

What Did I Get Myself Into?

High Country

A stylized graphic of a mountain range with three peaks. The foreground mountains are dark blue, and the background mountains are a lighter shade of blue. The text 'High Country' is arched over the top of the mountains.

Workforce Development Board

An Orientation and Resource Guide for New Members

www.highcountrywdb.com

**Building an adaptive workforce system to meet the demands of a
globally competitive economy**

Second edition
October 2010



Bryan Peterson, Chair

Earl Tipton, Vice-Chair

Carole Coates, Executive Director

468 New Market Blvd., Boone, NC 28607
(828) 265-5434 ext.130; (828) 265-5439 (fax)

[ccoates@regiond.org](mailto:cocoates@regiond.org)

www.highcountrywdb.com

The Big Picture

Contents

Letter from the Chair

Chapter I: What is This Workforce Business All About?

Chapter II: Where Did the High Country Workforce Development Board Come From?

Chapter III: How Is the Workforce Development System Structured? Governance, Management, and Service Delivery

Chapter IV: What is the Board's Role in the Workforce Development System?

The Board

The Member

The Executive Director

Board/Director Relationship

Shared Accountability

Chapter V: What Are the Board's Opportunities and Challenges?

Appendices:

- A. High Country Workforce Development Board
- B. Contacts
- C. Board Accomplishments
- D. Tips for New Workforce Development Board Members
- E. WDB GOAT (Glossary of Acronyms and Terms)
- F. Strategies to Support Updated Strategic Plan 2008-2011



Dear Newly Appointed Board Member:

The High Country Workforce Development Board (WDB) congratulates and welcomes you as a newly appointed Board member. Your appointment to this Board reflects your involvement and leadership in the community you represent. As a member of this Board you now have a unique opportunity to positively affect the quality of life throughout the High Country region. To assist in learning the process, the Board has prepared this Resource Handbook for new members.

This Handbook is designed to help you become more familiar with the Board's organization structure, our responsibilities as a board, job functions, and your individual responsibilities as a Board member. It is our desire that by your review of this Resource Handbook you have a basic understanding of the High Country Workforce Development Board. A new member orientation training session will be available to you in the near future. We recognize the fact that you will have many questions concerning your responsibilities and we encourage you to ask questions at any time. Active participation in Board and committee meetings is the best way to become an informed Board member.

As a Board member your attendance and participation at meetings are critical for us to meet and surpass our goals and objectives. Our meetings are highly productive and provide each member opportunity for input and participation. For this reason we thank you for sharing your expertise and knowledge with our Board so that together we may provide the High Country region with a skilled and productive workforce.

We look forward to working with you!

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Peterson".

Bryan Peterson, Chair
High Country Workforce Development Board, Inc.

The Big Picture

What Is This Workforce Board Business Really All About?

The High Country Workforce Development Board, Inc (WDB) is a non-profit organization governed by a volunteer board of directors responsible for developing policy and overseeing local workforce development initiatives in partnership with local elected officials. In North Carolina, there are twenty-four local WDBs with representatives appointed from all 100 counties.

Members of the WDB are appointed by the Chief Elected Officials of their respective county in accordance with criteria established by the Governor. WDB membership includes representatives from business and industry, education agencies, community-based organizations, economic development agencies, public employment service, public assistance agencies, vocational rehabilitation, and labor organizations. Membership is drawn from individuals who have optimum policy-making authority from their organization.

High Country Region:

*Alleghany, Ashe,
Avery, Mitchell,
Watauga, Wilkes, and
Yancey Counties*

The authority of the WDB is established in federal and state legislation that provides funding to support the operation of the workforce development system. The WDB's role is to ensure that the local workforce development system is market-driven and responsive in meeting the employment and training needs of employers and job seekers alike.

- Serve as a point of contact for business, industry and the public sector to communicate their workforce needs;
- Provide a forum where private and public sector leaders jointly consider workforce development needs of the region;
- Promote strategies to encourage life-long learning and improve workplace skills;
- Conduct planning, oversight, and evaluation of local workforce development programs, including the local JobLink Career Center system;
- Offer advice regarding workforce policy and programs to local elected officials, employers, education and employment agencies, and citizens;
- Coordinate with economic development efforts and activities to promote the region's availability of qualified workers and promote cooperation and coordination among public agencies, education, and businesses;
- Review local agency plans and grant applications for workforce development programs to ensure that coordination of services and achievement of local goals can be attained.

