina Adult and Dislocated Worker (DW) service providers chart effective July 1, 2022, is attached.

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

The Eastern Carolina WDB embraces the high-level goals of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which is to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and competitiveness of the region. The Eastern Carolina WDB believes that WIOA presents an extraordinary opportunity to improve job and career options for our region's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. All WIOA services are delivered through a network of local NCWorks Career Centers.

The vision and expected outcomes are that all customers (to include WIOA eligible adults, dislocated workers, and youth) who visit the NCWorks Career Center or access services online will achieve their desired employment goals. Each of the NCWorks Career Centers have dedicated Career Advisors assigned to work with WIOA participants to ensure they achieved their highest personal goal.

Regarding outreach strategies, the Eastern Carolina WDB uses a variety of tools to identify and meet the diverse needs of their target audiences. The Eastern Carolina WDB has updated its communications plan which outlines the methods and resources to be used for the targeted audiences. To date, the Eastern Carolina WDB has invested in NCWorks brochures and rack cards for businesses and jobseekers and has purchased an NCWorks display board for job fairs. The Eastern Carolina WDB, NCWorks staff and WIOA service providers embrace social media, collaborate outreach efforts with their local NCWorks

partners, participate in TV and radio interview opportunities, utilize the community college and public schools outreach efforts, present in county commissioner meetings, and participate in chamber of commerce venues, economic development events, community-based organization partnerships, faith-based organization events, etc.

The Eastern Carolina WDB is guided by performance accountability measures that were established by the NCWorks Commission based upon primary indicators of real time performance data that provides evidence of the development of a strong, vibrant regional economy where businesses thrive and people want to live and work. In addition to the mandated WIOA performance outcomes measures, the expected outcome is that 80% of the WIOA eligible adults and dislocated workers who enroll in WIOA services will have their employment goals met. The challenge is the difficulty in accessing data in a timely manner to determine the true outcomes because of the services received.

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

The Eastern Carolina WDB uses a priority of service policy and tracking system as a method to ensure enough adults receive individualized career and training services in the Local Area are from one of the following priority of services categories: public assistance, low-income individuals and individuals who are basic skills deficient. [134(c)(3)(E), 3(24)] The Eastern Carolina WDB not only address this through policy but requires Title I Adult service providers to address this process as a part of their recruitment strategy within their business plan to ensure priority and services are given to those who are most in need of career and training services.

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

Follow-up services must be provided as appropriate for participants placed in unsubsidized employment for up to 12 months after the first day of employment. These services include but are not limited to counseling regarding the workplace, retention tips, resolving work-related problems, referral to other community services, and help to secure better paying jobs, career planning, or counseling.

Those adults and dislocated workers who do not obtain unsubsidized employment are encouraged to utilize services provided by the NCWorks Career Center in order to find a job.

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

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

The Local Area WDB conducts an official monitoring review of the service providers once a year to ensure that services comply with contractual agreements, Eastern Carolina WDB policies, WIOA regulations, and Local Area requirements. The annual monitoring review may be conducted in-person at

the service providers site or virtually through GoToMeeting, Teams or Zoom. Some monitoring activities occur monthly through desk reviews. Monitoring activities include a desk review of the WIOA Title I Contract, NCWorks Online reports, and management practices.

The Program Coordinator holds service provider meetings at least quarterly but may be held more often as necessary. Technical assistance visits are also made during the year as needed.

The following procedures outline the Local Area's monitoring and evaluation process to ensure continuous improvement practices are implemented:

1. A pre-monitoring desk review is conducted. All pertinent files, contracts, charters, business plans, reports, and records relative to NCWorks are reviewed. Appropriate monitoring documents and questionnaires are completed, and statistical data from NCWorks are analyzed to evaluate performance.
2. The appropriate WIOA Title I service provider is notified in writing of the Local Area's plans for a monitoring visit. The notification letter identifies the areas to be reviewed and the anticipated time schedule.
3. An entrance interview is conducted to outline the monitoring process. Any findings developed through the desk review are discussed at this time with the Title I service provider management and staff, and the objectives of the monitoring are detailed.
4. Selected customers are interviewed to assess their satisfaction with services provided through the Center.
5. An exit interview is conducted at the completion of the monitoring visit. Any findings and recommendations for corrective action are explained to the staff present at this time. A written report is prepared within fifteen working days of completion of the monitoring visit.

