

**Cumberland County Workforce Development Board
North Carolina Modification
For Local Area Workforce Development**



**Workforce Innovation and Opportunity Act
Title I Plans**

July 1, 2021 – June 30, 2022

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

Local Title I WIOA Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan. Four Year Plans were submitted in May 2020. In North Carolina, annually, each WDB is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2021 Plan is to provide current information and be effective July 1, 2021 - June 30, 2022, and will include all current local policies. The local 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, 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 may reference the North Carolina [WIOA Unified State Plan](#).

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 7, 2021**. Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® and may be uploaded in WISE. If original signatures are obtained, forms must be mailed to the Local Area WDB's assigned Planner at N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316.

I. WDB Overview

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

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

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

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

The County of Cumberland Local Area

2. Provide the Local Area's Workforce Development Board's official name.

If the local Board officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other documents.

Cumberland County Workforce Development Board

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

Justin Hembree Interim Director
Mid Carolina Council of Governments
6205 Raeford Rd; Fayetteville, NC 28304
(910) 323.4191 ext: 33
jhembree@mccog.org

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

Charles Evans, Chairman
Cumberland County Board of Commissioners
P.O. Box 1829; Fayetteville, NC 28302
(910) 678-7771
cevans@co.cumberland.nc.us

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

Candice White
Clerk to the Board
Cumberland County
P.O. Box 1829; Fayetteville, NC 28302
(910) 678-7771
cwhite@co.cumberland.nc.us

6. Provide the name, address, telephone 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)].

Mid Carolina Council of Governments
6205 Raeford Rd; Fayetteville, NC 28304
(910) 323.4191 ext: 33

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

Justin Hembree Interim Director
Mid Carolina Council of Governments
6205 Raeford Rd; Fayetteville, NC 28304
(910) 323.4191 ext: 33
jhembree@mccog.org

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

DUNS# 605800523; SAM status is current

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. [\(PS 07-2018\)](#)

Cynthia M. McKoy
Administrative Coordinator
Cumberland County Workforce Development Board
6205 Raeford Rd; Fayetteville, NC 28304
(910) 323.4191 ext: 33
cmckoy@mccog.org

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

11. Provide each Local Area WDB members' name, business title, business name and address, telephone number, and e-mail address on the provided form. The first block is reserved to identify the Board chairperson ([form provided](#)). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: *Cumberland County WDB List*.
See [Appendix D](#) for Local Area WDBs' membership requirements.

Note: *Check the block on the form provided certifying compliance with the required WIOA local Area WDB business nomination process.*

If a Board list is not in compliance, please provide that list and state the expected date that a compliant list will be provided.

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.

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.

Members of the WDB are encouraged to recruit for current and anticipated vacancies, especially representatives of local businesses. The Board works closely with the Clerk and Deputy Clerk to the Cumberland County Board of Commissioners to submit recommendations of viable applicants for applicable vacancies for approval and appointment by the Board of Commissioners.

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

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

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

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

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

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

The Local Area Plan will be posted on the Cumberland County website for a 30-day public comment period. Copies of the Plan will be provided upon request.

Public Comment - The 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 plan is made available; and, include with submission of the Local Area Plan any comments that represent disagreement with the Plan. [WIOA Section 108(d)]

16. Attach a copy of the Local Area WDB's organizational chart with an 'effective as of date.' Include position titles. Name document *Cumberland County Workforce Development Board Organizational Chart*.

17. Complete the following chart for the PY2021 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 should be 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 20, 2021	11:00 AM	Virtual
September 21, 2021		
November 16, 2021		
Remaining PY21 dates to be determined		

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: Cumberland County Certification Form.

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 Division Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

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

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

II. Local Area Strategic Planning

The Local Area WDB is required to keep the 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 expansion. Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards 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, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

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

The Cumberland County Workforce Development Board's strategic vision for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, is to support and execute the vision of Governor Cooper of "Making North Carolina Job Ready." The Cumberland County Workforce Development Board will ensure that all Career Center Staff Members are familiar with My Future NC and NC Grow and continue to support a solid foundation with our University and Community College systems. It is important to level the playing field for youth entering the job field as well as those with barriers to employment. Through qualified NCWorks Career Center staff, jobseekers will explore the opportunities available through Labor Market Information, complete work-interest through NCWorks Assessments, and compare the assessments against available Certified Career Pathways. Performance indicators include job retention, credential attainment, sustainable wages, and measurable skill gains monitored by the Service Provider Staff and Workforce Development Board Support Staff. Effective education and career services will help facilitate an increase in the skilled workforce which in turn will entice new businesses to our local area, leading to improved regional economic growth and economic self-sufficiency for all.

2. Provide a description of how the WDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the 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. [WIOA Section 108(b)(3)]

Workforce Development's primary goal is to help individuals obtain and maintain unsubsidized, self-sufficient employment. The NCWorks Career Center, along with Partner Agencies, provides services to the residents of Cumberland County through a process flow that identifies and funnels those with barriers to employment to applicable WIOA and related partner services and resources. Those services and resources are intended to aid in the obtainment of full-time employment through the assistance of Wagner Peyser Title III, and as applicable, upscaling and/or obtaining work skills/education for employment through WIOA Title I programs for eligible, suitable individuals. The need for all programs offered through WIOA Title I must be ascertained through the objective assessments and individual employment plans (IEPs) which are used to identify and overcome barriers to employment. These programs include assistance with occupational skill training (OST) toward the obtainment of a degree or certification (educational training), and can also provide work-based learning (WBL) through work experience (WEX) or on-the-job training (OJT).

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

The Cumberland County WDB regularly communicates with partners throughout Cumberland County and the region to coordinate efforts to support the needs of businesses. This includes, at a minimum, the Community College System, the NC University System, Economic Developers, CTE, SBTDC, and local municipal leaders. Larger regional employers are a particular focus for collaborative efforts across all networks in order to better communicate business needs and to provide solutions. Additionally, growth sectors, including career pathway opportunities, are a top priority for industries such as healthcare, advanced manufacturing, transportation/distribution, construction, and information technology. When applicable and appropriate, the use of training programs is especially emphasized in the growth sectors, but also in other small-mid size businesses that assist with the overall process of developing the workforce system.

