

# Workforce Innovation and Opportunity Act of 2014

## Program Year 2026 Plan

### Signatory Page

#### FOOTHILLS WDB

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

May 7, 2026

*Submission Date*

#### Workforce Development Board Chair

Mr. Mark Weber

*Typed or Printed Name*

Board Chair

*Typed or Printed Title*

*Mark Weber*

*Signature*

May 27, 2026

*Date*

#### Chief Local Elected Official

Mr. Kevin Gordan

*Typed or Printed Name*

Chairman

*Typed or Printed Title*

*Signature*

5-27-2026

*Date*

**Foothills Workforce Development Board**

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

**July 1, 2026 - June 30, 2027**

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

## **Introduction and Instructions**

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Area Workforce Development Board (WDB) to develop and submit, in partnership with the chief local elected official (CLEO), a comprehensive four-year plan. Comprehensive Four-Year Plans were submitted in May 2024.

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2026 Plan is to provide current information and be effective **July 1, 2026 - June 30, 2027**, and will include updated current local policies. The Local Area Plan will support the alignment strategy described in the 2024-2027 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. Local Area WDBs shall comply with WIOA Section 108 in the preparation and submission of the Plan.

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

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

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

North Carolina policy information is available at: <https://www.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs should reference the North Carolina WIOA Unified State Plan at: <https://www.commerce.nc.gov/north-carolina-wioa-unified-state-plan-2024/open>.

### **Local Area Plan Submission and Due Date**

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

**The Program Year 2026 Plan is Due: May 4, 2026**

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

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

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

## I. Local Area Workforce Development Board (WDB) Overview

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

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

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

Foothills Workforce Development Board

- If the Local Area is a Consortium and the agreement has been updated since the PY 2025 Plan submission, attach a copy of the current Consortium Agreement. If the Consortium Agreement has not been updated since the PY 2025 Plan submission, state N/A. N/A
  - Name document: *Consortium Agreement.*
- If the Local Area is not a Consortium and there have been updates to the Local Area designation since the PY 2025 Plan submission, attach a copy of the formal request for Local Area designation. If the Local Area is not a Consortium and there have not been updates since the PY 2025 Plan submission, state N/A. Click here to enter text.
  - Name document: Local Area WDB Name *Local Area Designation Letter.*
- If the Local Area WDB officially changed its name, please attach a copy of the Status of Incorporation, attorney's letter, or other document to verify the official name change. If not applicable, state N/A. N/A

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

Name: Ms. Annette Staley

Title & Salutation: Director of Foothills Workforce Development

Organization Name: **Isothermal Planning and Development Commission, Doing Business as Foothills Regional Commission**

Address: PO Box 841, 111 West Court St.  
Rutherfordton, NC, 28139

Phone Number: 828-351-2369

Email Address: [astaley@frnc.gov](mailto:astaley@frnc.gov)

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

Name: **The Honorable Kevin Gordon** Elected Title & Salutation: **Chairman**  
Government Affiliation: **Cleveland County Board of Commissioners** Address: **P.O. Box 340  
Waco, NC 28169-0340**  
Phone Number: **704-470-5378** Email Address: [kevin.gordon@clevelandcountync.gov](mailto:kevin.gordon@clevelandcountync.gov)

4. Provide the name, title, business name, address, phone number, and email address of the **individual authorized to receive official mail for the Chief Local Elected Official (CLEO)**, if different than question 3.

Name: **Ms. Phyllis Nowlen** Title & Salutation: **Clerk to the Board of  
County Commissioners**  
Business Name: : **Cleveland County Board of Commissioners** Address: **311 E. Marion Street., Shelby, NC 28150**  
Phone Number: **(704)484-4766** Email Address: [Phyllis.nowlen@clevelandcountync.gov](mailto:Phyllis.nowlen@clevelandcountync.gov)

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

Name: **Charlotte Sullivan** Title & Salutation: **Finance Director**  
Organization Name: **Isothermal Planning and Development Commission (DBA Foothills Regional Commission)** Address: **PO Box 841, Rutherfordton, NC 28139**  
Phone Number: **828.351.2373** Email Address: [csullivan@frcnc.gov](mailto:csullivan@frcnc.gov)

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

Name: **Ms. Danna Stansbury** Title & Salutation: **Executive Director**

Organization Name: **Isothermal Planning and Development Commission (DBA Foothills Regional Commission)**

Address: **PO Box 841, Rutherfordton NC 28139**

Phone Number: **828.351.2373**

Email Address: **dstansbury@frcnc.gov**

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

- Name document: **Isothermal Planning and Development Commission (DBA Foothills Regional Commission) Organizational Chart.**

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

**QRG2L9XNWC17 Status is current.**

9. Provide the name of the **Local Area WDB's Equal Opportunity Officer** who shall be responsible for assuring that discrimination does not occur in its programs or projects. (CPS 10-2021, Change 1)

**Alan Toney**

10. Provide each **Local Area WDB member's** name, business title, business name and address, phone number, and email address on the provided form. The first block is reserved to identify the Local Area WDB chairperson (*form provided*). Indicate all required representation and if the category is vacant. [WIOA Section 107(b)(2)].

- Name document: ***Foothills WDB Board List.***
- Composition of the Local Area WDBs shall comply with WIOA Section 107. Local Area WDB Membership Requirements have been provided as a reference in [Appendix D](#).
- If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions). Do not change required category names except to clarify those representing multiple categories. When determining the total number of members, representatives serving in more than one category must be counted and listed only once on the form. Identify any names representing a dual category with an asterisk (\*).

*Notes:*

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

*The Chief Local Elected Official must establish by-laws consistent with applicable local procedures, state, and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Local Area WDB shall submit by-laws that clearly demonstrate all WIOA and North Carolina required elements described in [Appendix A](#). Additional by-laws guidance/template and electronic meeting formats have been provided in [Appendix B](#) and [Appendix C](#).*

11. Attach the Local Area WDB By-Laws including the date of adoption or more recent amendment, if any revisions have been made since the PY 2025 Plan submission. Please state N/A if there are no updates to the By-Laws for the PY 2026 plan submission, and state the Plan year the By-laws were last submitted. By-Laws must include the required elements found in [Appendix A](#). N/A Last Submitted PY24

- Name document: *Foothills WDB By-Laws.*

12. To demonstrate that the attached Local Area WDB By-Laws comply, complete the By-Laws Required Elements – Crosswalk chart if the By-Laws have been updated since the PY 2025 Plan submission (form provided). Please state N/A if the By-Laws have not been updated since the PY 2025 Plan submission, and state the Plan year the Crosswalk chart was last submitted. N/A Last submitted PY24

- Name document: *Foothills WDB By-Laws Required Elements- Crosswalk chart.*

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

13. Describe how the Local Area WDB will make copies of the proposed Local Area Plan available to the public. If stating the Local Area Plan will be on the Local Area WDB website, provide the link, as well as the individual's contact information for the distribution of the Plan. [WIOA Section 108(d) and 108(b)(20)]

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 30 days period beginning on the date the proposed plan is made available; and include with submission of the Local Plan and comments that represent disagreement with the Plan.