IX. Youth Services

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

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

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

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

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
Tutoring, Study Skills Training, Instruction, & Dropout Prevention	Yes	Community College System, Public School System, WIOA Youth Service Providers, Greene Lamp, Inc.	Good – taking into consideration COVID-19 made interaction with participants difficult.
Alternative Secondary School & Dropout Recovery Services	Yes	Community College System, Public School System, NCWorks Career Centers, WIOA Youth Service Providers, Greene Lamp, Inc.	Good – taking into consideration COVID-19 made interaction/recruitment difficult.
Paid & Unpaid Work Experience	Yes	Community College System, Public School System, NCWorks Career Centers, WIOA Youth Service Providers, regional employers, community-based organizations, Apprenticeship NC	Good – taking into consideration COVID-19 closing potential worksites, Youth providers were able to shift participants to other opportunities. For example, a lot of healthcare businesses were not accepting WEX, so alternatives such as DSS were found.
Occupational Skills	Yes	Community College System, Public School System, NCWorks Career Centers, WIOA Youth Service Providers	Good – taking into consideration shut down of both educational institutions and employers due to COVID-19.
Education Offered Concurrently with Workforce Preparation	Yes	NCWorks Career Centers, WIOA Youth Service Providers, regional employers	Good – taking into consideration shut down of both educational institutions and employers due to COVID-19.
Leadership Development Opportunities	Yes	NCWorks Career Centers, WIOA Youth Service Providers, regional employers, community-based organizations	Good – taking into consideration shut down of both educational institutions and employers due to COVID-19.
Supportive Services	Yes	Department of Social Services, Vocational Rehabilitation, community-based organizations,	Excellent – COVID-19 has made more people reliant on supportive

		NCWorks Career Centers, WIOA Youth Service Providers, Coastal Community Action, referral system (warm hand off, emails)	services and the relationship between partners has been great.
Adult Mentoring	Yes	WIOA Youth Service Providers, community-based organizations, employers, Boys & Girls Club (also participate in Youth Council meetings), Rotary International, regional employers	Good – taking into consideration shut down of both educational institutions and employers due to COVID-19.
Follow-Up Services	Yes	WIOA Youth Service Providers reach out to participants for up to 12 months post-exit or upon entering unsubsidized employment. This is done through phone calls, emails, in person meetings.	Good – taking into consideration COVID-19 made interaction with participants difficult.
Comprehensive Guidance & Counseling	Yes	WIOA Youth Service Providers provide guidance and counseling via telephone, email and in person meetings. Referrals may be directed to partners such as DSS, VR, or other entities (drug/mental health) as necessary.	Good – taking into consideration COVID-19 made interaction with participants difficult.
Financial Literacy Education	Yes	NCWorks Career Centers, WIOA Youth Service Providers, community-based organizations.	Excellent – especially considering COVID-19 impacting programs. WIOA Youth Service Provider in Carteret has created an online training on Basic Financial Literacy for youth due to the pandemic shutting down in person workshops.
Services that Provide Labor Market Information	Yes	WIOA Youth Service Providers, NCWorks Career Centers, NC Careers, NC LEAD	Good – taking into consideration COVID-19 made interaction with participants difficult. With the use of NC Careers, it is easy for participants to gain valuable LMI virtually.
Postsecondary Preparation & Transition Activities	Yes	Community College System, Public School System, NC University System, NCWorks Career Centers, WIOA Youth	Good- taking into consideration the shutdowns due to COVID-19. Youth providers have done virtual college/university

		Service Providers, NC Careers, My Future NC	tours, using NC Careers makes it easy to access information virtually.
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2. Describe how the Local Area WDB's broad Young Adult (NextGen) Program design is unique to include:

- a. providing objective assessments.**
- b. supportive services needed; and**
- c. developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]**

The local area's broad Youth Adult (NextGen) Program design is a systematic approach that offers youth a comprehensive set of service strategies and a closer link to the labor market. The local area's youth design outlines a broader youth vision that supports an integrated service delivery system and gives a framework through which locally based youth programs can leverage other federal, state, local, and philanthropic resources to support in-school and out-of-school youth. This local area design youth framework stipulates that the WIOA Youth Servicers are required to ensure connections are established between youth programs and the local NCWorks Career Centers, in order to provide information on the full array of appropriate youth services that are available to youth.

The local area design framework includes process that ensure youth receive:

- an objective assessment of each youth participant.
- an individual service strategy for each youth participant.
- preparation for post-secondary educational opportunities, provide linkages between academic and occupational learning, provide preparation for employment, and provide effective connections to employers in in-demand industries and occupations.

As a part of the comprehensive Youth Services design, the following elements are made available to youth:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies
- Alternative secondary school offerings
- Summer employment opportunities directly linked to academic and occupational learning
- Paid and unpaid work experiences, including internships and job shadowing
- Occupational skill training
- Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors
- Supportive services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling
- Financial literacy education
- Entrepreneurial skill training
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area
- Activities that help youth prepare for and transition to post-secondary education and training

Local programs have the discretion to determine what specific program services will be provided to a youth participant, based on each participant's objective assessment and individual service strategy. Critical to the success is integrating a youth development strategy that focuses on a young person's assets,

provides a variety of interventions, and supports allowing the youth to grow, learn and mature—successfully transitioning to careers and productive adulthood. Youth development activities include leadership development opportunities that encourage responsibility, employability, and other positive social behaviors.

It is expected that each youth will participate in more than one of the fourteen program elements required as part of any local youth program. The overall goal of the youth program is to help youth complete a high school diploma or equivalent GED and to prepare for a career pathway that will transition into skilled employment and/or post-secondary education. Youth program outcomes should prepare youth for post-secondary educational opportunities, provide better linkages between academic and occupational learning, prepare youth for employment; and offer effective connections to intermediary organizations that provide strong links to the job market and employers. All youth must receive some form of follow-up services for a minimum period of 12 months following the completion of participation in the program.