Why We're Here



A Labor Market Perspective

Labor markets represent the interaction between supply and demand – workers offering their labor and employers seeking qualified workers. Workforce services are all about making these labor markets work more efficiently for both employers and workers, so both become more competitive in the global economy.

On the **demand** side, providing workforce services means offering a wide array of human resources services to businesses and supporting efforts to bring new jobs to a region. On the **supply side**, workforce services focus on developing the knowledge and skills of people. The workforce development system provides services and solves problems to both sides of this equation and both sets of services benefit both employers and individuals.

From a labor market perspective, the High Country workforce “system“ is made up of a myriad of private and public organizations (including private businesses) working together to make labor markets work more smoothly by identifying and filling persistent imbalances or gaps between supply and demand.

The region’s typical providers of workforce services – most of whom focus all or most of their attention on the supply-side of the market, provide services that develop the workforce (current and potential) and utilize it more effectively.

Some Types of Workforce System Service Providers

- ✓ job training and employment organizations
- ✓ adult education and literacy agencies
- ✓ student financial aid offices
- ✓ human services/welfare agencies
- ✓ community- and faith-based organizations
- ✓ apprenticeship programs
- ✓ job matching and unemployment insurance agencies
- ✓ Schools, colleges, and universities
- ✓ vocational rehabilitation agencies

Individual needs can best be met by meeting employers’ needs for a well-educated and well-trained workforce. By better understanding the needs of businesses/employers, you can better meet the needs of the workers and students you serve. Workforce policies are more closely akin to economic policies promoting increased productivity and growth than to social-welfare policies.

One of the Board’s major challenges is to devise program designs and concepts that appropriately align demand and supply-side service delivery, and to demand the correct response from organizations with which it contracts to perform those services.



The Big Picture

Where Did the High Country Workforce Development Board Come From?



In the 1990s a national consensus evolved that we should develop a more systematic approach to delivering workforce services by creating a market-based system that responded to the needs of its customers.

In December 1995, North Carolina's Governor Jim Hunt signed Executive Order # 90, transitioning the state's Private Industry Councils to *Workforce Development Boards*, placing North Carolina ahead of the curve, as nationwide, Workforce Development Boards were not established in law until the passage of the federal Workforce

Most reformers agreed that a market-based workforce system should:

- Offer universal access
- Be customer-oriented
- Be demand-driven

Thus, one-stop career centers, known in North Carolina as JobLink Career Centers, were developed. JobLink Centers began opening in 1996. In fact, the Avery JobLink Center was North Carolina's first chartered center. North Carolina is still challenged to meet its one-stop system goals, as agencies continue to operate in silos with separate funding streams.



A challenge for Workforce Boards is to influence federal, state, and local policy to turn the broad one-stop vision into reality. Locally, the Board can exert its authority to ensure that, on a practical level, organizations are vigorously collaborating to create the most effective service delivery system possible.

The overarching philosophy of the one-stop concept includes the following core principles:

- **Maintain a high-skill, high-wage focus** by targeting selected industries as sources of high value-added economic opportunity. Make substantial investments in individuals' education and skills so they can have access to these jobs.
- **Take a systems approach to service delivery** by offering immediate access to quality information and services through an integrated system.
- **Be outcomes-based, performance-driven, and accountable** by insisting that local service delivery systems be designed to achieve well-defined outcomes for both employers and individuals.
- **Commit to continuous improvement by regularly reviewing** the service process and its outcomes to continuously improve the quality of services provided.

The Big Picture

How Is the Workforce Development System Structured? Governance, Management, and Service Delivery

Levels of Responsibility from Governance to Service Delivery



Workforce Development Consortium
Accountability Level

The elected officials appointed by their respective County Boards of Commissioners, who appoint members to the Workforce Development Board and who are ultimately accountable for the responsible use of funds.



Board of Directors
Policy and Governance Level

The individuals appointed by their respective County Board of Commissioners to direct the affairs of the High Country Workforce Development Board.



Officers
Direction Level

The individuals elected by the Board – the Executive Committee – to set the Board’s general direction and provide guidance to committees, staff, and contracted service providers.



Staff
Management Level

The chief paid executive for the Workforce Development Board. This individual is responsible for the day to day management and support of the WDB, the general support and coordination of the JobLink Career Center System across the region, and for employment and management of other Board staff.