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

The Cumberland County WDB coordinates workforce investment activities with the mandated partners of the NCWorks Career Center's MOU, as well as many other local and regional partners, including the Cumberland County Schools, Fayetteville State University, and Fayetteville Urban Ministry, that provide Adult Education and Literacy activities. The WDB continues to work in partnership with these organizations to identify and improve methods that aim to decrease duplication of effort while maximizing the productive impact of our shared resources to more effectively assist the community, especially for those most in need.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the 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 services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts to include cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

As a mandated partner, Vocational Rehabilitation is represented in the NCWorks Career Center MOU and the Unit Manager is an active member of the WDB, but they also have a representation onsite at the Career Center (as does Division of the Blind). The Center makes every effort to include partners, (especially those located onsite), in staff training to ensure consistent information and service delivery. Standard operating procedures for the Center are continually developed and updated, with collaborative input from Center staff, in order to provide the most comprehensive information and guidance related to service delivery.

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

The Cumberland County WDB continues to develop and enhance the role and responsibilities its members serve to the community. The Director and members of the Board make an effort to attend NCWorks Commission meetings and bring back the information to the rest of the Board and Center staff. The mission and strategic goals of the WDB were developed to align with those of the Commission, which focus on key priorities set forth in Governor Cooper's NC Job Ready Initiative. The WDB and Career Center continually strive to improve service delivery through the development and implementation of programs and activities, as well as the means for tracking progress, within and through the Career Center to strengthen the framework to meet the current and future needs of the workforce development system in order to promote and sustain educational attainment and economic prosperity.

7. Provide details on how the region is prepared to respond to serve victims of national emergencies or weather disasters and utilize special grants efficiently.

Special grants, such as the National Dislocated Worker Grant (NDWG), will be utilized to provide disaster relief employment assistance, as well as employment and training services. Due to the current pandemic, the Cumberland County NCWorks Career Center has adapted to offer more virtual service delivery, such as communicating with customers via phone and email, completing NCWorks registration and enrollment processes remotely, and sponsoring virtual career fairs and job fairs for employers. Based on the effectiveness of virtual services, the Center aims to continue and improve these methods of service delivery beyond the pandemic in an effort to expand outreach and service provision for both job seekers and employers.

For employers who are left with no recourse other than mass layoffs during these disasters, the CCWDB will use Rapid Response as an outreach method to assist employees that are affected. The CCWDB will reach out to local businesses to inform them of the services available to them, such as WIOA Title III Wagner-Peyser, WIOA Title I, and as applicable, NDWG, services.

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 33-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.

The Cumberland County WDB has several staff members that make regular calls to employers through Cumberland County and the region to promote the available resources through NCWorks and our partner agencies. This is done through regular outreach to new employers that do not have NCWorks accounts or those that have not used NCWorks for an extended period of time. Additionally, follow-up is done to existing employers in order to maximize the employer relationship.

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

The Cumberland County WDB continues to increase awareness of the NCWorks brand by engaging with community partners and businesses to promote the services and resources available through the NCWorks Career Center, with a targeted focus on populations most in need of these services. The recent pandemic

magnified the need to expand technological resources in order to provide enhanced accessibility and reach a broader audience.

3. Describe how the Local Area WDBs and 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 Cumberland County WDB helps to facilitate discussions across partner agencies and throughout the NCWorks Career Center's employer services team in order to regularly check on businesses. When an opportunity is identified for an expansion, we work closely with staff to promote those available opportunities and communicate with partner agencies to find qualified candidates. Depending on the needs of the employer, we vet candidates to make sure that job seekers that are referred will meet the minimum requirements in order to support the employer's needs.

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

The Cumberland County WDB has been actively using social media to promote local businesses and their job opportunities. Through four platforms (e.g. Facebook, LinkedIn, Twitter, and Instagram) we have created electronic recruitment processes that bring in new customers and Career Center advisors have been helping them create their NCWorks accounts. This has helped satisfy the recruitment needs for businesses and consequently, has helped us bring in more new employers who have seen the outreach efforts on social media.

5. Briefly describe how the Local Area WDB plans to enhance work-based learning projects to a broader range of local employers.

The Cumberland County WDB is focusing on creating and expanding work-based learning opportunities in two of our largest growth sectors: healthcare and trades, in order to support and increase the pipeline of workers.

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

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

The Cumberland County NCWorks consists of one Tier 1 Center located in Fayetteville. The Career Center has a Career Center Manager and leads for each of the integrated service delivery teams with designated leads for Youth, Adult/DW, special grants, and Business Services that provide training and monitoring assistance.

Due to the pandemic, we have had to ramp up to provide Career and Training Services on a more remote basis, but as community partners and organizations slowly reopen from COVID-related closures, we will re-engage for potential in-person coordination in an effort to ensure that job seekers have access to the services needed.

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

The RFP for PY20/FY21 WIOA One-Stop Operator was released on February 10, 2020, and the deadline for receipt of proposals was March 13, 2020. Proposals were received from EDSI and Two Hawk Workforce Services, but EDSI withdrew their proposal on April 6, 2020.

The remaining proposal was evaluated by an ad hoc review committee, which consisted of the Workforce Development Board and Youth Council members. The review committee reviewed the submission for the following information which were weighted as indicated:

- experience and philosophy (27%)
- approach (45%)
- assurance and flexibility (9%)
- and budget/ narrative (9%)

Due to conditions required as a result of COVID-19, the sole remaining bidder, Two Hawk, made a presentation (9%) to supplement their proposal via Zoom on April 8, 2020. The review committee's recommendation of Two Hawk Workforce Services as the most qualified and responsive proposer was considered and approved by the Executive Committee of the Workforce Development Board on April 28th, 2020.

The recommendation was approved by the Cumberland County Board of Commissioners on May 18, 2020 to negotiate a PY20/FY21 one (1) year contract with Two Hawk Workforce Services that was approved on September 21, 2020 by the Board of Commissioners.

A one year extension to the One Stop Operator contract will be proposed to the Cumberland County WDB at their meeting on May 18, 2021. Upon approval, the contract extension will be implemented by the Mid Carolina Council of Governments, which will be the administrative entity on behalf of the local area effective June 1, 2021.

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

An established task force of WDB members reviews all training providers and their programs to ensure that we are meeting the labor market demands of our area. The recommendations are then presented to the full Board at the next available board meeting for a decision. Training services may be available to eligible individuals after completion of an IEP/ISS determines that the individuals are unlikely or unable to obtain or retain gainful employment and successful completion of training services would lead the individual on the path toward economic self-sufficiency.