Plan can be accessed at: <https://frnc.gov/workforce-development>

*Public Comment – The Local Area WDB shall make copies of the proposed Local Area Plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30-day period beginning on the date the proposed Local Area Plan is made available; and, include with submission of the Local Area Plan any comments that represent disagreement with the Local Area Plan. [WIOA Section 108(d) and 108(b)(20)]*

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

- Name document: *Foothills Organizational Chart.*

15. Complete the following chart for the PY 2026 Local Area WDB's planned meeting schedule to include, the date, time, location, and virtual link (if applicable). (Expand form as needed)

Date	Time	Location (include address, room # and virtual link)
August 6, 2026	12:00 PM	TBD
November 5, 2026	12:00 PM	TBD
February 4, 2027	12:00 PM	TBD
May 6, 2027	12:00 PM	TBD

*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.*

16. Provide the Month and Date of the Local Area WDB meeting that the PY 2026 Local Area Plan was approved. Attach a copy of the Local Area WDB minutes that reflect this action item.

- Name document: *Foothills WDB Plan Approval Minutes—Date 05/07/2026.*

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

- Name document: *Foothills WDB Certification Form.*

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

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

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

- Name document: *Foothills WDB Signatory Page.*

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

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## II. Local Area WDB Strategic Planning

*The Local Area WDB is required to keep the Local Area Plan up to date and adaptable as events and funding changes occur, which may require local area responses. Local Area Plans will require an annual modification. North Carolina has implemented integrated services delivery with an enhanced emphasis on regional planning and services. This approach is consistent with federal, state, and regional initiatives and opportunities. North Carolina's workforce development system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults, and youth. To enhance services to all constituents, aligning workforce development planning and services with regional labor markets is both effective and productive.*

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

1. Based on the history of economic development projects in the Local Area, please describe your engagement with local, regional, and state economic developers including industries of focus, frequency of collaboration, and the number of anticipated projects the Local Area WDB expects to engage in during the upcoming program year? Please indicate the type of services the Local Area WDB expects to provide.

**The Foothills WDB is associated with the Foothills Regional Commission which is a Council of Government or COG. This enables our board to seamlessly connect with other departments and agencies at the COG.**

**In the coming year, we expect to engage the Foothills WDB with projects related to expansions. Foothills plans to host several job fairs, including small job fairs by our Workforce Board and DWS staff at our career centers. \*Making it Work (11th Graders and 5th Graders), and Career Day for High School Seniors.**

**\* We plan to enroll at least four employers into Certified Apprenticeship program. It is our plan to continue to provide training for dislocated workers in temporary employment to assist job seekers and employers affected by Hurricane Helene through the National Dislocated Worker Program.**

**\*• We will continue to engage businesses, K-12, our community colleges, partner with Economic Development, and the Chambers of Commerce in our region, to develop our workforce from school to life-long learning.**

**• Our staff have a close working relationship with the local, economic development within our region and work to improve and increase collaboration.**

**• The Workforce Board collaborate with our providers through communication, and joint projects. By working together, it establishes the framework to prepare an educate a skilled workforce at any level.**

**• The Workforce Board will provide resource information and assistance to residents at the Rutherford**

Housing Authority, and other housing assistance facilities with soft skills and career pathways. The Board will work to include participants in apprenticeships with the community colleges. Last but not least we continue to involve our members and share information through engagement in our Board meetings. They are incredibly involved in our programs, projects, and events.

2. Identify any new Career Pathways developed by the Local Area since the last Local Area Plan submission. Complete the chart below.

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

a. Does the Local Area have plans for the creation and implementation of new career pathways?  
N/A

### III. NCWorks Career Centers

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

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

1. Identify PY 2026 NCWorks Career Center location(s) including Comprehensive (Tier I) and Access Points (Affiliate or Specialized) Sites; On-site partners; how NCWorks Career Center operator(s) are designated and procurement information; provider(s) of WIOA career services and method of selection; whether the youth service provider is on-site and, if so, youth services offered. Use the PY 2026 NCWorks Career Center Chart. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]

- Name document: *Foothills WDB PY 2026 NCWorks Career Centers.*

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

The current One-Stop Operator is the Division of Workforce Solutions. Operator was procured utilizing a letter of intent with RFP process (if applicable) in June of 2025 and period of agreement is 4 years. Only one letter of intent was received. The current year is from July 1, 2025-June 30, 2026.

Method of Selection: Competitive Procurement.

- PY 2025 (July 1, 2025-June 30, 2026) -Full Competitive Procurement
- PY 2026 (July 1, 2026-June 30, 2027)
- PY 2027 (July 1, 2027-June 30, 2028)
- PY 2028 (July 1, 2028-June 30, 2029) .

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

- Name document: *Foothills WDB NCWorks Career Center MOU.*

#### IV. Performance

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

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

1. Examine the Local Area WDB's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2024-2025 and prior Program Years. (Reports available via FutureWorks BI.) What are some factors that have impacted performance levels both positively and negatively in the current program year?

- a. Provide at least two examples of positive factors and two examples of negative factors with an explanation of each. Some examples to consider include:
- unemployment rate
  - factory closures/openings
  - economic development recruitment

- retention and expansion efforts
- regional industry growth priorities
- weather events and natural disasters that may have impacted the area
- internal operational factors