Services to Out-of-School Youth

Careful consideration is given to the development of a year-round program that substantially engages out-of-school young adults. At least 75% of the Local Area's youth funds must be used to provide services to out-of-school youth. To improve the general recruitment of out-of-school youth, all personnel funded by WIOA Out-of-School Youth programs must be in NCWorks Career Centers. This approach may provide an additional point of entry for young adults to participate in the WIOA program and may increase the likelihood of enrolling out-of-school youth who no longer have ties to school networks.

A youth's school status is determined at the time of application. This designation remains throughout the youth's WIOA participation. For example, a youth determined to be out-of-school at the time of WIOA application can continue to be counted as out-of-school for purposes of tracking youth expenditures, even if the youth enroll in an alternative school as part of the service strategy.

With the COVID-19 pandemic, services were shifted to an online, virtual format. Career Advisors were able to assist participants and potential participants online via web conferencing programs. Board staff created orientation videos for publication on You Tube and links were shared with providers in order to assist with outreach. One provider created a series of videos that included Financial Literacy, Finding Your First Job, and Keeping Your Job. The links were also distributed to all provider staff to share with their participants. As the pandemic is winding down, these virtual services will continue to be offered and expanded upon. For example, the local area provides virtual job shadowing opportunities for participants seeking to explore career options.

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

WIOA youth service providers are required to develop an Individual Service Strategy (ISS) for each eligible youth that meets the WIOA requirements. The Individual Service Strategy (ISS) contains the results of the objective assessment required for all youth by the WIOA statute at 129(c)(1)(A), including any results related to basic skills, work readiness skills, career pathways goals, occupational skills, performance indicators, and must clearly describe assessment results and planned program elements services. Each skill attainment goal must be clearly articulated and recorded on the ISS in NCWorks online. The youth and the case manager must acknowledge understanding of the goal and agree to work cooperatively toward attaining that goal during the time established for its achievement. Others providing services to the youth can contribute to the goal attainment and should be included in the ISS process as

appropriate. The ISS should identify realistic basic skills, occupational skills and/or workplace readiness skills goals as appropriate. The ISS contains education and employment goals (including, in appropriate circumstances, non-traditional employment), associated achievement objectives, including competency levels to be attained by participants because of program participation, time frames for achievement of objectives, appropriate services for participants, documentation that the participant was told of the requirements for self-sufficiency and the occupational demands within the labor market.

A periodic review of the ISS must be made to evaluate the progress of each participant in meeting the objectives of the service strategy. The participant's progress in acquiring basic skills, work readiness, and/or occupational skills as appropriate, and the adequacy of any supportive services provided will also be included in the periodic evaluation. The ISS will be used as the basic instrument for the service provider to document the appropriateness of the decisions made concerning the combination of services for the participant, including referrals to other programs for specified activities.

Training provided by the service provider should be in accordance with the ISS. The staff will evaluate the adequacy of the supportive services to determine the appropriate assistance and/or intervention needed. The ISS will be reviewed and updated with the participant every thirty days and completed one year after exit. Changes in the youth's circumstances and reports on the youth's progress toward meeting his/her employment objective will be documented.

Modifications to the ISS may be implemented if major changes occur that impact the youth's ability to achieve the stated goals. The youth and the staff will sign any modification to the ISS. A copy of the ISS will be given to the youth. The ISS and copies of the assessment results will be maintained in the youth's file. All follow-up activities will be documented in the ISS and in the case notes.

Curricula, instructional strategies, and training content and approaches must be developed to impart the skills and behaviors necessary to enable the youth to achieve each skill goal identified in the youth's Individual Service Strategy (ISS).

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

The Local Area strategy begins with active youth engagement where an objective assessment is completed to include a review of the young adult's academic, occupational skills, career interest, and any barriers that may hinder their success in order to identify the appropriate mix of education and training services. An individual service strategy is developed with each youth that identifies their goals and objectives. The individual service strategy is reviewed with the participant to review their progress towards their goals. For participants identified as having a need for their high school diploma, they are enrolled in the Adult High School (AHS)/High School Equivalency (HSE) program at their local community college.

Career advisors work with each NextGen participant as they work towards attaining their high school diploma or equivalent to identify any areas that the participant may need additional assistance. If necessary, the career advisor can arrange for tutoring to assist the participant and ensure they pass the exam and attain their diploma or equivalent. This service would become part of their individual service strategy. NextGen participants are also exposed to post-secondary opportunities through college tours, college fairs and financial aid workshops. NextGen participants interested in post-secondary training at the community college may receive assistance with their occupational skills training. These activities

are part of the 14 youth program elements that are made available to all NextGen participants. All services are included as part of the participant's individual service strategy. Participation in these activities is how the Local Area WDB will ensure that NextGen participants are engaged in activities that will lead to the attainment of a high school diploma or equivalent or a recognized post-secondary credential and post-secondary education and training opportunities.

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

As a part of the WIOA Youth Contract, it is specified that WIOA service providers will ensure that comprehensive career guidance and follow-up services will be integrated into the overall youth program design. Youth service providers will be responsible for conducting appropriate follow-up services for all youth to ensure continued success. One or more of the following strategies must be used in conducting follow-up services. The types of services provided, and the duration of services will be determined based on the needs of the youth.