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

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.

6. Describe how a) new NCWorks Career Center staff are trained in the integrated services delivery system model, b) at what point do they have full access to [NCWorks.gov](https://www.ncworks.gov), c) the timeline for accomplishing the training for new staff, and d) describe the staff development activities that reinforce and improve the initial training efforts.

New staff are provided access to the NCWorks Sandbox to familiarize themselves with the site and shadow experienced staff before, during, and after obtaining their own NCWorks login details. Before submitting to DWS, all processes are overseen by the Career Center Manager and supported by the Workforce Development Board support staff who are responsible for the monitoring of participant files and contractor invoices and aim to identify areas of concern timely in order to make the necessary corrections and provide applicable training. It is also the responsibility of the ISD team to ensure the participant's files are completed per the required WIOA regulations and the necessary corrections are completed and case noted. For the ISD system to work efficiently, all members of the Career Center have to ensure they complete their assigned duties and participate in training opportunities provided. New staff follows the Career Center certification training outline and signed up for NCWorks 101 training with the Regional Analyst as well as applicable training as identified by Center management. All Center staff are required to attend staff trainings, which are regularly scheduled for Thursday afternoons.

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

All TAA activities are coordinated through the Raleigh Central Office Trade Unit, with Monique Allen as the primary contact. It is critical to the overall function of the workforce system to ensure seamless and effective service delivery for all participants, especially those adversely impacted by layoffs. Due to the complementary nature of the programs, we encourage individuals identified as eligible for TAA programs to be assessed for WIOA Title I Dislocated Worker eligibility so that eligible and suitable individuals may receive additional funding to access the training and supportive services they may need to return to the workforce. Through effective case management, Career Advisors for TAA/DW enrolled participants should share updates regularly to ensure that the individual's needs are being met with appropriately funded services without duplication of effort and service delivery.

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

NCWorks Career Centers provide priority of service to Veterans, transitioning service members, and eligible spouses. To accompany and enhance the work of the staff, including LEVRs and DVOPs, in the region's NCWorks Career Centers, including one located on Fort Bragg, we continue to collaborate with other organizations that serve Veterans in order to effectively meet the comprehensive needs of this honorable population. The region continues to support programs conducted through community colleges (e.g. Transition Tech at FTCC) to provide training and job search assistance for those transitioning from active service to the civilian labor force.

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

In collaboration with partners, including Vocational Rehabilitation, the WDB supports and enforces equal opportunities for all, including individuals with a disability. The Board aims to increase and expand flexible service delivery options to ensure the needs of participants are met by addressing their needs and advocating for increased access and opportunities, in training as well as the job market, especially for participants that face significant barriers or challenges.

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

The Cumberland County NCWorks Career Center's service delivery aims to support a sustainable framework that anticipates and responds to the needs of the workforce. By early intervention for the unemployed and struggling businesses, we can decrease the number of individuals affected and the time spent in unemployment. By partnering with representatives of business, industry, and education, we can implement strategies to better prepare participants to be work-ready, effectively increase workforce retention rates, and promote a qualified, viable talent pipeline toward career advancement.

Under the Eligibility Assessment Interview (EAI) and the Reemployment Services and Eligibility Assessment (RESEA) state guidelines, it is a mandatory requirement for all individuals to be physically able, available, and actively seeking work; these individuals must register through NCWorks Online. In doing so, the jobseeker will receive career counseling and job placement referrals. Under ISD, all customers will receive the same orientation to the Center and be informed of the available resources to ensure a successful return to employment. After the orientation, an in-depth vetting process will begin. An assessment of skill levels, aptitudes, and abilities is conducted to better determine individualized services to most effectively serve and benefit the customer.

NCWorks Career Center staff provides follow-up services as mandated by the state under the REA program. The Career Center also works in unison with the NC Division of Employment Security (DES) on any issues pertaining to unemployment insurance claims and fraud.

11. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Cumberland County Service Flow Chart 2021.
12. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b)(A) (iii)] Name document: Cumberland County NCWorks Career Center MOU.
13. Describe the Local Area WDB's method for providing oversight to include:

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

WDB support staff have improved monitoring processes to more pertinent and organized formats and methods to identify trends and concerns so that necessary corrections can be made timely and appropriate training implemented to decrease inaccuracies and increase accountability throughout the Center. Board support staff continue to work closely with the Career Center Manager to develop and implement proactive Center-wide goals and objectives that align with the required state and local performance measures and outcomes. These processes include measures for capturing customer

(both job seeker and business) feedback to assess the effectiveness and impact of service delivery efforts throughout the Center and workforce system.

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

Resources and services provided by mandated partners of the NCWorks Career Center/One-stop delivery system are defined in the NCWorks Career Center MOU and related IFA, to include responsibility for ensuring that the applicable program, service, and activity provided in the Center is in accordance with WIOA goals, objectives, and performance measures. The WDB has the right to monitor activities as described within the MOU to ensure performance goals are being maintained and that the terms and conditions of the MOU are being fulfilled.

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

The Cumberland County NCWorks Career Center utilizes the NCWorks Online system in the Integrated Service Delivery model. Center staff ensures that every participant that comes through the Center has completed an NCWorks profile, is registered in WP, dual-enrolled (if eligible and suitable), has been properly vetted and completed the online assessments, and at a minimum, receives resume assistance and referrals to qualified job orders posted in the system. Applicable participants will complete the Individual Employment Plan and Objective Assessment for enrollment into Title I's more personalized services. All documents are scanned and uploaded into the NCWorks Online system where case notes and activity codes are captured for every participant. The Business Services Team puts NCWorks Online to use through tracking and capturing employer activities as well as documenting and case noting.

The Career Center staff have all been trained on using the labor market information inside of NCWorks Online to better assist customers in making informed decisions about their career choices, education, and skills requirements for jobs. Due to the training on LMI, staff can better equip employers with the most current data trends regarding salary standards in the area as well as valuable information to keep them competitive in the job market.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
- Utilizing regional and local employer data to inform priorities;
 - Making regional and local employer referrals to Agricultural Services and/or Foreign Labor staff;
 - Reaching out to education partners and economic developers; and
 - Including persons with disabilities.