Board Committees
*Planning and Regional
Action Level*

The membership of the organization working on specific tasks in small groups to achieve the objectives of the WDB. Committees are formed by the Board. They review and analyze trends over time to guide their decision-making.



**Local JobLink Management
Teams and Workforce Investment
Act Service Providers**
Local Service Delivery Action Level

These groups are responsible for the day to day operations, policy implementation, and oversight of service delivery to the customers of our local workforce development area.

GOVERNANCE

Governance of the regional workforce system, at least that part of the system directly funded through the High Country Workforce Development Board, is set out in 3 local agreements:

- ◆ **The Consortium Agreement** - A formal agreement among the chief elected officials (seven County Commission Chairmen) as representatives of their units of general local government.
- ◆ **The Workforce Development Board/Chief Elected Official (CEO) Agreement** - A formal agreement between the High Country Workforce Development Board and the Chief Elected Official of the High Country Workforce Development Consortium.
- ◆ **The High Country Workforce Development Board (HCWDB)/High Country Council of Governments (HCCOG) Contract** - A formal agreement between the Board of Directors of the High Country Council of Governments and the High Country Workforce Development Board. Both entities represent the taxpayers, who are in essence the system's owners.

THE CONSORTIUM AGREEMENT

- ◆ Sets out a framework for how the units of local government will do business together
- ◆ Establishes the High Country Workforce Development Board (HCWDB)
- ◆ Designates the High Country Council of Governments (HCCOG) as the grant recipient and fiscal agent for workforce development funds coming to the region
- ◆ Recommends that the High Country Council of Governments be designated to hire personnel who serve as staff to the HCWDB
- ◆ Sets forth mutual responsibilities
- ◆ Recognizes the HCWDB as an independent policy board

THE WDB/CEO AGREEMENT

- ◆ Defines the scope of the partnership between the Workforce Board and the Chief Elected Official
- ◆ Identifies the grant recipient for applicable federal funds
- ◆ Delineates governance and management responsibilities and apportions accountability between the High Country Council of Governments and the High Country Workforce Development Board for policy making, strategic planning, system design, resource allocation, management, contracting, oversight, and evaluation.

THE HCWDB/HCCOG CONTRACT

- ◆ Recognizes the WDB as an independent workforce system policy and governance Board
- ◆ Delegates day-to-day management and oversight responsibility for workforce issues to workforce development staff
- ◆ Assigns the HCCOG to provide financial management and general administrative staff under HCWDB oversight
- ◆ Assures that the HCWDB participates in the selection of its Director
- ◆ Contains hold harmless provisions each from the other

Governance, Cont.

THE BOARD'S JOB

The Board's **specific legal responsibilities** (i.e., those things for which it alone is responsible per the Workforce Investment Act) include:

- ◆ Negotiating and renegotiating the partnership agreements between itself and the fiscal agent (currently the High Country Council of Governments)
- ◆ Developing itself as a well-informed, highly diversified, high-performing board
- ◆ Establishing ongoing relationships between the workforce system and its owners (the taxpayers and their representatives)
- ◆ Developing governing policies to guide itself as a board and the regional workforce system (i.e., long-term results statements)
- ◆ Developing an effective working relationship with its chief executive officer
- ◆ Ensuring board staff/system performance
- ◆ Providing regular reports on the state of workforce affairs in the region (progress toward achieving system results)

Carrying out these responsibilities represents the value added by the Board. It justifies the Board's existence as part of the regional workforce system.

Failure to act on the following would render the Board largely ineffective.

- ◆ Knowing the business you're in and being able to articulate it
- ◆ Setting and guarding the system's core values
- ◆ Holding and supporting the mission and vision
- ◆ Governing, providing strategic leadership, and setting policies that serve as the foundation for all workforce activities in the region
- ◆ Focusing externally – on your customers and their needs
- ◆ Encouraging and demanding forward thinking; taking the broad, long-term view
- ◆ Respecting and benefitting from the diversity of your members, while at the same time **speaking with one voice**
- ◆ Hiring a top-notch chief executive officer and making sure he/she works for you, not your partners.
- ◆ Staying out of the details of tactical planning and day-to-day operations
- ◆ Monitoring executive performance and forcing attention to results
- ◆ Demanding that results be consistent with your mission and long-term objectives
- ◆ Influencing and educating the larger workforce development community and other relevant entities

MANAGEMENT

Within the broad parameters set in the three local governance agreements, the HCWDB and its board staff provide leadership, focus, and management direction for the regional workforce system.