- 1) Leadership development activities
- 2) Referrals for supportive services
- 3) Regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise
- 4) Assistance in securing better paying jobs, career development and further education
- 5) Work-related peer support groups
- 6) Adult mentoring
- 7) Tracking the progress of youth in employment after training

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

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

The local area serves the young adults through Tier 1 and Tier 2 Career Centers and through local community college campuses. The local area is exploring options to extend locations to include community-based organizations, public housing, libraries, and/or other suitable locations where young adult may access services.

7. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2022, using the PY 2022 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided. Name the document: PY 2022 Local Area WDB Name Youth Service Provider List.

PY 2021-2022 Youth service Provider List attached.

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

The Local Area uses competitive proposals to procure WIOA program activities. The Local Area develops Request for Proposals (RFPs) and procures services for the Adult, Youth, and Dislocated Worker programs every two years. The Board exercises the option to renew contracts for the second year

based upon performance and funding availability. RFPs are published for three consecutive days in a sufficient number of newspapers or other media (including minority publications where feasible) that provide for a general circulation throughout the area, as well as publication on the Eastern Carolina WDB website. The Local Area Director is responsible for developing the process for conducting technical evaluations of the proposals received. The Eastern Carolina WDB staff and Eastern Carolina WDB members who serve on the WIOA Planning and Oversight Committee review all proposals that meet the submission requirements. After evaluation and recommendation of the proposals by the Local Area staff and WIOA Oversight committee, the final selection of service providers is made by the Eastern Carolina WDB. The Eastern Carolina WDB is responsible for selecting the agency it deems best able to operate the program efficiently and effectively, with price and other factors considered.

In December 2020, the Eastern Carolina WDB advertised the release of a Request for Proposals (RFPs) for January 4, 2021, for operation of PY 2021-2022 Workforce Innovation and Opportunity Act Title I Youth Programs within Carteret, Craven, Duplin, Greene, Jones, Lenoir, Onslow, Pamlico, and Wayne Counties. A bidders' conference was held on January 19, 2021, at 10:00 a.m. to answer questions. The deadline for submission was February 18, 2021, and the Board acted on March 4, 2021.

The initial funding period was from July 1, 2021, through June 30, 2022. Based on performance and funding availability, the board has exercised its option to extend the contract for a second year beginning July 1, 2022. Funding will be based upon PY 2022 allocations and carryover funds.

9. Provide the Local Area WDB's approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)] (CPS 09-2021)

Through competitive procurement, the Eastern Carolina WDB has selected youth service providers throughout the region to deliver services to both in- and out-of-school youth. The out-of-school service providers reflect the 75% category with 20% of their budgets set aside for work experience. Likewise, the in-school youth service providers reflect 25% of the youth funds with 20% of their budgets set aside for work experience.

With the COVID-19 pandemic causing mass shutdowns of NCWorks Career Centers, partner agencies, and education institutions, services were temporarily moved to the virtual space with providers assisting participants and potential participants via web conferencing. At the beginning of the shutdown, the Eastern Carolina WDB Program Coordinator had weekly meetings with providers to share best practices and get a status update on outreach efforts and any assistance needed. The Eastern Carolina WDB staff also set up an Innovation Team made up of Youth and Adult providers and community partners to identify barriers and work on solutions. To date, this group has instigated the new Youth Incentives policy and addressed adding a virtual work experience policy to meet the needs of participants and employers as a result of the ongoing COVID-19 pandemic concerns.

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

As a part of the Local Area contract with the WIOA Title I Youth Service Providers, the contract specifies that a minimum of 35% of the budget must be expended on work-based learning activities. These

expenses are monitored monthly; however, as a result of the Covid-19 pandemic, the Local Area has struggled to meet this requirement. Since the enactment of WIOA, this goal was always met. With the schools closed and students attending school virtually, WBL opportunities seized. During the PY2020-2021 program year, Career Advisors sought out alternate places of work such as at the community colleges and other local government agencies to place participants.

To address the expenditure requirement, the Local Area is now implementing the TEGL 21-16 requirements of collecting information for staff time associated with Work Based Learning responsibilities. Additionally, the Local Area recently purchased a virtual job shadowing subscription to allow participants to experience WBL opportunities virtually. As the pandemic is winding down, it is expected that WBL will increase in PY2022.

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

The Eastern Carolina WDB is in the process of hiring a NextGen Youth Engagement Specialist to work closely with the Business Services Representatives and the NextGen Youth Program service providers. Additionally, for Craven, Duplin, and Pamlico, Eckerd Connects, have one dedicated full-time Business Development Specialist who works with employers to develop work experiences for participants in the Out-of-School Youth program. For the other counties, we have six NextGen youth program providers with dedicated NextGen staff who are working with businesses to develop work-based learning opportunities.

12. Does the Local Area WDB have a re-entry program for young adults? If yes, please briefly describe it.

The Eastern Carolina WDB partners with the re-entry council who delivers services through the local NCWorks Career Centers.

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

a. Title II Adult Education and Family Literacy Act program resources and policies.