For employer services, the Cumberland County WDB approved an Employer Services Policy that supports and establishes communications and processes for employer engagement. Approved in January 2021, this includes processes regarding existing business accounts, events, and the job order process. The goal is to communicate regularly with employers while sharing the information with other staff and partners in order to have a more streamlined approach to serving employer needs and eliminating duplicative, unnecessary contacts to employers. While this document's defined processes serve as a focus on managing communications, it also aims to help identify and inform priorities on a larger scale across the county and region. One example

of this is a coordinated effort with educational providers, community partners, and the DWS Agriculture team members with multiple larger agriculture businesses in the Sandhills Region to promote open positions and connect job seekers, especially those with barriers to employment, including persons with disabilities. This is an ongoing collaboration that will lead to regional hiring job fair events in the future. While this example is related to the agriculture sector, we are also making progress related to healthcare, construction/trades, distribution/logistics, and advanced manufacturing, all of which are growth sectors in our region.

2. Please describe the efforts the WDB has made to deliver business services on a regional basis.

The Cumberland County WDB BSR works with regional partners to support the needs of employers. This includes regional partners from DWS, Economic Development, the Community College System, Workforce Development Directors, and more, in order to work more collaboratively, especially serving larger regional employers.

3. Please describe business services partnership efforts in the areas of education, economic development, and with employers.

The Cumberland County WDB talks weekly with partners in education, economic development, and with employers in order to facilitate and enhance partnership efforts. This is done through email, phone, and most recently virtual meetings which have allowed for more regular discussions.

VI. Performance

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 Workforce Board's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2020 and prior Program Years. (Reports available via FutureWorks).
 - a. What are some of the factors in the Local Area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment rate, factory closures/openings, weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area'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, with an explanation of each.)

The biggest impact to performance for PY20 has undoubtedly been the pandemic. Business closures, both temporary and permanent, resulted in unprecedented unemployment. Increased unemployment benefits and stimulus payments slowed the return of individuals to the workforce. Lack of interest from potential job seekers resulted in a severe workforce shortage, further impacting businesses as they attempt to reopen after more than a year of hardship. This has led us to reconsider the means in which

we provide services, focusing on the immediate urgency to match qualified job seekers, who want to work, with employers that provide a sustainable wage. Improved communication with and assessment of the needs of our customers, employers and job seekers alike, helps to strengthen support for system integration and initiatives. As qualified individuals obtain self-sufficient employment with employers engaged in the workforce development system, the system can be more responsive and effective at advocating for increased educational attainment and employability skills, which will promote and enhance a job-ready workforce.

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

We have seen a decrease in the interest of those receiving unemployment benefits returning to the workforce as a result of increased unemployment benefits and stimulus payments. WIOA Title I Programs, specifically the Youth Program, has had low enrollment, further complicated by challenges with obtaining required eligibility documents due to COVID-related closures/delays and reduced capacity at facilities (e.g. Social Security Administration, DMV). Unsuccessful completion of occupational skills training has also be attributed to COVID-related matters, such as illness and the need to care for school-aged children during periods of remote learning.

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

Cumberland County is in large part a service-driven economy. For this reason, Covid-19 had drastic effects on businesses and industries. While many businesses should be able to recover, many have had to close permanently especially restaurants and retailers.

(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.)

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 FutureWorks reports used? If so, how often? How are staff held accountable? How often is training provided to staff?)

We promote and support greater accountability from our service providers through monthly performance monitoring, quarterly reviews, regular training (that incorporates Local Area Policies), and team-building exercises that focus on the quality of the services being provided, not the quantity. Status of performance measures (including those reported within FutureWorks) are provided at each WDB and Youth Committee meeting and shared with Center staff. Training is conducted in a collaborative effort between the WDB staff, Career Center Manager, DWS, and Service Provider staff, with supplemental training, provided as needed based on the applicable entity, to include local, regional, and state partners of the NCWorks Career Center.

3. In the event the Local Area Board 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 has in place to address failing performance if it were to occur. Answers should address how the Board monitors

performance, communicates with staff, strategies for training and/or addressing potential issues, and follow-up accountability measures.)

Monitoring reports, formal discussions, and applicable documentation are to be shared with the program services provider with expectations for responses and required corrective action. Applicable training will be provided as needed in conjunction with a review of the Center's and service provider's goals for performance and planning for optimized service delivery. If the service provider is determined to be unable to perform at the expected level, alternative service delivery options and methods may be considered.

4. How is performance information shared throughout the hierarchy of staff? Please detail how the Board addresses performance data in its relationship with its contractor(s) and how case managers are using performance data to drive Local Area 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, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

Regular updates are provided to Center management and staff through weekly meetings and correspondence. Members of the WDB and Youth Committee are provided updated performance information via the Center report at the bi-monthly meetings. Regular training with Center staff stresses the importance of timely, accurate data entry into NCWorks Online and the vital role Career Advisors serve in ensuring performance measures are properly tracked in the system.

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 Workforce Board makes use of the information the MSG measure provides as a means of ensuring the Local Area 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 Board, or other staff?)

Awareness of and training regarding performance measures are continually promoted throughout the Career Center. The Career Center Manager has been tasked with developing Standard Operating Procedures (SOPs), in conjunction with staff reference guides available in NCWorks Online, for documenting clear and consistent methods for entering data in NC Works Online to ensure that information is captured accurately in the system for proper performance management. Regular reviews of performance measures and continued staff training will help ensure that deficiencies are identified and addressed timely and appropriately. Annual training with the State Regional Analyst on new and existing best practices will continue.

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

Monitoring our local area service provider is a continuous ongoing process with elements based on the statement of work accompanying the contract for services Performance measures are then evaluated

based on the local area plan as well as plans proposed by the Service Provider to ensure they are in compliance with federal, state, and local area policies and procedures. The regular monitoring of all OST, WBL, ITA's (training & supportive services) are completed via the monthly invoices submitted by the Service Provider for payment, as well as a regular sampling of files for review of compliance with programmatic guidelines. Regular monitoring includes information from NCWorks Online, file reviews, accounting records, and site visits. Communication (e.g. written summary reports, email correspondence, virtual, phone, and in-person meetings) with Service Provider staff occur to identify and discuss concerns, determining proper action and follow-up, as well as addressing any necessary procedural changes resulting from the monitoring review.

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

The collaborative vision of the NCWorks Career Center is that of a one-stop, integrated services delivery operation, where participants of Cumberland County can receive services from any member of Center staff. It should start with a relationship amongst the community and partner agencies. By building a positive image with our community partners, the Career Center will be able to promote all programs with the ultimate goal of helping our participants obtain full-time employment.