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

**Current Performance Overview**

**Annual Performance Assessment**

**WDB: 48 - Foothills Program Year: PY 2024**

**Individual Indicator Scores**

	Performance Metric	Goal	Actual Results Passed?
<b>Adult</b>	Employment Rate - 2nd Quarter After Exit	80.4%	84.0% 95.7% Yes
	Employment Rate - 4th Quarter After Exit	85.4%	84.0% 101.7% Yes
	Median Earnings - 2nd Quarter After Exit	\$9,510	\$8,276 114.9% Yes
	Credential Attainment	64.7%	68.0% 95.1% Yes
	Measurable Skill Gains	81.6%	64.2% 127.1% Yes
<b>DW</b>	Employment Rate - 2nd Quarter After Exit	78.6%	77.0% 102.1% Yes
	Employment Rate - 4th Quarter After Exit	81.3%	77.0% 105.6% Yes
	Median Earnings - 2nd Quarter After Exit	\$8,779	\$8,000 109.7% Yes
	Credential Attainment	20.0%	66.0% 30.3% No
	Measurable Skill Gains	63.6%	67.4% 94.4% Yes
<b>Youth</b>	Employment Rate - 2nd Quarter After Exit	70.8%	76.0% 93.2% Yes
	Employment Rate - 4th Quarter After Exit	78.1%	75.1% 104.0% Yes
	Median Earnings - 2nd Quarter After Exit	\$3,468	\$4,708 73.7% Yes
	Credential Attainment	73.3%	59.0% 124.2% Yes
	Measurable Skill Gains	70.4%	61.5% 114.5% Yes
<b>WP</b>	Employment Rate - 2nd Quarter After Exit	69.3%	71.5% 96.9% Yes
	Employment Rate - 4th Quarter After Exit	69.5%	71.5% 97.2% Yes
	Median Earnings - 2nd Quarter After Exit	\$6,791	\$6,983 97.3% Yes

**A. Negative Factors that contributed to the Workforce Development Board failing this performance score.**

1. Small denominator in the Dislocated Worker performance led to increased risk of not meeting performance. Dislocated Workers that were in the program at this time chose to regain employment, or not return to work, instead of finishing occupational skills training.
2. Most dislocated workers in this performance pool were involved in 2-year training, which made the credential attainment harder to achieve.

**Positive Factors.** 1. Participants are being addressed with comprehensive counseling from Advisors, and the assistance from one-stop career center system partners to best serve the needs. Retention in Dislocated

Workers engaging in training has increased.

2. Positive Factors, engagement has increased through expanded service delivery in and outside of our career centers, improving access, visibility, and connection to WIOA and training staff for all program categories and services.

B. The WDB also aims to get more involved in shorter post-secondary training. These trainings will have a greater success rate, increasing the number of credentials attained. Consistent staff engagement for WIOA Dislocated Worker participants will be utilized to ensure participant success in training, retention, and job outcomes. WIOA will work with RESEA staff to receive additional referrals for WIOA.

WIOA Career Advisors and other NCWorks partners will be involved in this action plan to secure more Dislocated Worker participants and assist in their success in gaining credentials.

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

Consider including the following information:

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

**The Foothills Workforce Development Board (FWDB) employs a comprehensive strategy to meet and exceed performance goals through structured tracking, accountability measures, and continuous training. Tracking Performance & Accountability: The WIOA Program Administrator, oversees performance tracking and ensures data accuracy and goal alignment. Case managers actively track their progress using a performance tracking spreadsheet, which allows them to monitor outcomes and adjust strategies as needed. Foothills WDB utilizes Futureworks BI and NCWorks Online reports to analyze and assess performance data. Reports are generated and reviewed quarterly and shared with board members, case managers, and contractor supervisors to maintain transparency and accountability. Training & Support: Monthly case manager meetings serve as a platform for training, performance updates, and sharing best practices. Additional training is provided, ensuring case managers have the necessary tools and knowledge to meet performance expectations. By implementing these strategies, Foothills WDB maintains a proactive approach to workforce development, ensuring that performance goals met.**

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

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

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

**Foothills WDB closely tracks performance monthly using: Futureworks BI, and NCWorks Online reports. Additionally, quarterly performance reviews with case managers and contractor supervisors help assess progress, identify trends, and address potential challenges early. When performance concerns arise, the Director engages the staff to analyze performance data and pinpoint challenges. Foothills provide targeted technical assistance and training, and ensure open communication between board staff, case managers, and contractor supervisors to align on corrective actions. The board provides monitoring to track improvements, conducts follow-up evaluations with case managers and staff, and Strengthens collaboration with workforce partners to leverage additional resources and expand service reach. By implementing this proactive approach, Foothills WDB remains adaptable and ensures continuous improvement in meeting or exceeding performance goals.**

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

Consider including the following information:

- a. How is performance tracked in your organization?
- b. How is performance information communicated with all career center staff?
- c. How are career center staff/service providers held accountable?
- d. How is training provided in your organization/career centers?

**Sharing and Utilizing Performance Data Within the Local Area WDB Performance data is systematically tracked, communicated, and used to drive workforce development success across all levels of staff, service providers, and contractors.**

**a. Performance Tracking The WIOA Program Administrator monitors performance, comparing current outcomes against negotiated performance goals.**

• Tracking is conducted using NCWorks Online and Futureworks BI reports, which provide insights into enrollments, active cases, exits, and follow-up participants.

**b. Communicating Performance Information • The WIOA Program and Accountability Manager and Workforce Development Director review performance data quarterly.**

• Reports are shared with the contractors, and case managers to ensure transparency and collective problem-solving. Reports include critical metrics such as: New enrollments and active participants 48

**c. Accountability Measures •**

**Contractors must adhere to an 80% expenditure requirement, monitored quarterly to ensure compliance.**

- **If performance gaps are identified, the Program Administrator and Workforce Development Director develop targeted intervention strategies.**

- **Contractors are responsible for tracking their own performance metrics using spreadsheets, ensuring they remain proactive in meeting targets.**

**d. Training and Performance Improvement Strategies**

- **Technical assistance is provided to contractor supervisors and staff to address performance gaps.**

- **Monthly WIOA Case Manager meetings facilitate discussions on best practices, data-driven decision-making, and problem-solving.**

- **NCWorks Online training and additional workforce development training sessions are offered when needed.**

- **Outreach and marketing assistance enhances participant engagement and program visibility.**

**By maintaining a structured, data-driven approach to performance tracking, communication, accountability, and training, the Local Area WDB ensures continuous improvement and the achievement of workforce development goals.**

**5. Discuss the factors that contribute to the Local Area WDB's credential attainment indicator.**

**a. What are the challenges that the Local Area WDB faces in achieving its credential attainment goal?**

**b. What are some of the strategies that contribute to the Local Area WDB's success in achieving its credential attainment goal?**

**c. How do case managers make use of NCcareers.org and the NC Workforce Credentials list?**

**The Local Area Workforce Development Board (WDB) actively works to improve credential attainment rates despite several challenges. By identifying barriers, implementing targeted strategies, and utilizing key workforce resources, the WDB supports participants in achieving industry-recognized credentials that lead to sustainable employment.**