Together they are responsible for strategic planning, policy development, delivery system design, resource allocation, contracting, oversight, and evaluation.

- ◆ **The job of the High Country Workforce Development Board is primarily about policy** - setting and modifying policies within which its staff and contractors work to achieve system results. In addition, the Board provides strategic management and monitors system performance.
- ◆ The Board's staff manages itself, its contractors, and the efforts of other workforce partners to achieve desired results.

SERVICE DELIVERY

Individual Services: Available workforce development funds help support *JobLink Career Centers* and *Workforce Investment Act (WIA)* services to individuals seeking career information, financial assistance for skill development, work readiness services, job placement and retention assistance, and other services to increase skills and provide financial stability through employment. Most Workforce Investment Act services to individuals are provided through a competitive bid process and are contracted to outside organizations.

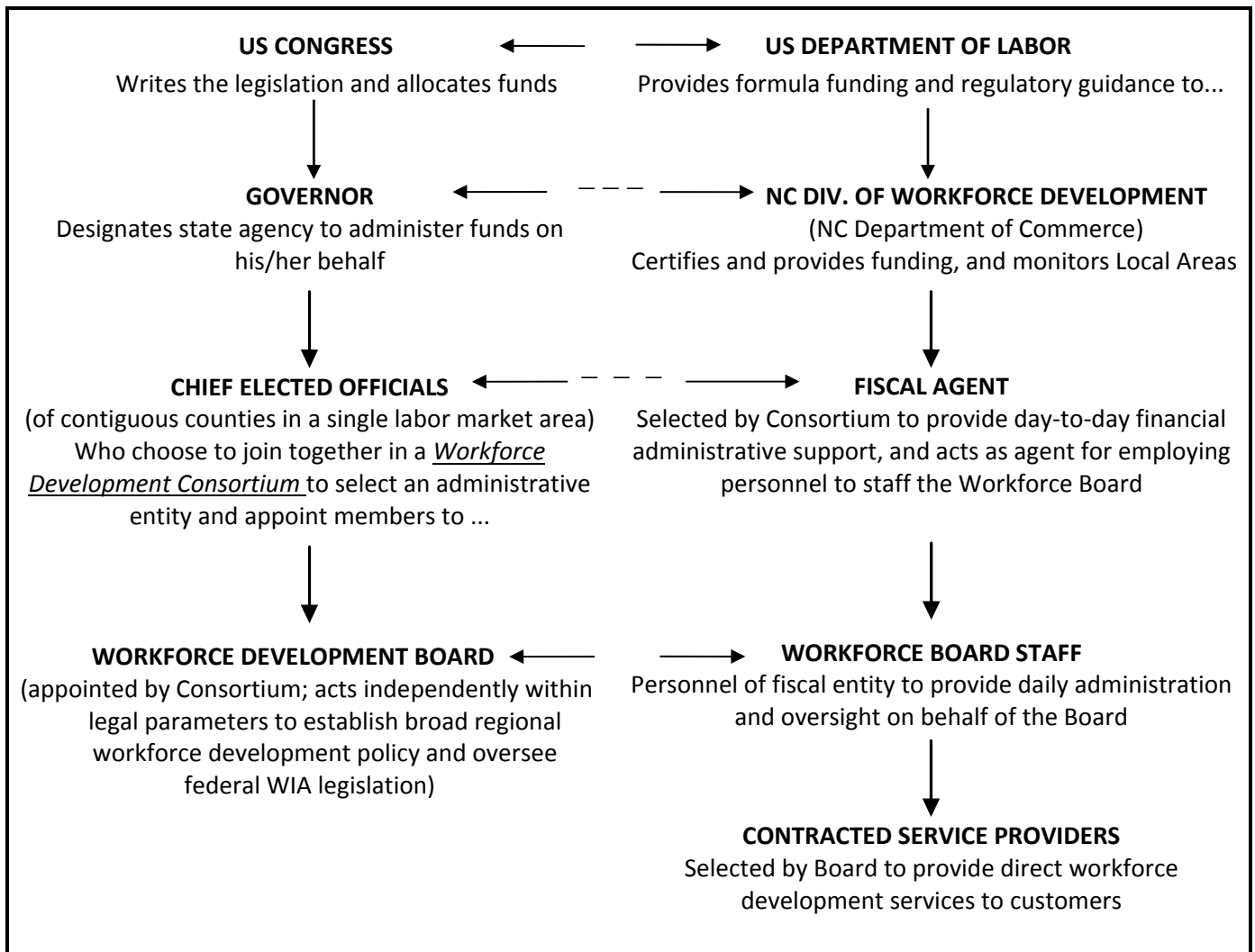
Business (Employer) Services: *Each WIA contractor* is required to employ staff who are uniquely qualified to work directly with the area's businesses to identify business workforce needs, who respond to those needs directly or make connections with other organizations on the business's behalf, who serve as a communication link between businesses and JobLink Centers to ensure the right customer focus, and who educate partners about business workforce issues.