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 Cumberland County Workforce Development Board (WDB) and the Cumberland County NCWorks Career Center prohibit discrimination in all of its practices under WIOA Section 188. The WDB also works to ensure that its recipients are not discriminated against on such factors as race, color, national origin, age, or disability. Examples of nondiscrimination laws and executive orders enforced by WDB that cover members of the public include:

- Title V of the Civil Rights Act of 1964
- Section 504 the Rehabilitation Act of 1973
- Title II of the Americans with Disabilities Act
- Age Discrimination Act of 1975
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-income Populations
- Executive Order 13166, Improving Access for Persons with Limited English Proficiency.

2. Attach the Local Area's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR Part 37.71]. Name document: Cumberland County EO Complaint Grievance Procedure.
3. Describe methods to ensure local Equal Opportunity procedures are updated.

EO procedures are updated via annual monitoring and as identified through Federal, state, and local policy and procedural updates.

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

The strength of existing Adult & Dislocated Worker education and training services is that the Center is willing to assist everyone by enrolling them in a training program, however, it can be a negative also because not everyone requires training. It is the responsibility of the career advisor/program manager to discern if the individual is better with full-time employment (WP) or some kind of training (WBL / OST). The career advisor needs to ensure they have obtained enough information from the initial assessment with the participant to determine which program they are best suited for. Training would be the best plan of action to ensure the career advisors understand the determined need of each participant.

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 WDB and service delivery. Identify any service provider contract extensions.

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

The RFP for PY20/FY21 WIOA Title I (Youth, Adult, and Dislocated Worker) Program Services was released on January 6, 2020, and the deadline for receipt of proposals was February 17, 2020. Proposals were received from Eckerd Concepts, EDSI, and Two Hawk Workforce Services. Proposals were evaluated by an ad hoc review committee, which consisted of the Workforce Development Board and Youth Council members. The committee reviewed submissions for the following information which were weighted as indicated: customer flow, staffing, statement of work, and program design (36%); organizational experience, past performance, and references (23%); transition and staff training plan (9%); program cost/budget proposal (14%); and program metrics (9%). Bidders made oral presentations (9%) to supplement their proposals on March 4, 2020. The review committee recommended Two Hawk Workforce Services as the most qualified and responsive proposer which was then considered and approved by the Executive Committee of the Workforce Development Board on April 3, 2020. Upon approval of the recommendation by the Cumberland County Board of Commissioners, a PY20/FY21 contract with Two Hawk Workforce Services was implemented effective July 1, 2020.

The arm's length service delivery is supported through the role of the Adult and Dislocated Worker Program Analyst, as the position is to ensure the enrollment of all participants complies with the federal, state, and local policies/procedures. This position also provides guidance and assistance to the program services contractor to avoid questionable costs and clarify any concerns the Service Provider may have.

A one-year extension to the WIOA Title I (Youth, Adult, and Dislocated Worker) Program Services contract will be proposed to the Cumberland County WDB at their meeting on May 18, 2021. Upon approval, the contract extension will be implemented by the Mid Carolina Council of Governments, which will be the administrative entity on behalf of the local area effective June 1, 2021.

3. Attach the Local Area WDB's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2021 using the [Adult/Dislocated Worker Service Provider List](#) provided. Name document: *Cumberland County Adult and DW Providers 2021*.
4. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the Local Area. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. *Cumberland County ETPL Policy*.

Reference Cumberland County WDB's Policy #13, Eligible Training Provider List. A task force of the WDB reviews applications for new training providers and courses on an as-needed basis and submits their recommendations to the full Board for approval action. To ensure that training services are provided in a

manner that maximizes informed consumer choice in selecting an eligible training provider, the task force will conduct a review of current eligible training providers every two years to ensure a wide variety of training programs and occupational choices are available to customers that meet the labor market needs of the region. Non-active providers will be purged regularly. Service delivery staff are aware of and understand the WIOA principles regarding customer choice and assist customers in making informed career decisions. The WDB considers a significant number of competent providers to include providers in the local area, however, due to being a single county local area, the Board may consider/approve other training providers and programs in the region that are approved on the state's Eligible Training Provider List.

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

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.

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.

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 – A minimum of 75 percent of the Youth funds allocated to Local Areas, except for the Local Area expenditures for administration, must be used to provide services to OSY;

- Work Experience – Not less than 20 percent of Youth funds allocated to the Local Area, except for the Local Area 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, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)]

The Cumberland County NCWorks Career Center works in participation with Vocational Rehabilitation representatives, which have provided NextGen staff with assessments and descriptions related to the abilities of individuals with disabilities. As recent events and activities have been virtual, NextGen staff members have not needed to address any special accommodations related to such activities.

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
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2. Describe how the Local Area's broad Young Adult (NextGen) Program design is unique to include:
 - a. Providing objective assessments;

WIOA youth will complete an objective assessment determining the academic level, skills, and service levels which include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive services, developmental needs, and strengths. Youth will be measured by TABE assessment, observations, and intake interviews. Assessments must be conducted for all youth and adaptable for those with disabilities. The Service Provider is required to use ONET Interest Profiler, TABE, Work Readiness Courses, and any additional assessments as deemed necessary by the Cumberland County Workforce Development Board. Based on the outcomes of the completed assessments, the client's supportive services will be established on the Objective Assessment.

- b. Supportive services needs; and

The Cumberland County NCWorks Career Center continues to connect youth to resources within the Sandhills Region. Through assessments completed for the Objective Assessment, Career Advisors must include applicable WIOA supportive services on the Individual Service Strategy. Customers seeking additional wrap-around services will be referred to partner agencies and community resources.

- 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 Cumberland County NCWorks Career Center will make the necessary referrals to partner agencies such as Vocational Rehabilitation, Job Corps, and Mental Health services for those in need. Career and Technical Education departments will work with customers with developmental needs and learning disabilities to ensure success.

3. How does the Local Area 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?

The Individual Service Strategy (ISS) should immediately align with items identified during the Objective Assessment consisting of measurable academic skills, soft skills level assessments, service needs, and strengths. The ISS must include documentation of appropriate career pathways including educational and employment goals with appropriate achievement objectives and services.