**a. Challenges in Achieving Credential Attainment Goals Several factors make it difficult for participants to complete training programs and earn credentials: Limited Public Transportation – Many participants, particularly in rural areas, lack reliable transportation options, making it difficult to attend training programs. Childcare Barriers – Affordable and accessible childcare is scarce, preventing many individuals, especially parents, from committing to credential programs. Many available training options require long-term commitments, making it difficult for job seekers who need immediate employment.**

**b. Strategies for Success in Credential Attainment To address these challenges, the Local Area WDB implements several strategies to support participants: Transportation Assistance – The WDB provides travel reimbursements to help participants access training locations. Childcare Support – When the budget allows, the WDB offers childcare assistance to reduce barriers for parents pursuing education. Industry Partnerships – The WDB works with community colleges and employers to identify and expand short-term training programs that lead to high-demand careers with sustainable**

wages. Targeted Outreach – Case managers conduct outreach to inform job seekers of available credential programs and connect them with support services. c. Utilizing NCCareers.org and NC Workforce Credentials List Case managers use NCCareers.org to conduct career assessments and help participants identify training programs that align with their skills and career goals. The NC Workforce Credentials List guides participants toward recognized credentials that improve employability and meet employer demand. The Local Area WDB enhances credential attainment and helps participants secure meaningful, long-term employment by addressing barriers, leveraging available resources, and aligning training with workforce needs.

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

The Local Area Workforce Development Board (WDB) follows a structured review process to select eligible training providers from the State Eligible Training Provider List (ETPL) for local certification. This process ensures that training programs align with workforce needs, provide high-quality instruction, and support participants in obtaining credentials that lead to sustainable employment.

Review Process for Selecting Training Providers Annual Review of Local Community Colleges Curriculum – Foothills WDB staff annually review local community college course offerings to identify new or updated training programs that meet labor market demands. Ongoing Research & Labor Market Analysis – In addition to the annual review, Foothills WDB staff periodically assess local college websites and labor market data to determine if new training programs should be added. Alignment with In-Demand Occupations – Training providers and programs are selected based on their alignment with high-demand industries in the region, ensuring participants receive training that leads to viable employment opportunities. Employer and Workforce Partner Input – The WDB collaborates with employers, economic development organizations, and workforce partners to identify workforce gaps and adjust training provider options accordingly. To maximize customer choice the staff make available to customers the State List of eligible training providers to customers through the published list in NCWorks.

7. Indicate whether the Local Area WDB has additional requirements for training providers above and beyond those requirements stated in the State ETPL policy. Does the Local Area WDB make use of USDOL's trainingproviderresults.gov website in its evaluation of which training providers to certify for local area use? If so, how? Attach the Local Area ETPL Policy, *only* if the policy has been revised for the PY 2026 Plan and has not been previously submitted to the DWS Planner. If the Local Area ETPL Policy has not been revised for the PY 2026 Plan submission, please state N/A, and state the Plan year the Local Area ETPL Policy was last submitted.

N/A PY24.

- Name Document: *Foothills WDB ETPL Policy.*

## V. Equal Opportunity

1. Attach the Local Area WDB's current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements, *only* if the policy has been revised for the PY 2026 Plan and has not been previously submitted to the DWS Planner. If the EO Complaint Grievance Procedure has not been updated for the PY 2026 Plan submission, please state N/A, and state the Plan year the EO Complaint Grievance Procedure was last submitted. [29 CFR 38.35]. [Click here to enter text.](#)

- Name document: Foothills *EO Complaint Grievance Procedure.*

## VI. Adult and Dislocated Worker Services

1. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensure an arms-length relationship between the Local Area WDB and service delivery. Include the expected length of the contract(s) (one to three years and the current year status of the contract (e.g., two of three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 02-2026]

**FWDB procurement of Title I WIOA services was conducted on February 10, 2023. The competitive RFP process was utilized. A contractor will be voted upon during the May 7, 2026 board meeting. Foothills Workforce Development Board, Adult and Dislocated Worker service provider procurement details are below:**

**Method of Selection: Competitive Procurement.**

### **Date of Process**

**PY2026 (July 1, 2026 – June 30, 2029) – Full Competitive Procurement.**

### **RFP Timeline:**

**Letter of Intent/RFP Public Notice January 27, 2026**

**Letter of Intent/RFP Posted January 27 2026**

**Letter of Intent Due February 10, 2026**

**Proposal Deadline March 13, 2026**

**Formal Review of Proposals March 16, 2026**

**FWDB Notice of Selection May 8, 2026**

**Contract Negotiations May 11, 2026**

**Anticipated Contract Start Date July 1, 2026**

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

2. Attach the Local Area WDB's Adult/Dislocated Worker Service Provider list effective July 1, 2026, using the PY 2026 Adult/Dislocated Worker Service Provider List provided.

- Name document: *Foothills WDB PY 2026 Adult/Dislocated Worker Service Provider List.*

3. How does the Local Area WDB ensure that the minimum of 6% of non-administrative Adult funds is spent on registered apprenticeship/pre-apprenticeship activities and is the Local Area WDB expending the 6% minimum on registered apprenticeship/pre-apprenticeship activities? [*The total 6% expenditure may be comprised of non-administrative WIOA Title I Adult funds, Youth funds, or a combination of both. (CPS 04-2025)*]

**The Foothills WDB ensures compliance with the requirement to spend at least 6% of WIOA Title I funds on registered apprenticeship and pre-apprenticeship activities. Expenditures are tracked through the NCWorks and Futureworks reporting systems and are reviewed regularly by the Director to ensure funds are allocated appropriately and that the 6% minimum requirement is met. Foothills WDB supports registered apprenticeship and pre-apprenticeship activities by partnering with local employers, training providers, and apprenticeship sponsors to connect participants with apprenticeship opportunities in high-demand industries. Funding may support related instruction, supportive services, and training costs associated with approved apprenticeship or pre-apprenticeship.**

## VII. Youth Services

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

- *Out-of-School Youth (OSY)* – A minimum of 75% of the Youth funds allocated to Local Area WDBs, except for the Local Area WDB expenditures for administration, must be used to provide services to OSY;
- *Work Experience* – Not less than 20% of Youth funds allocated to the Local Area WDB, except for the Local Area WDB expenditures for administration, must be used to provide paid and unpaid work experiences;
- *Registered Apprenticeship* – A minimum 6% of Youth and Adult funds allocated to the Local Area WDB, except for the Local Area WDB expenditures for administration, must be used to provide registered apprenticeship/pre-apprenticeship activities. The expenditures may be comprised of Adult funds, Youth funds, or a combination of both; and a
- *Focus on Partnering* – Co-enrollment is encouraged where appropriate with Title II and IV.

1. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2026, using the PY 2026 Youth Service Provider List provided. Complete each column to include specifying where Youth Services are provided and procurement information.

- Name the document: *PY 2026 Foothills WDB Youth Service Provider List.*

2. Provide the date and process for the competitive procurement of the Youth Programs that ensures an arm's-length relationship between the Local Area WDB and service delivery. Include the expected length of the contract(s) (one to three years and the current year status of the contract (e.g., two to three years). Identify any service provider contract extensions. [WIOA Section 108(b)(16), CPS 04-2022, Change 1]

**FWDB procurement of Title I WIOA services was conducted on February 10, 2023. The competitive RFP process was utilized. A contractor will be voted upon during the May 7, 2026, board meeting. Foothills Workforce Development Board, Youth Service Provider procurement details are below:**

**Method of Selection: Competitive Procurement.**

**Date of Process**

**PY2026 (July 1, 2026 – June 30, 2029) – Full Competitive Procurement.**

**RFP Timeline:**

**Letter of Intent/RFP Public Notice January 27, 2026**

**Letter of Intent/RFP Posted January 27 2026**

**Letter of Intent Due February 10, 2026**

Proposal Deadline March 13, 2026  
Formal Review of Proposals March 16, 2026  
FWDB Notice of Selection May 8, 2026  
Contract Negotiations May 11, 2026  
Anticipated Contract Start Date July 1, 2026

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

**NEXTGEN will offer scholarship, supportive services, and work-based learning opportunities to OSY populations in order to meet the 75% goal. Serving high schools and ISY will automatically generate OSY services, due to working with early graduates and other high school graduates that need to connect to post-secondary services immediately after high school. NEXTGEN will also focus on GED and AHS students to ensure that Title II recovery services are supported and NEXTGEN students are incentivized to obtain their equivalent.**

**ISY are a crucial part of services for NEXTGEN as they are a captured population that needs additional resources to connect to workforce opportunities. Work based learning opportunities will be afforded to these students, in partnership with CTE program in the public schools.**

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

**The staff are ensuring that staff time is allocated to the 20% work experience funds. Work Experience placements are expected each month and supportive services are added to work experience opportunities to ensure the 20% is being appropriately reached. FWDB staff will work closely with the youth services provider and continuously monitor monthly to ensure the program is maintained at the minimum 20% work experience funds. If requirements are not met, youth services will be scrutinized further to determine if there is an opportunity to increase funding of work experience**

5. How does the Local Area WDB ensure that the minimum of 6% of non-administrative Youth funds is spent on registered apprenticeship/pre-apprenticeship activities and is the Local Area WDB expending the 6% minimum on registered apprenticeship/pre-apprenticeship activities? *[The total 6% expenditure may be*

comprised of non-administrative WIOA Title I Adult funds, Youth funds, or a combination of both. (CPS 04-2025))

Foothills Workforce Development Board ensures that at least 6% of WIOA Title I funds are spent on registered apprenticeship and pre-apprenticeship activities by closely monitoring expenditures and incorporating apprenticeship opportunities into program planning and service delivery. The Workforce Operations Director and fiscal staff regularly review budget reports and expenditure data to ensure compliance with the 6% requirement. Career Advisors actively promote registered apprenticeship and pre-apprenticeship opportunities when developing Individual Service Strategies with eligible youth participants. When appropriate, participants are referred to employers and training providers that offer registered apprenticeship programs. The Local Area also collaborates with regional employers, community colleges, and workforce partners to identify and expand apprenticeship and pre-apprenticeship opportunities that align with local industry needs. Commission Policy Statement CPS: 01-2026 Attachment 1 Page 24 of 47 The Local Area WDB tracks all related training, supportive services, and work-based learning activities that qualify toward the 6% requirement. If expenditure appears to be below the required threshold during the program year, program staff work with service providers to increase referrals to eligible apprenticeship or pre-apprenticeship activities. Foothills WDB is committed to meeting and maintaining the minimum 6% expenditure requirement and ensuring continued compliance with state policy CPS 04-2025.

6. Specify if the Local Area WDB plans to offer incentives for (NextGen) youth. If yes, please state the plan year that the most current Youth Incentive Policy was provided. Please upload *only* if the policy has been revised for the PY 2026 Plan and has not been previously submitted to the DWS Planner. The policy should include:
- criteria to be used to award incentives;
  - type(s) of incentive awards to be made available;
  - whether WIOA funds will be used; and
  - the Local Area WDB's internal controls to safeguard cash/gift cards.

**Foothills WDB will offer incentives for (NextGen) youth. Youth Incentive Policy PY25**

- Name document: *Foothills WDB Youth Incentive Policy. Yes, PY25*

*Note: Federal funds may not be spent on entertainment costs. Youth Incentive Policies should include: compliance with the Cost Principles in 2 CFR part 200; identify types of items that may be awarded (gift cards, plaques, certificates, checks); identify types of achievements/completion of activities (an inclusive list is required); practices for internal controls for safeguarding incentives, and provide a sample list of required documentation for reimbursement (diploma, evaluations).*

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

N/A

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

- Name document: Foothills WDB Youth Program Elements Chart.

9. 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)]

N/A

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

**Oversight to planning, operational, and other issues relating to youth services are handled by the Foothills WDB as a whole.**

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

a) Provide the committee's purpose/vision.

Click here to enter text.

b) Provide the youth committee's top three goals or objectives for PY 2026.

Click here to enter text.

Click here to enter text.

Click here to enter text.

c) Provide a list of youth committee members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in the first block (*who must be a Local Area WDB member*).

- Name document: Local Area WDB Name Youth Committee Members [WIOA Section 107(b)(4)(A)(ii)]

c. Complete the following chart for the PY 2026 Youth Committee's planned meeting schedule to include dates, times, and locations. (Expand form as needed or mark Not Applicable.)

Date	Time	Location (include address and room #)
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.

**VIII. Program Year 2026 Local Area WDB Plan Required Updated Policy Attachments**

1. The following policies, if updated since the PY 2025 Plan submission, are *required* to be attached as separate documents in WISE as part of the PY 2026 Local Area Plan. The Local Area Plan is not complete without these documents.

- Name Each Document: *Foothills WDB Policy Name*.
- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been revised for the PY 2026 Plan and has not been previously submitted to the DWS Planner.
- In the third column indicate the Plan Year the policy was last submitted, *only* if it is *not* being submitted for the PY 2026 Plan.
- Revised policies *must* be submitted with a highlight or summary of the changes made to the local policy.
- Do not add an empty document in WISE as a “placeholder”.