Other business services are offered through the *Board's workforce development staff*, including but not limited to Incumbent Worker Grant outreach, development, and oversight; economic modeling and forecasting reports; occupational trends and projections; issue-oriented literature; unique grants; and other special projects.

Community Impact Initiatives: On behalf of the Workforce Development Board, the *board staff* conducts, facilitates, or otherwise supports a number of activities designed to add value to the larger community. These services change over time to ensure current, on-demand, meaningful service. Examples of current and past community impact initiatives include:

- High Country Workforce Development Board website to maintain accountability, provide information, and share resources: www.highcountrywdb.com
- Economic recovery website to provide vast array of information to the community-at-large on resources to cope with the current economic situation: www.recoveryinthehighcountry.com (April 2009-June 2010)
- High Country State of the Workforce Report
- Industry gap analysis
- Community issues forums (workforce, education, energy, health care, etc.)
- Business Leadership summits
- Multi-regional collaboration initiatives (Current collaborations include a US Department of Labor Regional Innovation Grant and an ARRA-funded Green Energy Job Training Grant.)

How the Workforce System Is Structured: Workforce Investment Act Funding and Authority Flow Chart



High Country Workforce Development Board

Membership:

- ◆ 3 members per county (2 private sector; 1 public sector (designated))
- ◆ 2 at-large members (1 Community-Based Organization; 1 Organized Labor)

The Big Picture

What Is the Board's Role in the Workforce Development System?

WHO ARE YOU?

You are members of the board of directors of the regional workforce development system, which is in effect, the *governing board* for the system. As such,

- ◆ You are directly accountable for everything that happens in that part of the system you fund.
- ◆ Your accountability is to those who own the business, in this case:
 - the taxpayers represented by the chief elected officials who appointed you
 - the segment of the regional community you represent
 - the entities which fund workforce services through you
- ◆ ***Your staff and the contractors they fund are directly accountable to you.***
- ◆ The fact that you are an appointed group of unpaid volunteers does not absolve you of your accountability and responsibility as a board.
- ◆ You are the central workforce development organization in the region, the one and only entity whose primary concern is labor markets and the workforce needs of employers and residents.

You have legal authority as well as authority by influence. You are the honest broker for the region's workforce development issues. Since the Board has no self-interest in funding and programmatic issues, your roles as a neutral convener and honest broker are unique and essential. Therefore, understanding and resolutely abiding by the Board's *Conflict of Interest Policy* is crucial to the public's perception and to the Board's validity.

See the High Country Workforce Development Board By-Laws, included in your orientation binder and on the website (www.highcountrywdb.com), for the *Conflict of Interest Policy*. Examples of conflict of interest:

- serving on Boards of Directors of organizations that stand to benefit or lose, based on Board actions
- employment or contract to perform services - - for example, teaching a class
- your business has applied for an Incumbent Worker Grant, etc.

Having a conflict of interest does not prohibit you from serving on the High Country Workforce Development Board; however, it does prohibit you from voting, discussing, or attempting to influence any particular issue that concerns a real or apparent conflict of interest.

THE BOARD'S MISSION

Building an adaptive workforce system to meet the demands of a globally competitive economy

The mission of the Workforce Development Board is unique because of its neutral role in the workforce system. It is likely consistent with, but distinctly different from, the missions of the regional workforce system or any of its component parts.

The Board's authority is exceeded only by that of the taxpayers, as represented by the chief elected officials who appointed its members.

THE BOARD: WHAT DOES IT DO?