The ISS must also include the addition of basic needs to determine the overall needs and strengths of the client, as well as short and long-term goals. The ISS will specify which of the 14 program elements are needed to assist the client with meeting educational and career goals.

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

The best practice for our local area would be Youth Staff serving in a hybrid capacity inside the NCWorks Career Center while outsourcing to community partners to accommodate clients with limited

transportation resources. It is recommended that the Service Provider coordinate with partnering agencies to expand virtual services throughout the Sandhills Region.

5. Attach the Local Area WDB Youth service provider's chart, effective July 1, 2021, using the [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: *Cumberland County Youth Providers 2021*.
6. Provide the 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)]

Every month the Service Provider is required to submit their invoices with participant expenses broken out for out-of-school youth. These figures are compiled on the main spreadsheet that calculates the percent of funds spent on out-of-school youth. This invoice monitoring sheet is used to ensure the 75% minimum requirement is met.

7. 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; Representatives of Title II are housed within the NCWorks Career Center. The NCWorks One-Stop Operator coordinates with the Title II partners to ensure programs and resources are leveraged to better serve clients. All of this is monitored by the Cumberland County Workforce Staff.
 - b. Title IV Vocational Rehabilitation program resources and policies; A Representative of Title IV Vocational Rehabilitation serves on the Cumberland County Workforce Youth Council and keeps the board and staff aware of resources and policies in our local area. The NCWorks One-Stop Operator coordinates with the Title IV partner to ensure programs and resources serve clients. All of this is monitored by the Cumberland County Workforce Staff.
 - c. Integrates adult education with occupational education and training and workforce preparation, as Boards and the creation of career pathways for youth. [USDOL TEGL 8-15]

The Service Provider is trained in NCCareers.org, Labor Market Information, and NC Leads to educate Young Adults on career and educational possibilities. The Cumberland County Workforce Board has two Certified Career Pathways providing entry-level engagement in high-growth sectors.

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

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

Follow-up is required unless the Young Adult voluntarily opts out of follow-up- which must be documented in case notes. Staff is required to document at minimum three attempts to contact the participant during the quarterly follow-up.

Staff should:

- Develop a close mentoring relationship throughout the client's participation
- Develop a holistic approach to maintain contact and interaction with the youth during follow-up

- Engage clients by hosting activities that align with the client's ISS goals.
- Support the client's physical, emotional, and vocational needs
- Maintain contact with the client's employer to attain performance measurable. Staff should visit the job site soon after the youth client start a job to meet with management and client for data validation related to an incentive payment.

9. 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: Cumberland County Youth Incentive Policy.

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

Local Area Policy #18 Youth Services Policy outlines incentives awarded by the Cumberland County Workforce Development Board.

Staff may use incentive payments for recognition and achievements directly related to training activities and work experiences.

- Incentives payments must be associated with specific goals outlined on the client's ISS. Failure to have the goals outlined on the participant's ISS will result in non-reimbursement to the Service Provider.
- Incentive payments must not be linked to entertainment activities
- Incentive payments must be related to attaining or obtaining employment or a career pathway goal as outlined on the client's ISS. Failure to have the employment or career pathway goal will result in non-reimbursement to the Service Provider.

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

This does not apply to the Cumberland County Workforce Development Board.

11. Describe the Local Area 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 WIOA youth program fosters relationships with the local area high schools ensuring that students are getting relevant, useful, and insightful information. Staff will coordinate events to engage Young Adults to inform them about in-demand occupations, local post-secondary educational programs, businesses, and partner agencies. Other activities include presentations about soft skills, employability skills, and career readiness.

12. 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 Cumberland County WDB is encouraging the Career Center staff to connect more employers to the educational providers in the local area. This is done by sharing open positions and pay scales, and by asking employers to give presentations about their opportunities. When appropriate and eligible, work experience opportunities are encouraged for the youth to gain experience in their career pathways to hopefully lead to full-time employment.

The Cumberland County NCWorks Career Center staff will review NCWorks Job Orders to identify industry-specific certifications, licenses, and credentials specific to our local area. Five specific industry sectors that are in high demand are Advanced Manufacturing, Construction, Healthcare, Information Technology and Trades. Staff will work closely to prepare Young Adults for unsubsidized employment by supporting the following:

Certifications:

- CDL Class A
- Registered Nurse
- Advanced Cardiac Life Support
- Critical Care Registered Nurse
- First Aid
- Certified Nurse Assistants

Post-Secondary Programs

- Nursing Science
- Information Technology
- Computer Science
- Advanced Manufacturing
- Mechanical Engineering
- Human Resources Development

Specialized Skills

- Customer Service
- Scheduling
- Sales
- Repair
- Patient Care
- Forklift Operations
- Hospital Experience

Essential Soft Skills

- Communication
- Problem Solving
- Attention to detail
- Planning
- Organization skills
- Relationship Building

Staff and client must define in the ISS certifications any post-secondary programs and employment workshops that will make the client immediately competitive and marketable for local area jobs.

13. 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(c)(2)(A)] Name document: Cumberland County Youth Program Elements
14. How does the Local Area ensure that the minimum of 20% of funds is spent on work experience and is the Local Area 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)]

The 20% spending requirement is calculated after administrative costs have been subtracted from the total amount of Young Adults funds. The Cumberland County Workforce Development Board Policy #14 states that participants are not to exceed 480 hours associated with the work-related spending monthly to ensure the Service Provider is spending a minimum of 20% of funds on Work Experience. Allowable work experience expenditures will include:

- Wages/stipends paid to the client
- Staff time working to identify and develop a work experience for the client
- Staff time working with employers to facilitate a successful work experience
- Staff time spent evaluating the work experience
- Client work experience orientation
- Employer work experience orientation
- Training or Educational components related to the work experience
- Employability and Career Readiness training associated with work experience
- Incentive payments associated with work experiences

Any expenditures outside the above allowable expenditures must have written approval from the Workforce Development Board Director and be uploaded in NCWorks.

15. 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.
- b. If yes, please provide a response to the following:
 - a) Provide the committee's purpose/vision.

The Cumberland County Workforce Development Youth Committee provides guidance and input to the Workforce Development Board, Workforce Development support staff, and the Youth Program Services Provider related to achieving academic and employment success for eligible WIOA Youth participants, aged 14-24. The Committee also provides guidance and support for training opportunities, continued supportive services, incentives for recognition and achievement, and leadership-making decisions, citizenship, and community service.