Required Local Area WDB Policies	New or Revised and needs review (Yes/No)	Plan Year Policy was last submitted
1. Adult/Dislocated Worker Experience Policy	No	PY25
2. Competitive Procurement Policy	Yes	PY25
3. Conflict of Interest Policy	No	PY25
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	No	PY25
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	No	PY25
6. Individual Training Account Policy	No	PY25
7. On-the-Job Training Policy	No	PY25
8. Oversight Monitoring Policy, Tool and Schedule	No	PY25
9. Priority of Service Policy	Yes	PY25
10. Youth Work Experience Policy	No	PY25
11. Supportive Services Policy	No	PY25

Required Local Area WDB Policies	New or Revised and needs review (Yes/No)	Plan Year Policy was last submitted
12. Local Area WDB WIOA and TAA Co-Enrollment Policy	No	PY25
13. Eligible Training Provider Policy	No	PY25
14. Non-Criminal Complaint Procedures	No	PY25
15. Apprenticeship/Pre-Apprenticeship Policy	New and needs review	N/A

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

- In the second, column mark "Yes" **only** if the policy has been changed for PY 2026 and has not been previously submitted to the DWS Planner.
- Do not add a blank document in WISE as a "placeholder".
- These policies are required to operate/offer these services.
- If "Yes", load the policy as a separate document.
- In the third column, indicate the Plan Year the policy was last submitted, **only** if it is **not** being submitted for the PY 2026 Plan.
- Revised policies should be submitted with a highlight or summary of the changes made to the local policy.
- Name document: ***Foothills WDB, Policy Name.*** (Example: IWT Policy – Yes. Attached as *Board Name IWT Policy.*)

Optional Local Area WDB Policies	Yes - the Local Area WDB has a policy or N/A (Not Applicable)	New or Revised and needs review (Yes or N/A )	Plan Year Policy was last submitted
1. Local Area WDB Guidance for Local Incumbent Worker Grants	N/A	N/A	
2. Local Area WDB Needs-Related Payment Policy	N/A	N/A	
3. Local Area WDB Transitional Jobs Policy	N/A	N/A	
4. Local Area WDB Youth Incentive Policy	Yes	N/A	PY25

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:

<b>Individual Training Accounts (ITA) Summary</b>	
Dollar Amounts	<b>The maximum annual amount to be spent on a Foothills WDB ITA account is up to \$4,600 per participant. The maximum lifetime amount to be spent on Foothills WDB ITA is up to \$9,200 per participant</b>
Time Limits	<b>Two (2) year curriculum programs or less.</b>
Degree or Certificates allowed (Associate, Bachelor's, other)	<b>Certificates (CNAs, CDL-A, EMS, BLET, etc.) Associates, Bachelor's Degree</b>
Procedures for determining case-by-case exceptions for training that may be allowed	<b>Case managers may request that WIOA funds be used to cover a portion of transportation and childcare expenses where the approved Pell Grant amount is based on estimated personal resources that are no longer available to the applicant, and where funds to cover these expenses are not available from other sources (e.g., DSS). The WIOA review committee must approve the use of WIOA funds for these types of expenses.</b>
Period for which ITAs are issued (semester, school year, short-term, etc.)	<b>Generally issued by semester, however it depends on the student and program. Short-term programs can be issued in one lump sum.</b>
Supportive Services covered by ITA (provide examples such as uniforms, tools, physical exams, etc.)	<b>Program fees, Books, and Supplies needed for attendance in the approved programs such as uniforms and tools.</b>
Other	Click here to enter text.

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

<b>Transportation</b>	<b>Childcare</b>	<b>Supplies</b> <i>(include examples)</i>	<b>Emergency</b> <i>(include examples)</i>	<b>Other</b> <i>(include examples)</i>
<b>To and from school.</b>	<b>Yes, during school hours.</b>	<b>Uniforms, tools, required PPE, anything required as part of the curriculum.</b>	<b>Uniforms, tools, required PPE, anything required as part of the curriculum.</b>	Click here to enter text.

Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
<b>Transportation</b>	<b>Childcare</b>	<b>Supplies</b> <i>(include examples)</i>	<b>Emergency</b> <i>(include examples)</i>	<b>Other</b> <i>(include examples)</i>

**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 the issuance, storage, and reconciliation of supportive services throughout the area and be clearly stated within the policy.

### Attachment Checklist for Local Area Plan Instructions

- Local Area WDB Signed copy of Updated Consortium Agreement (submit only if have been updated - *if applicable*)
- Local Area WDB Administrative Entity Organizational Chart
- Local Area WDB Board Members *(form provided)*
- Local Area WDB By-Laws (submit only if have been updated)
- Local Area WDB By-Laws Required Elements Crosswalk (submit only if By-Laws have been updated - *form provided*)
- Local Area WDB Organizational Chart
- Local Area WDB Administrative Entity Certification Regarding Debarment\* *(form provided)*
- Local Area WDB Workforce Development Area Signatory Form\* *(form provided)*
- Local Area WDB NCWorks Career Centers *(form provided)*
- Local Area WDB Adult and Dislocated Worker Service Provider *(form provided)*
- Local Area WDB 14 Youth Program Elements Chart *(form provided)*
- Local Area WDB Youth Committee Meeting Schedule ( *if applicable*)
- Local Area WDB Youth Committee Members ( *if applicable*)
- Local Area WDB Youth Service Provider *(form provided)*
- Local Area Memorandum of Understanding
- Local Area Board Minutes Approving Plan Draft
- Local Area WDB Youth Service Provider *(form provided)*

**\*Only Policies that are new or have been revised for the PY 2026 Plan and have not been previously submitted to the DWS Planner should be submitted\***

Local Area WDB Youth Incentive Policy

- Local Area WDB Eligible Training Provider Policy
- Local Area WDB WIOA and TAA Co-enrollment Policy
- Local Area Adult/Dislocated Worker Work Experience Policy
- Competitive Procurement Policy
- Conflict of Interest Policy
- Nondiscrimination/Equal Opportunity Standards and Complaint Procedures
- Financial Management Policy for Workforce Innovation and Opportunity Act Title I
- Local Area WDB Individual Training Account Policy
- On-the-Job Training Policy
- Local Area WDB Oversight Monitoring Policy, Tool, and Schedule
- Priority of Service Policy
- Youth Work Experience Policy
- Local Area WDB Supportive Services Policy
- Local Area WDB Incumbent Worker Training Policy
- Local Area WDB Needs-Related Policy
- Non-Criminal Complaint Procedures
- Local Area WDB Transitional Jobs Policy
- Apprenticeship/Pre-Apprenticeship Policy

\*Mail signed and unfolded originals to assigned DWS Planner at:

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

DocuSign® (or similar) signature pages may be uploaded in WISE.