The Local Area's NCWorks Career Centers and WIOA service providers coordinate workforce services with the community colleges' Adult Education and Literacy activities in each of the NCWorks Career Centers through information sharing and a defined process for referrals. In eight of the nine counties, the community college is the WIOA service provider for the Adult, Dislocated Worker, and Out-of-School Youth programs. Since the community colleges are the WIOA service provider it is a natural fit for a higher level of coordination of services. In the one county that the community college is not the WIOA service provider, the community college partner provides staff in the center on a part time basis and along with the center has established a referral process.

As customers complete an initial screening assessment at the NCWorks Career Center, the Career Advisor will often provide information about the Adult Education and Literacy services available if a real or perceived need is identified and will then schedule an initial appointment with the appropriate

community college staff. In all the NCWorks Career Centers, community college class schedules and information are widely available to customers. An example of the coordination with Adult Education and Literacy activities is how the NCWorks staff are active members of the community colleges' orientation sessions for students who need and/or interested in participating in these classes. During the orientation session, the WIOA Career Advisor is provided an opportunity to discuss the various programs and services available through the NCWorks Career Center as it relates to education, training, and/or employment.

b. Title IV Vocational Rehabilitation program resources and policies.

Title IV Vocational Rehabilitation program resources and policies; Vocational Rehabilitation is on-site at several NCWorks Career Centers for varying periods of time. Services are provided to assist individuals with disabilities with obtaining, retaining, or maintaining employment. Customers are referred to the Rehabilitation Counselor while on-site and are provided with contact information while off-site. The Vocational Rehabilitation representative is registered as a provider in NCWorks and routinely uses the system both on-site and off-site to refer clients to suitable employment.

c. Integrates adult education with occupational education and training and workforce preparation, as Local Area WDB's and the creation of career pathways for youth. [USDOL TEGL 8-15]

The NCWorks Career Center design ensures integrated services, including WIOA, to individuals with other barriers to employment and other specific populations, such as former offenders. The Centers have staff trained to work with individuals with barriers to employment, including former offenders, to assist them with securing employment. Additionally, the Centers include partner agency services that target additional populations such as those who are identified as homeless or in need of shelter.

The Eastern Carolina WDB, along with employers, local education agencies (K-12), post-secondary learning institutions, NCWorks Career Centers, and other community partners collaborated to create five career pathways for youth which include Advanced Manufacturing, Aerospace and Aviation, Construction and Skilled Trades, Health Science, and Transportation, Distribution and Logistics. Each pathway includes options for in-school youth via coursework that can be completed in high school that will count toward a community college certification or Career and Technical Education programs in which students can be career-ready upon receiving their high school diploma. These pathways also include options for out-of-school youth who may need to complete a high school diploma program.

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

If yes, attach the Youth Incentive Policy to include:

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

Name document: Local Area WDB Name Youth Incentive Policy.

Yes, the Eastern Carolina WDB plans to offer incentives for youth.

The Eastern Carolina WDB Youth Incentive Policy is attached.

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

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

N/A

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

The Local Area's Youth programs focus on recruitment, educational and occupational credential attainment, work-based training opportunities and other skills training linked to independent living and careers aligned with the skills needs of the area's in-demand employment opportunities. Programs should connect academic and occupational skills training with demand industry sectors such as (but not limited to) healthcare, manufacturing, transportation, distribution & logistics, skilled trades & construction, which lead to industry recognized credentials. Through the local area's career pathways efforts, regional labor market data has been aligned with the region's high-growth, high wage sectors to identify appropriate training programs that will lead to successful employment opportunities. The local program design strategy includes the development of an effective career pathway plan for participants that results in unsubsidized employment, advanced postsecondary occupational skills training, a qualified apprenticeship or entering the military.

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

The Eastern Carolina Youth Program Elements chart is attached.

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

- a. If no, describe how oversight to planning, operational, and other issues relating to the provision of services to youth will be provided. N/A
- b. If yes, please provide a response to the following:
 - a) Provide the committee's purpose/vision.

The Eastern Carolina Youth Council's purpose and mission is to support and enable high quality youth programs that empower and prepare today's young adults to become tomorrow's productive citizens.

The Eastern Carolina Youth Council's vision statement is as follows:

The Eastern Carolina Youth Council will engage with our youth and young adults to understand and eliminate barriers to employment while they build their skills and earn industry recognized credentials. We serve and inspire young people to achieve their educational goals and pursue a career pathway of their choice.

b) Provide the committee's top three goals or objectives for PY 2022.

1. Identify strategies to improve youth engagement and youth outreach efforts targeted toward disadvantaged youth.
2. Identify and coordinate youth services throughout the region to leverage resources and address skills gap challenges.
3. Develop a strategy to improve youth program educational attainment outcomes and ensure that required work-based learning expenditure rate percentage is met.

c) List of members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in the first block (who must be a Local Area WDB member.) Name document: Local Area WDB Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

The Eastern Carolina Youth Council Membership is attached.

c. Complete the following chart for the PY 2022 Youth Committee's planned meeting schedule to include dates, time, and location. [Expand form as needed.]