- b) Provide the committee's top three goals or objectives for PY 2021.
 1. **Apprenticeship**
 2. **Basic Skills upskilling**
 3. **Career and College Readiness**
- 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 WDB member.) Name document: Cumberland County Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,
- d. Complete the following chart for the PY 2021 Youth Committee's planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
July 9, 2021	11:00 am	Virtual
September 10, 2021		
November 5, 2021		
Remaining PY21 dates to be determined		

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

The RFP for PY20/FY21 WIOA Title I (Youth, Adult, and Dislocated Worker) Program Services was released on January 6, 2020, and the deadline for receipt of proposals was February 17, 2020. Proposals were received from Eckerd Concepts, EDSI, and Two Hawk Workforce Services. Proposals were evaluated by an ad hoc review committee, which consisted of the Workforce Development Board and Youth Council members. The review committee reviewed submissions for the following information which were weighted as indicated: customer flow, staffing, statement of work, and program design (36%); organizational experience, past performance, and references (23%); transition and staff training plan (9%); program cost/budget proposal (14%); and program metrics (9%). Bidders made oral presentations (9%) to supplement their proposals on March 4, 2020. The review committee recommended Two Hawk Workforce Services as the most qualified and responsive proposer which was then considered and approved by the Executive Committee of the Workforce Development Board on April 3, 2020. Upon approval of the recommendation by the Cumberland County Board of Commissioners, a PY20/FY21 contract with Two Hawk Workforce Services was implemented effective July 1, 2020.

A one year extension to the WIOA Title I (Youth, Adult, and Dislocated Worker) Program Services contract will be proposed to the Cumberland County WDB at their meeting on May 18, 2021. Upon approval, the contract extension will be implemented by the Mid Carolina Council of Governments, which will be the administrative entity on behalf of the local area effective June 1, 2021.

X. Local Area Innovations

1. List additional funding received by the Local Area WDB to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, Foundations, NCWorks Commission, other outside funding and others to include a brief description of the source and the amount.

Grant Name/Kind	Description	Beginning and End date	Source and Amount
N/A for PY21			

2. Describe one of the Local Area WDB's best adult/dislocated worker program practice.

The best local area Adult & Dislocated Worker Program practice is occupational skills training (CDL and CompTIA) courses. The courses are completed with participants obtaining an MSG and certifications along with employment upon completion.

3. Describe one of the Local Area WDB's best youth program practice.

Best Practice for the Cumberland County Workforce Development Board is coordinating monthly meetings with the Department of Social Services Links Meetings and moving orientation to an online platform. By engaging Young Adults virtually, it will allow for continued enrollment and increased participation in the WIOA Young Adult Program.

4. Describe one of the Local Area WDB's regional strategy that has yielded positive results.

The Cumberland County WDB worked with several different employers to do on-site hiring events. This was done by using social media and partner organizations to share the open positions and after a vetting process was done, those job seekers were scheduled for interviews. Career Advisors went to the employer's site in order to help with the check-in process, ensure that safe conditions were maintained, and supported the employer's leadership. This has led to dozens of placements for job seekers this past year and satisfied employers.

5. Describe one of the Local Area WDB's Incumbent Worker or other business services best strategy.

The Cumberland County WDB worked with career center staff and management, regional partners, and the DWS Business Services Team to put together an Employer Services Protocol Policy and Standard Operating Procedure. Approved in January 2021, this policy has created the foundation for internal communications to/with employers with the goal of capturing the many successes with employers and partner agencies as much as possible. Additionally, the goal is to maximize the relationships with employers and partners so that we are working together and communicating more often.

XI. Program Year 2021 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 PY2021 Plan. The Plan is not complete without these documents. Name each document:

Cumberland County, Policy Name.

- In the first column, state if it 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 PY2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
- Do not add an empty document in WISE as a "placeholder".

Required Local Area Policies and DWS Reference Policy	Attached (Yes/No). If no, why?	Revised for PY2021 (Yes/No) and needs review
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1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)	Yes	No
2. Competitive Procurement Policy (PS 19-2017, Change 2)	Yes	No
3. Conflict of Interest Policy (PS 18-2017)	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy (PS 04-2015, Change 1)	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	Yes
9. Priority of Service Policy (PS 03-2017)	Yes	Yes
10. Youth Work Experience Policy (PS 10-2017)	Yes	Yes
11. Supportive Services Policy (PS 10-2020)	Yes	Yes
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	Yes	No

2. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the Plan or write “N/A” implying “Not Applicable”, the 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 2020 and requires a special review for PY 2021 and has not been previously submitted to the Division.
- Do not add an empty document in WISE as a “placeholder”.

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

Optional Local Area Policies	Yes- the Board has a policy or N/A (Not Applicable)	Revised for PY 2021 (Add Yes or N/A for this column)
1. Local Area Incumbent Worker Training Policy (PS 13-2020, Change 1)	Yes	Yes
2. Local Area Needs-Related Policy	Yes	N/A

3. Local Area Transitional Jobs Policy	N/A	N/A
4. Local Area Youth Incentive Policy	Yes	N/A

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	Lifetime cap of \$8,000; exceptions can be made by the Director with cause. Applies only to tuition, books, and fees.
Time Limits	Two years to obtain credential; additional 12 hours of remedial classes.
Degree or Certificates allowed (Associate's, Bachelor's, other)	No limitations; in most cases, it is an Associates' Degree or certification. However, we work with individuals earning a Bachelor's Degree, but only for up to two years.
Procedures for determining case-by-case exceptions for training that may be allowed	The case is reviewed by the Career Advisor, the Supervisor, the Director, and all exceptions are recorded on an exception log.

Individual Training Accounts (ITA) Summary	
Period for which ITAs are issued (semester, school year, short term, etc.)	One semester at a time.
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	Tools, supplies, uniforms, and testing are allowed and are not applied to the lifetime cap of \$8,000.
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 policy. *[Expand form as needed.]*

Transportation	Childcare	Supplies (include examples)	Emergency (include examples)	Other (include examples)
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Yes	Requires Director approval	Yes (e.g., uniforms, tools, exam fees)	Yes (FLG; Needs Related requires Director approval)	Incentives for WIOA Youth participants
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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.