## Appendices

NC Local Area WDB By-Laws Required Elements

[Appendix A](#)

By-Laws Guidance

[Appendix B](#)

Guidance Regarding Meetings and Conferencing via Electronic Means

[Appendix C](#)

Local Area WDB Membership Requirements

[Appendix D](#)

## NC Local Area WDB By-Laws Required Elements

At a minimum, the Local Area WDB by-laws must include the following items for DWS approval. When submitting the Local Area WDB by-laws, please specify the section (provide a clear crosswalk) where the following required elements are located within the submitted by-laws.

**Elements 1-7 are the *required* elements designated at WIOA Final Rule 679.310(g).**

1. The nomination process used by the Chief Local Elected Officials (CLEOs) to elect the Local Area Board Chair and members.
2. The term limitations and how the term appointments will be staggered to ensure only a portion of memberships expire in a given year.
3. The process to notify the Chief Local Elected Officials (CLEOs) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.
4. The proxy and alternative designee process that will be used when a Board member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).
5. The use of technology such as phone and web-based meetings, that will be used to promote Board member participation (20 CFR 679.110(d)(5)).
6. The process to ensure Board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities.
7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the Chief Local Elected Officials (CLEOs); (20 CFR 679.310(g)(1-7)).

**North Carolina specific requirements that must be specified within the by-laws:**

1. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
2. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
3. The Board's policy assures the attendance and participation of its members.
4. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
5. Any standing committees the Board has established shall be included in the by-laws.
6. The Board's conflict of interest policy, which may not be any less stringent than the requirements of the DWS's Policy, shall be referenced in the by-laws.
7. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
8. Board meetings will be held in accessible facilities with accessible materials available upon prior request.
9. The Board will meet no less than four times per program year.

## By-Laws Guidance

*This template is provided for guidance purposes only. It contains sample language that may be used in by-laws development. It is not required that Boards utilize this template or language within. This template reflects multiple counties within a Consortium. Single-county Boards and non-Consortia will need to adjust their by-laws accordingly.*

### Article 1

#### Name and Purpose

##### Section 1. Name

The name of this organization shall be the **Click Here to Enter WDB Name. Board** (hereinafter referred to as the "Board").

##### Section 2. Purpose and Responsibilities

The purpose for which the Board is organized is to perform all functions of a WDB and Local Workforce Development Area as set forth in the Federal Workforce Innovation and Opportunity Act of 2014 ("WIOA"), or the corresponding provision of any applicable federal or state laws of related purpose and the rules and regulations promulgated thereunder, and Section 143B-438.11 of the North Carolina General Statutes and to perform such functions with the **Click Here to Enter WDB Name. WDB.**

The Board services area shall encompass the counties of **Click Here to Enter WDB Name..**

The Board responsibilities shall include:

1. Develop and submit Local Area Plan annually to the Governor, a comprehensive 4-year Local Area Plan, in partnership with the Chief Local Elected Official.
2. Perform workforce research and regional market analysis.
3. Convene local workforce development system stakeholders to assist in the development of the Local Area Plan and identify non-federal expertise and resources to leverage support for workforce development activities.
4. Lead efforts to engage with a diverse range of employers and with entities in the region involved.
5. Lead efforts with representatives of secondary and postsecondary education programs in the Local Area to develop and implement career pathways within the Local Area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers.

## By-Laws Guidance

6. Lead efforts in the Local Area to identify proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers in the local workforce system, and to identify and disseminate information on promising practices carried out in other local areas.
7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers.
8. Conduct program oversight.
9. Negotiate and reach agreement on local performance accountability measures.
10. Designate or certify one-stop operators, contractors, and service providers and, in appropriate circumstances, terminate for cause the eligibility of such operators.
11. Coordinate activities with education and training providers in the local area.
12. Develop a budget for the activities of the Local Area WDB consistent with the Local Area Plan and the duties of the Local Area Board and subject to the approval of the Chief Local Elected Official.
13. Annually review the physical and programmatic accessibility provisions of all one-stop centers, as well as locations for contractors and service providers, in the local area, in accordance with the Americans with Disabilities Act of 1990.

## Article 2

### Board Members

#### Section 1. Appointment

There shall be a Board of no more than [Click Here to Enter Number](#). Board members. Members of this organization shall be appointed by the following procedure: The Chief Local Elected Official (of the [Click Here to Enter Name](#). County Board of Commissioners, hereinafter referred to as the CLEO) shall appoint members based on nominations from the following: local business organizations; local education agencies; vocational education institutions, community-based organizations, and higher educational institutions; and private and proprietary schools; state or local labor organizations and other interested organizations.

The number of business sector nominees shall be at least 51% of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations and business trade associations. The nominated candidate or company must be a member of the nominating organization. A majority of the Members shall be representatives of businesses in the local area (including small businesses or organizations representing businesses that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area) and are owners, chief executives or

## By-Laws Guidance

operating officers, or other business executives or employers with optimum policy making or hiring authority. The members of the local Board shall represent diverse geographic areas within the local area.

### Section 2. Composition

**Organized Labor and Community Based Organizations:** Not less than 20% of the Members shall be representatives of the workforce within the local area, who:

- i. shall include representatives of labor organizations, who have been nominated by local labor federations, or other representatives of employees;
- ii. shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists.
- iii. may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- iv. may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;

**Education and training activities:** The Board shall include representatives of entities administering education and training activities in the local area, who:

- i. shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
- ii. shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- iii. may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to training;

The Board shall include representatives of governmental and economic and community development entities serving the local area, who:

- i. shall include a representative of economic and community development entities;
- ii. shall include an appropriate representative from the State Employment Service Office under the Wagner-Peyser Act serving the local area;
- iii. shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;

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- iv. may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
- v. may include representatives of philanthropic organizations serving the local area; and

This Board may include such other individuals or representatives of entities as the Chief Local Elected Official determines appropriate.

### Section 3. Tenure

All appointments will be for a two-year term to expire on June 30 of each respective term. No member shall serve more than three consecutive terms (6 years) or a total of five terms (10 years) in any one appointed position. An individual whose initial appointment is to fill an unexpired term or an initial staggered term of less than two years, shall be eligible to serve the number of full-length terms other members are eligible to serve, unless, prior to the time for reappointment that individual has already served six consecutive years. Members may be re-appointed at the discretion of the Chief Local Elected Official subject to the term limitations outlined in this section.