Date	Time	Location (Include address and room #)
September 22, 2022	6:00	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Road, New Bern Also made available virtually.
January 19, 2023	6:00	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Road, New Bern Also made available virtually
March 23, 2023	6:00	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Road, New Bern Also made available virtually
May 18, 2023	6:00	EASTERN CAROLINA WDB Offices, 1341 S. Glenburnie Road, New Bern Also made available virtually

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X. Local Area WDB Innovations

1. List additional funding received by the Local Area WDB to include special grants (Finish Line, Youth Initiative), NC Job Ready Workforce Investment Grants, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, NCWorks Commission, and outside funding to include a brief description of the source and the amount.

Grant Name/Kind	Brief Description	Beginning and End date	Source and Amount	Partner Organization (if applicable)
myFutureNC Local Education Attainment Collaborative	A local education attainment collaborative to assist in the Governor's initiative to ensure two million North Carolinians between the ages of 25 and 44 have a high-quality credential or post-secondary degree. Collaborative establishes local goals, identifies strategies and priorities to meet these goals, and work as partners of myFutureNC.	July 1, 2021 – December 31, 2022	ncIMPACT Initiative at the UNC School of Government; \$25,000.00	Region's CTE Departments, Community Colleges, WIOA Title I and Title III staff
Grow With Google	In partnership with NAWB, the ECWDB was awarded a grant for 100 Grow with Google scholarships.	March 2021 – June 30, 2022,	100 Free Grow with Google scholarships for unemployed/underemployed NCWorks customers.	Google, NAWB, ECWDB, local Title I service providers, and NCWorks Customers.

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

In February 2020, the Eastern Carolina WDB, Inc. awarded TwoHawk Workforce Solutions (TWS) an Adult & Dislocated Worker contract to provide On-the-Job Training throughout the region. While the program has been slow to implement across the region, we are now seeing great success in Craven County where the OJT Specialist is partnering with employers, the community college, community organizations to identify potential candidates. Since July 1, 2021, TWS in Craven County has produced 31 OJTs primarily with manufacturing companies such as BSH, Chatsworth Product, and Moen.

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

The Eastern Carolina WDB's promising youth program practices center around positive staff engagement with the youth participants. Our NextGen Youth Career Advisors are going above and beyond in working with their youth participants. While we believe that all our NextGen Career Advisors are working hard to make a difference and striving to achieve results, there are two NextGen Career Advisors who stand out that are making a difference and their efforts are paying off in youth credential attainment as recorded by FutureWorks for Carteret and Lenoir counties.

Both of these NextGen Career Advisors attribute their program success to staying engaged with the youth through all sources of media and in person from the beginning of their youth participant's program experience through the end. In their own words, below is what they share as a best practice for them.

"Next Gen LCC is a Facebook page that I created that helps get word out about upcoming events, jobs, deadlines, reminders for students, and a platform to celebrate each participants achievement. It also helps with Follow-up to have contact with participants that may not have the same phone number or email. "All my WIOA participants are strongly encouraged to participate in our SGA club's on and off campus activities. I have seen that when participants get involved with our SGA club (Next Gen) and help with extra-curricular activities (leadership activities) & attend Senate meetings, these participants seem to have more successful outcomes in the program, stay in contact throughout follow-up and maintain employment." - Tracey Price, NextGen Youth Career Advisor, Lenoir Community College

"Positive behavior reinforcement has been one of the most successful practices for keeping youth engaged this program year. These include regular texts, emails, and social media contacts with participants to encourage them in their goals, accomplishments, and to quickly address barriers. Increased contact through these texts, emails and social media has yielded the Career Advisor to gain trust and develop a strong advising relationship with participants. This has been evidenced in several former participants reaching back out for our services or referrals, current participants expressed gratitude for support and their completions of their programs in basic skills and/or training. Currently, this information is being collected anecdotally, but in the future the team would like to develop a customer satisfaction survey to continue to collect feedback from participants." - Merianne Grigoriuc, NextGen Youth Career Advisor, Carteret Community College

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

One promising regional strategy that has yielded positive results is that our nine counties have continued as certified Work Ready Communities counties. These collective efforts have resulted in over 100,000k individuals receiving their CRC since it's tracking began in 2005 through the NCCCS. (*Regrettably as ACT implemented their Certified WorkReady Communities initiative, they no longer recognized NC's former CRC issued which reflects in lower numbers in ACT's database.*) These efforts combined with over 600 employers signing on to endorse the Work Ready Communities initiative laid a solid foundation for the Eastern Carolina WDB to submit a collaboration grant application in partnership with the Region's

community colleges and county schools to serve as the lead agency supporting the Governor's myFutureNC initiative. Our local collaborative is branded as OurFutureENC with the tag Educate. Equip. Excel.

The OurFutureENC Steering Committee includes representation from the public schools and community colleges within Carteret, Craven, Duplin, Greene, Jones, Lenoir, Onslow, Pamlico, and Wayne counties. We believe that an increased educational attainment is important for our community for several reasons. First, we need to build a strong pipeline of qualified workers for our businesses. There are approximately 191,085 individuals who are in retirement age who will need to be replaced (EMSI, 2020). To do this, we need to cultivate individuals who have a high-quality post-secondary credential in subjects such as advanced manufacturing, aviation mechanics, and health care.

Second, according to myFutureNC research, many of our youth are considered disconnected or opportunity youth (ages 16-19 not working or attending school). This is a large pool of youth that we can identify and assist with their educational attainment.