Cumberland County Workforce Development Board
NCWorks Career Center System
(Effective July 1, 2021)

A. One-Stop Location(s) (Address, Phone number and Hours)	*B. Tier 1 or Tier 2 Specialized or Affiliate	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Career Services and Method of Selection	F. Functional Manager (manages the day-today operations)	G. Provider(s) and Type of On-site Youth Services	H. Additional Partners
Cumberland County NCWorks Career Center Ashley Duncan, Career Center Manager 410-414 Ray Ave Fayetteville, NC 28301 Monday- Wednesday, Friday 8 am-4:30 pm Thursday	Tier 1	Division of Workforce Solutions/Service	Two Hawk Workforce Services	Two Hawk Workforce Services	Two Hawk Workforce Services	Two Hawk Workforce Services	Cumberland County Library & Information Center
		Fayetteville Technical Community College (FTCC)	(competitive procurement)	(competitive procurement)		(competitive procurement)	Cumberland County Schools (CCS)
		Fayetteville State University (FSU)					Department of Social Services (DSS)
		Job Corps					Fayetteville/Cumberland County Economic Development Corporation
		Vocational Rehabilitation					Fayetteville Urban Ministry
		Services for the Blind					Kingdom Community Development Corporation
		Re-Entry					Senior Community Service Employment Program (SCSEP)

*Type of Center Designation:

**Method of Selection:

-Tier 1 -Competitive Procurement -Tier 2 -Sole Source

-Specialized -Contract Extended *See directions on the page above if needed.

-Affiliates – At locations where A, DW and WP services are provided

PY 2021 WIOA Cumberland County Adult & Dislocated Worker Service Providers List

WIOA Adult/Dislocated Worker Service Provider (Organization Name, Address and Telephone Number)	Contact Person (Name, Title and E-mail Address and Telephone Number)	County/Counties Served and where services are provided** (One-Stop, Office, and/or Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other specify)
Two Hawk Workforce Services LLC 118 W 5th St Lumberton, NC 28358 (910) 738-3014	Sherwood C. Southerland Jr. Director of Workforce Services Sherwood.southerland@twohawk.net (910) 738-3014	Cumberland County One-Stop	For-profit	Cost Reimbursement

Complete all columns.

(RFP Conducted: 2020)

****Note** where Services are provided: at the One-Stop Centers, the Office location provided, and/or combination. Be specific.

PY 2021 WIOA Cumberland County Youth Services Providers List

WIOA Youth Service Provider (Organization Name, Address)	Contact Person (Name, Title and E-mail Address and Telephone Number)	County/Counties Served and where services are provided** (One-Stop, Office, Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other specify)
Two Hawk Workforce Services LLC 118 W 5th St Lumberton, NC 28358 (910) 738-3014	Sherwood C. Southerland Jr. Director of Workforce Services Sherwood.southerland@twohawk.net (910) 738-3014	Cumberland County One-Stop	For-profit	Cost Reimbursement

Complete all columns.

(RFP Conducted: 2020)

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

Cumberland County WIOA Youth Program Elements

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

20 CFR §681.470 states that it is not required for local programs to use funds for each program element. Local programs may leverage partner resources to provide program elements. However, if the program is not funded with WIOA youth funds, the Local Area must have an agreement in place with a partner organization to ensure that the program element will be offered. If offered by a partner, the program element must be connected and coordinated with the WIOA youth program.

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

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral by Agreement (Specify Provider)
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	Two Hawk Workforce Services	Fayetteville Technical Community College (FTCC) Fayetteville State University Cumberland County Schools Fayetteville Urban Ministry Adult Literacy Program
2.	Alternative secondary school services, or dropout recovery services, as appropriate	Two Hawk Workforce Services	Fayetteville Technical Community College (FTCC)
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities	Two Hawk Workforce Services	Cumberland County Schools Cumberland County Department of Social Services
4.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the Local Area involved	Two Hawk Workforce Service	Fayetteville Technical Community College Approved providers through Eligible Training Providers
5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Two Hawk Workforce Service	Fayetteville Technical Community College
6.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate	Two Hawk Workforce Service	Fayetteville Urban Ministry
7.	Supportive services	Two Hawk Workforce Service	

	WIOA Youth Program Elements, Cont'd	WIOA Funded (Specify Provider)	Referral by Agreement (Specify Provider)
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months	Two Hawk Workforce Service	Fayetteville Urban Ministry
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate	Two Hawk Workforce Service	
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	Two Hawk Workforce Service	Southern Regional AHEC
11.	Financial literacy education	Two Hawk Workforce Service	
12.	Entrepreneurial skills training	Two Hawk Workforce Service	Center for Economic Empowerment Development.
13.	Services that provide labor market and employment information about in demand industry sectors or occupations available in the Local Area, such as career awareness, career counseling and career exploration services	North Carolina Division of Workforce Solutions Two Hawk Workforce Service	
14.	Activities that help youth prepare for and transition to postsecondary education and training	Two Hawk Workforce Service	

Local Area WDB By-Laws Required Elements – Crosswalk

NOTE: Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).	The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-Laws.
1. The nomination process used by the CEO(s) to elect the Local Area Board Chair and members.	Article II – Section 2
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year.	Article II – Section 6
3. The process to notify the CEO(s) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.	Article II – Section 9
4. The proxy and alternative designee process that will be used when a Board member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).	Article III – Section 4
5. The use of technology such as phone and web based meetings, that will be used to promote Board member participation (20 CFR 679.110(d)(5)).	Article III – Section 7
6. The process to ensure Board members actively participate in convening the workforce development system's stakeholders, brokering relationship with a diverse range of employers and leveraging support for workforce development activities.	Article I – Section 5
7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the CEO(s); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.	Article II – Section 3 Section 5

WDB By-Laws Required Elements – Crosswalk

North Carolina Specific Requirements That Must be Specified Within the By-Laws.	The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-Laws.
8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Board.	Article III – Section 6
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.	Article II – Section 6
10. The Board’s policy assuring attendance and participation of its members.	Article III – Section 1
11. Quorum requirements to be not less than 51% constituting 51% of the total Board positions.	Article III – Section 4
12. Any standing committees the Board has established shall be included in the by-laws.	Article IV
13. The Board’s conflict of interest policy, which may not be any less stringent than the requirements of the Division’s Policy, shall be referenced in the by-laws.	Article I – Section 6
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.	Article IV
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.	Article III – Section 1
16. The Board will meet no less than four times per program year.	Article III – Section 1