Terms shall be staggered to ensure that at any given time a percentage of the members are experienced in WDB functions.

The Board shall advise the Consortium Counties of potential Board member vacancies prior to the end of the term. In the case of a midterm vacancy, an immediate replacement shall be requested of the Consortium County represented by the departing Board member. The appointed Board member shall fill the remaining term of office.

The Board shall not compensate Board Members for their services, but by resolution of the Board, a fixed sum and expenses, if any, may be allowed for attendance at each regular or special meeting of the Board.

### Section 4. Termination for Cause

By two-thirds majority vote of the membership or by action of the Chief Local Elected Official, a member may be removed for cause from the Board. Cause would be for such actions as malfeasance, misconduct, or any action which would be deemed not in the best interest of the Board; or three unexcused absences from regular scheduled meetings within the preceding twelve calendar months. Notice that a removal vote that may be taken for cause must be included on the agenda of said meeting. The Chair shall send a precautionary letter to the said Board member upon two unexcused absences within the preceding twelve calendar months prior to the next meeting.

### Section 5. Resignation

Letters of resignation must be submitted to the [Click Here to Enter WDB Name](#). Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.

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### Section 6. Vacancies

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

## Article 3 Meetings

### Section 1. Regular Meetings

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

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

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

### Section 2. Special Meetings

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

### Section 3. Quorum

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

### Section 4. Conduct of Meetings

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

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### Section 5. Open Meetings

Local Area Board Conducts Business Openly: The Local Area Board must conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the local Board. (20 CFR 679.390) This includes:

- a. Information about the Local Area Plan, or modification to the Local Area Plan, before submission of the Local Area Plan;
- b. List and affiliation of Local Area WDB members;
- c. Selection of one-stop operators;
- d. Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;
- e. Minutes of formal meetings of the Local Area Board; and
- f. Local Area Board by-laws, consistent with § 679.310(g).

### Section 6. Proxy Representation and Voting

A member may designate a representative to attend a meeting of the Board in his/her absence. The proxy must meet the membership criteria for the member's affiliation type. The proxy will count toward the appointed member's attendance. The representative may participate in discussions and may vote so long as the member provides written voting instructions to the Chair allowing his/her proxy representative to cast votes in accordance with the written voting instructions.

Each Board member present shall be entitled to one vote on each matter for which a vote is taken. Votes may be cast telephonically or via electronic medium.

### Section 7. Conflict of Interest and Voting

No WDB member (whether compensated or not) shall engage in any activity, including participation in the selection, award or administration of a sub-grant or contract supported by WIOA funds if a conflict of interest, real or apparent would be involved. Such a conflict would arise when:

- i. The individual,
- ii. any member of the individual's immediate family,
- iii. the individual's partner, or
- iv. an organization which employs, or is about to employ any of the above, has a financial interest in the firm or organization selected for the award.

No WDB member, member of his/her immediate family, officers, employees, or agents of the WDB member's agency or business, shall neither solicit nor accept gratuities, favors, or anything of value from contractors, potential contractors, or parties to sub agreements.

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A WDB member shall not cast a vote on, or participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member.

No WDB members shall participate in a governmental decision including voting on a matter (including recommendations, appointments, obligating or committing the WDB to a course of action) when such action influences a decision or exercises judgement in making a decision. Any member with a potential or actual conflict of interest shall comply with requirements for public disclosure and recusal.

### Article 4 Organization

#### Section 1. Officers

The officers of this Board shall be a Chair, a Vice-Chair, and a Secretary.

#### Section 2. Election of Officers

Officers of this Board shall be elected in June for two-year terms. The Chair and Vice-Chair will be elected from among the members who are representatives of the business sector. The secretary will be elected from among all members.

The Chair shall appoint a nominating committee to recommend officers who shall be elected from the Board's business sector membership and shall begin their term at the beginning of the new program year effective July 1. These officers shall serve until their successors are elected and qualified or until they are no longer Board members. If an officer is unable to complete his/her term the Board shall elect a successor to complete the remaining portion of the original term. The Vice-Chair shall not be required to succeed the Chair at the end of the Chair's term of office.

#### Section 3. Chair

The Chair shall preside at Board meetings, designate standing and ad hoc committees deemed appropriate and appoint their Chair and members. The Chair shall not vote except in the case of a tie, in which event he/she shall cast the deciding vote.

#### Section 4. Vice-Chair

The Vice-Chair shall assume all duties and responsibilities of the Chair in his/her absence from meetings. In the event that the office of Chair is vacated before the end of the term, the Vice-Chair shall assume the office in an acting capacity until such time as the Board elects a new Chair.

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### Section 5. Secretary

The Secretary shall be responsible for proper notification of meetings, review, and submission of the minutes to the Board, and shall carry out any other duties deemed appropriate by the Chair. Local Area staff will serve as support personnel in performing these duties.

### Section 6. Executive Committee

The Executive Committee shall consist of the Chair, Vice Chair, Secretary (from a sector other than business), and the previous Chair or Vice-Chair. As determined by the Chair of the Board, chairs of Board committees will attend Executive Committee meetings. Responsibilities of the Executive Committee are as follows: make standing committee assignments and coordination among committees, prepare recommendations to Board on state and national issues, act as needed between regularly scheduled Board meetings, and develop immediate and long-range goals for Board concurrence.

### Section 7. Vacancy

If an office becomes vacant, the Board shall elect a successor at its next meeting.

## Article 5 Committees

### Section 1.

The Chair of the Board shall have the power, except as otherwise provided in this Article, to appoint the members of any Committee for a term of two (2) years. No Committee, except as elsewhere provided in this Article, shall take any action or position on behalf of the Board, bind the Board, or exercise the authority of the Board in the management of the Corporation. The Chair of all the Committees shall be members of the Board. The Executive Committee of the Board shall meet at the call of the Chair of the Board or the written request of any two (2) members of the committee. The Board's other Committees shall meet at the call of their respective Chair or the Chair of the Board.

### Section 2.

Electronic meetings shall be permissible in lieu of face-to-face committee meetings at the discretion of the Committee Chair. An electronic meeting of the Committee occurs when Board members are in different locations, connected by electronic means, through audio, video, or both. All votes taken during an electronic meeting shall be by roll call. All scheduled electronic meetings shall be held in such a way that all members participating can hear each other at the same time. When speaking, each member will be asked to clearly identify himself, so that proper recognition is given and recorded. All Board policies, administrative practices, and by-laws shall apply equally to electronic meetings.