County	Percentage of Disconnected Youth
Carteret	12%
Craven	5.4%
Duplin	8.1%
Greene	12.5%
Jones	17.7%
Lenoir	5.3%
Onslow	7.6%
Pamlico	14%
Wayne	9.4%

Finally, only 14% of the Region's residents possess a bachelor's degree (5.9% below the national average) and 11.5% hold an associate degree (EMSI, 2020) so there is great potential to assist individuals to gain a high-quality post-secondary credential.

With approximately 130,264 residents who are between the ages of 25-39 and great partnerships with high schools and community colleges, we are in a prime situation to help the State reach its 2 million individuals with high-quality post-secondary credentials. Breaking down the data, we are working together to ensure that 17,000 more individuals achieve a high quality post-secondary credential.

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

In May 2020, B/S/H Home Appliances expressed an urgent need to hire more employees. The Eastern Carolina WDB BSRs, NCWorks Career Center Craven County Business Services Team (including WIOA Title I and Title III), Economic Development, Craven Community College staff, and B/S/H Human Resources developed a strategy to promote, recruit, and screen potential candidates. Staff at the VOLT Center of Craven Community College previously developed a pre-employment training program that yielded 140 new employees for B/S/H; however, turnover was higher than expected. In November of 2021, the Human Resources Operations Director, John Wilson, expressed the need to modify the two-day fast track program to add a day for more real-world experience in B/S/H manufacturing processes. In addition, B/S/H was willing to hire individuals and put them through an additional five-day class that would closely align with the plant's production line schedules, physical activity requirements, and job duties.

Since 2020, BSH has held several successful job fairs in partnership with NCWorks. For example, an on-site interview/job offer event was planned for a Saturday with processes that included NCWorks registration, re-hire acknowledgment, WIOA screening, interviewing for appropriately qualified candidates and registration for a customized training program. TwoHawk Workforce Solutions (TWS), the OJT program provider worked diligently to ensure individuals who were eligible for the program were recruited and worked closely with ECWDB staff to have paperwork ready for a quick start.

Evidence to suggest this practice is effective is that more individuals are persisting through the course, turn-over has been reduced, and there has been more participation in OJTs. More data will be collected as this is an innovative business services strategy that began in May of 2020. In addition to over 100 individuals being hired as BSH in the past two years, as of April 1, 2022, B/S/H has hired 16 participants through the OJT program this program year.

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

The Eastern Carolina WDB implemented virtual services in response to the COVID-19 shut-down such as virtual rapid responses, career fairs, and the ability to provide all services remotely.

One of the Local Area's best or promising virtual services strategies was converting required documents to fillable PDF forms so individuals could still enroll into programs without having to visit an NCWorks Career Center. Instructions were developed to assist individuals and career advisors in how to prepare and correctly upload required documents and signatures to NCWorks Online to ensure a seamless transition to virtual services without any disruptions. Since the onset of the pandemic, these virtual efforts have made their way into permanent practices for serving customers remotely. As a result, NCWorks data continues to show an upward trend of customers preferring virtual services as compared to coming to a physical Career Center location. As virtual services are becoming the norm for service delivery, social media is becoming the norm for outreach. This avenue has proven to be cost effective in outreach. Additionally, through the local community college's websites, potential customers can apply online for services to schedule virtual appointments through NCWorks.

7. Describe how the Local Area WDB's inform other Local Area WDB's of best or promising regional workforce practices.

Statewide, the Eastern Carolina WDB staff collaborate and work with other WDB to share best and promising regional workforce practices through several platforms. For one, the Executive Director's Council (EDC) meets twice a month for this purpose. During the pandemic, the EDC met monthly. The EDC worked together to create a Strategic Plan for the 23 WDBs. Three standing committee were formed to include: Business Services, the Future of NCWorks, and a Youth Committee. The Executive Director for the Eastern Carolina WDB serves as a Co-Chair for the Youth Committee. The work produced from this committee has resulted in three major focal points being summarized as follows: 1) Improve Youth Programs through Innovation, 2) Improve NextGen Youth outreach and engagement, and 3) Improve credential rate and work-based learning opportunities as it aligns with local Career Pathways.

As a result of this work, the Youth Committee has produced four quarterly webinar training sessions that was facilitated by the Eastern Carolina WDB Executive Director and was shared Statewide with all 23 WDBs, Youth Leads, and service providers. Sessions included topics such as providing work experience in a pandemic, tracking WBL youth expenditures, and successful youth engagement best practices. More recently, a webinar was offered on career pathways which was the highest attended session to date with 101 registering. To date, the committee has updated and shared the new NextGen youth brochure, created a website page, and created a Youth Council Orientation Guide. All of these items have been shared with the 23 WDBs for their use.

Regionally, the Eastern Carolina WDB staff is part of Vision East which includes Cape Fear, Lumber River, Northeastern, Rivers East and Turning Point Workforce Development Boards. Directors and staff participate in regular meetings to discuss promising regional workforce practices and other topics such as updates, USDOL items, the future of NCWorks Career Centers, One-Stop operator roles and responsibilities, staffing, outreach materials, business services and more. Prior to the pandemic, BSRs in the Southeast Prosperity Zone met for planning sessions and participated in the BSR Consortium which offered a platform for the exchange of information. Since that time, meetings have continued to be more informal and/or virtual.