Every designated workforce development region in the United States has a board of directors. This board is responsible for making sure the organization is *effective*. Members of the Board are selected because they have specialized knowledge/insight in one or more of these areas and they are in a position to influence the actions of other key decision-makers in the community. Members are also selected because they are executives or senior managers in their respective organizations. They have skills and experience in long-range planning, group problem-solving, capital investment strategies, and organization/business development. Members are expected to bring their expertise in these areas to bear on the Board and on the management of the workforce system.

The Board is a decision-making, not advisory body. It has direct and final authority regarding the use of several million dollars in annual funding. It has significant influencing authority regarding several million more dollars of additional public funding in the region. As the implementation of the Workforce Investment Act evolves, the power and the scope of this influencing authority will *grow*.

The High Country Workforce Development Board is composed of twenty-three (23) members representing seven counties. The responsibility of the Board is not about handling funds or operating programs, but is about establishing local workforce development priorities, making or approving plans to satisfy those priorities, and measuring and publicly reporting results of those plans.

This section discusses basic responsibilities and how our workforce development board can govern and oversee a comprehensive workforce development system for our region.



Board members are responsible for making sure the organization is well *managed*. Board members, in consultation with the administrative entity identified by the Workforce Development Consortium (in this case the High Country Council of Governments), have the authority and responsibility to hire (and fire) the director. They also must make sure that the director has what she/he needs to do the job and is supported, held accountable, and evaluated on a regular basis.

Board members are responsible for *creating the organization's identity*. This means that Board members need to develop and support the organization's mission, make decisions about program directions, and take part in long-range planning.

Board members are responsible for communicating and promoting the organization's missions and goals to their communities. Members should report on a regular basis to their respective Boards of County Commissioners on Board activities.

MAJOR FUNCTIONS AND ACTIVITIES OF THE BOARD

The activities of the Board can be divided into six major categories:

- I. The Board works to define the size, shape, and direction of the local workforce development system and its own role within that system.**
 - II. The Board establishes or approves operational structures and makes operational policies for the workforce development system as a whole.**
 - III. The Board oversees the performance of the system.**
 - IV. The Board has a role in external relations, public relations, and marketing for the workforce development system.**
 - V. The Board encourages new ideas and works to find additional resources to advance its mission.**
 - VI. The Board develops and maintains strong partnerships with other organizations in pursuit of common goals.**
-

The following sections discuss each of these six functions in more detail.

Defining the direction of the local workforce development system and the board's role within that system



The Board develops a broad strategy and shapes programs into a comprehensive system.

The Board identifies gaps between current and future workforce needs and evaluates the capacity of local programs and service providers to handle the needs.

To assist in this process, the Board sometimes recruits community leaders and service practitioners as members of committees to capture their specialized knowledge.

The Board prepares a strategic plan to broadly direct the local workforce development system to close these gaps.

The Board sets priorities and allocates available resources.

The Board also sets short-term and long-term objectives for implementing the strategic plan.

Establishing or approving operational structures; making operational policies for the workforce development system as a whole



The Board charters local JobLink Career Centers (“one-stop” centers) and authorizes their operation through a re-chartering process.

The Board sets mandatory minimum levels of services to be provided by all of its program operators.

The Board creates system-wide policies on the use of training vouchers – Individual Training Accounts (ITA’s), including which agencies/training institutions are certified as eligible to redeem vouchers and what portion of the cost of services can be converted. This allows customers to choose needed training from a variety of sources.

The Board oversees the provision of services by service providers/grantees and vendors. The Board sets policies for certifying the competence and quality of these providers. The Board may periodically renew or revoke this certification. By creating system-wide policies, the Board ensures that programs work effectively.

Overseeing the performance of the system



The Board sets quality performance standards for JobLink Career Centers and for Workforce Investment Act service providers.

The Board identifies and submits to training agencies the skill standards and “foundation skills” that are required by local employers and incorporates this information in its performance standards.

The Board sets policies on the gathering and use of customer satisfaction data from employers and job seekers that use the JobLink Career Centers.

The Board ensures that continuous improvement processes are implemented and used by service providers and other agencies in the workforce development system.

The Board develops a locally meaningful measurement system to ensure that standards and benchmarks are met, and issues reports on system-wide performance.

Participating in external relations, public relations and marketing for the workplace development system



The Board publicizes the workforce needs of both the business community and local job seekers. The Board markets the entire system, improves communication between service providers and business, and brokers specific needs of employers.