With the Southeast Prosperity Zone, the Cape Fear and Eastern Carolina Executive Directors meet and regularly discuss strategies to streamline efforts and align services. An example of a cost saving service is how the two boards share in one subscription for Traitify as an assessment tool for their two local areas.

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

There have been several examples of employer led efforts in our region.

The B/S/H team, with its immediate needs for employees, drove program promotion with assistance from respective worksite department leads to specify need and head count figures. They took the lead in developing curricula for the VOLT Center assembly line training, hosting work-site visits, on-site interviews, and screening for employment. With support from the Eastern Carolina WDB, OJT provider Two Hawk Workforce Services, NCWorks Career Center Carven County, and economic development, B/S/H identified a need and took charge to drive the agenda. This model has been replicated, in part, for other manufacturing companies in the region, such as Chatsworth.

In Lenoir County, another example is how Master Brand and Spirit AeroSystems are working in partnership with the Lenoir NCWorks team and Lenoir Community College to host Saturday Job Fairs and hiring events.

In Carteret County, Atlantic Veneer teamed up with Carteret NCWorks to establish a hiring protocol practice where customers who apply on the company website are redirected to apply through NCWorks. From there, NCWorks staff carefully screen and refer qualified candidates. For candidates that did not meet the screening criteria for the job, they are contacted for further follow up and services to access training or pursue other employment options.

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XI. Program Year 2022 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2022 Local Area Plan. The Local Area Plan is not complete without these documents. Name each document: Local Area WDB Name, Policy Name.

- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder.”

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2022 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy	YES	
2. Competitive Procurement Policy	YES	
3. Conflict of Interest Policy	YES	
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	YES	
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	YES	
6. Individualized Training Account Policy	YES	
7. On-the-Job Training Policy	YES	
8. Oversight Monitoring Policy, Tool, and Schedule	YES	
9. Priority of Service Policy	YES	
10. Youth Work Experience Policy	YES	
11. Supportive Services Policy	YES	
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	YES	

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

- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add a blank document in WISE as a “placeholder.”

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

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2022 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	YES	
2. Local Area WDB Needs-Related Policy	YES	
3. Local Area WDB Transitional Jobs Policy	YES	
4. Local Area WDB Youth Incentive Policy	YES	
5. Local Area WDB Guidance for Finish Line Grant	YES	

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

Individual Training Accounts (ITA) Summary	
Dollar Amounts	\$4,000 per year
Time Limits	Up to two years
Degree or Certificates allowed (Associate, Bachelor’s, other)	Certificate, Diploma, Associates Degree, Bachelor’s Degree depending upon type of Board approved training
Procedures for determining case-by-case exceptions for training that may be allowed	Procedures are outlined in the attached ITA Policy Issuance.

Individual Training Accounts (ITA) Summary	
Period for which ITAs are issued (semester, school year, short-term, etc.)	Procedures are outlined in the attached ITA Policy Issuance.
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Procedures are outlined in the attached ITA Policy Issuance.
Other	

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

Transportation	Childcare	Supplies (Include examples)	Emergency (Include examples)	Other (Include examples)
Request from participant for mileage, cab, bus, or other transportation fees to attend school, travel for work experience, OJT, field trip, or travel to other locations for required exams.	Request from participant for daycare, dependent care or after school care. Proof that child, children, or dependent for whom request is made is a blood relative of the participant and that they reside in the same household (copies of birth certificates, marriage or divorce documents, lease or DSS	Costs of items used to the direct benefit of the participant. Examples: supplies such as paper, pencils, pens, calculator, class materials, etc.	Demand letter for payment of rent or mortgage in participant's name. Documentation from social agency of individual being homeless. Demand letter from vendor in participant's name. Participant request for food/meals. Corroborating statement from someone other than a family	

	document showing child or dependent as residing with participant, etc.).		member stating need.	
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Note: The Local Area WDB must adequately safeguard all forms of supportive services payments (i.e., gas cards, cash, gift cards, etc.) and assure that they are used solely for authorized purposes. The Supportive Services Policy must include the Local Area WDB's internal controls to safeguard supportive services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.

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Attachment Checklist from Local Area Plan Instructions

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

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

- ☒ Youth Work Experience Policy
- ☒ Local Area WDB Supportive Services Policy
- ☒ Local Area WDB Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- ☒ Local Area WDB Incumbent Worker Training Policy (*optional*)
- ☒ Local Area WDB Needs-Related Policy (*optional*)
- ☒ Local Area WDB Transitional Jobs Policy (*optional*)
- ☒ Local Area WDB Youth Incentive Policy (*optional*)
- ☐ Local Area WDB Guidance on Finish Line Grants (*optional*)
- ☒ Memorandum of Understanding
- ☒ Customer Flow Chart
- ☐ Local Area WDB Guidance for Finish Line Grant (*optional*)

* Mail signed and unfolded *originals* to assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316. DocuSign® (or similar) signature pages may be uploaded in WISE.

Appendix C
Local Area WDB Membership Requirements
Based on: USDOL TEGL 27-14