The Board develops a close working relationship with local elected officials. Since local county commissioners appoint Board members, it is imperative that Board members keep these elected officials and others (county managers, state and national legislators, etc.) informed on the activities of the Board.

The Board builds support for workforce development programs and for its own policies and priorities among the business community and the general public.

The Board and its staff conduct active public relations campaigns -- making presentations, hosting community forums, preparing media reports, maintaining the Board's website(s), and participating in other activities.

The Board develops relationships with local businesses and to further the purposes of the Board.

Encouraging new ideas and works to find additional resources to advance its mission



The Board sets policy on exploring new types of services, new techniques, and the use of new service providers. It may set limits on such endeavors. It may recommend or approve specific demonstrations or pilot projects.

The Board may seek to diversify the funding base of the local Workforce area development system through new grants, foundation funding, fee-for-service strategies, or private fund-raising. The Board Sets policies and limits on these activities and approves projects/ services associated with such funding.

Building Partnerships



Collaborating with partners is essential in meeting the local needs of the workforce. Partnerships encourage the creation of new employment and training opportunities. The High Country Workforce Development Board works in partnership with:

The local business and industry communities

Economic development commissions

Local school systems & post secondary education

Community and faith-based organizations

Other human capital investment organizations

The responsibilities of a WDB member are very similar to a member of any Board of Directors. The overall responsibility is to use the member's knowledge, experience, insight, and influence to help achieve the purpose of the Board. For a responsive workforce system – the Board's mission – there are several areas in which knowledge and insight are needed:

We need your answers to these important questions



What are the barriers faced by workers and job seekers in obtaining and maintaining employment that provides an adequate income?

What are the hiring requirements of employers who have employment opportunities and what challenges are being faced by employers in finding and retaining a sufficient number of skilled workers to sustain and grow their businesses?

What are effective strategies for bridging the skills gaps that exist between available workers and employers?

What are the resources that are available to help bridge existing skills gaps and other barriers?

Expectations of Board Members



Each member is expected to be an active participant in the Board's proceedings. In addition to participation at regular Board meetings, each member is expected to be a member of at least one of the permanent committees or subcommittees of the Board.

These committees generally meet 3-6 times a year, based on an annual schedule that is developed each July. Committees meet to review information presented or requested and to prepare recommendations for board approval.

Each member is also expected to participate in an open, honest, respectful, and non-self-serving manner in all deliberations of the Board.

Finally, each member is expected to be an agent of change to achieve the goals of the Board.

Responsibilities of the Executive Director of the Workforce Development Board



Manage the “Big Picture” of the WDB, including its many relationships with other agencies and persons, on a day-to-day basis.

Support and facilitate the work of the WDB and its committees.

Work for the entire Board, not for individual members of the Board. Work closely with the Board Chair. Lead the WDB within the confines of its mission. Seek frequent counsel from the Board Chair.

Be “Chief of Staff” for the WDB. (As such, hire, manage, and fire staff in accordance with administrative entity policies and procedures).

Responsible for providing the WDB with necessary fiscal information in order for the Board to provide appropriate oversight

Present regular reports to the WDB on the work of its contractors/service providers.

Train staff and assist in training Board members.

Responsible for media/public relations.

Warn the WDB when a public relations emergency is imminent (when possible).

Assist the Board in learning to do and in doing its own Board-level work, rather than delegating those functions to staff.

Board/Director Relationships



The most important decision a Board makes is the selection of the Executive Director. The second is the selection of the Board Chair.

The quality of the relationship between the Executive Director and the Board Chair defines both the quality of the relationship between the whole Board and whole staff **and** the quality of the organization.

The Board’s task is *governance*. The Executive Director’s job is *management*.

Many non-profits are well managed. Most are not mismanaged- they are simply unmanaged. The Board, however, should not try to “micromanage” operations. The Executive Director must be free to manage the day-to-day operation of the Board (i.e. contract preparation, negotiations with contractors, property purchases, etc.).

Boards and Executive Directors work “for” each other towards fulfillment of their missions.

BOARD/STAFF SHARED ACCOUNTABILITY

Specifically, the Board and its staff together are responsible for the following activities:

- ◆ Developing a strategic plan for all workforce efforts in the region that:
 - ◇ sets the mission and vision as the centralizing focus
 - ◇ determines the desired results
 - ◇ chooses governing policies to guide the Board and the regional system
- ◆ Developing governing policies to guide the Board and the regional system
- ◆ Designing a single, integrated workforce delivery system for the High Country region
- ◆ Developing an operational plan for using the workforce funds directly available to the area through the Board.
- ◆ Allocating resources consistent with strategic and operational plans
- ◆ Certifying education and training providers.
- ◆ Contracting for service delivery (i.e., setting specifications, soliciting bids, and selecting service providers
- ◆ Ensuring that high-quality workforce services are provided to employers and residents of the region
- ◆ Evaluating the effectiveness of all workforce services provided in the seven-county region
- ◆ Negotiating and overseeing performance measures to evaluate the High Country region's compliance with state and federally mandated goals

The division of these responsibilities between the Board and its staff is jointly determined and regularly revised to ensure effectiveness and member satisfaction.

THIS BOARD IS NOT ABOUT ...

In summary, the High Country Workforce Development Board does **not** exist to:

- ◆ Perpetuate supply-driven delivery systems of the past
- ◆ Guarantee the survival of current WIA service providers, training providers, or other workforce organizations
- ◆ Function as a simple extension of any federal or state agency or program
- ◆ Focus only on one categorical funding stream or one set of federally funded services.

Your number-one job is to serve your customers -- the employers and residents of the High Country region, not your funding sources, not your local service providers, and not your staff.

Serving your customers well depends on understanding their needs and speaking out on their behalf. It's up to you to put their interests first.

The Big Picture

What Are the Board's Opportunities and Challenges?

OPPORTUNITIES FOR CHANGE

- ◆ Influencing the direction of all workforce activities in the region an unprecedented opportunity to look at the big picture
- ◆ Building a regional, market-based workforce system that provides quality services to businesses and residents – a system that is proactive, not solely dependent on and reactive to federal and state initiatives
- ◆ Building a delivery system that both businesses and residents of the region will choose as their first rather than last choice
- ◆ Building a system that has functional integrity, so it can accommodate new federal and state initiatives or changes in customer needs without having to be scrapped or reorganized

CHALLENGES YOU FACE

- ◆ Maintaining and building your strategic leadership role as a governing board
- ◆ Setting Board policies that serve as the foundation and framework for all workforce activities in the region
- ◆ Staying at the policy level and out of the details of planning and program operation
- ◆ Building an integrated delivery system and achieving the desired results even with categorical funding
- ◆ Keeping the big picture front and center – why you're here and what you're trying to accomplish



APPENDICES

- A. High Country Workforce Development Board
 - Board Membership
 - Committees
 - Calendar
 - Bylaws and Conflict of Interest Policy
 - Philosophy and Values Statement
- B. Contacts
 - Board Staff
 - JobLink Centers and Workforce Investment Act Service Providers
- C. Board Accomplishments
 - Over Time
 - Program Year 2009
- D. Tips for New Workforce Development Board Members
- E. WDB GOAT (WDB Glossary of Acronyms and Terms)
- F. Strategies to Support Updated Strategic Plan 2008-2011

See www.highcountrywdb.com for the Consortium Agreement, the Workforce Development Board/Chief Elected Official Agreement, and the HCWDB/HCCOG Contract.

Appendix A 1

High Country Workforce Development Board Membership List

Barbara Barlow (Ashe), 6/12 Human Resources Manager United Chemi-Con 185 McNeil Rd. Lansing, NC 28643 (336) 384-6903 (0) (336) 384-6942 (fax) bbarlow@chemi-con.com	Fonda Harris (Mitchell), 6/12 Director of Human Resources Blue Ridge Regional Hospital, P.D Box 9 Spruce Pine, NC 28777 (828) 765-4201 (0) spcfbh@msj.org Dwayne Howell (Ashe), 6/11 HR/HS Manager Gates Corporation 101 Gates Lane Jefferson, NC 28640 (336) 846-1938 (0) (336) 846-8007 (fax) bh7055@gates.com Clark Hunter (Alleghany), 6/12 Manager, Blue Ridge Business Development Center 115 Atwood St., Suite B Sparta, NC 28675 (336) 372-1525 (336) 372-8135 chunter@blueridgebdc.org Joallen Lowder (Ashe CBO), 6/11 Ashe Chamber of Commerce P.O. Box 604 Jefferson, NC 28640-0604 (336) 846-2400 (0) (336) 846-2411 (fax) jlowder@ashe.k12.nc.us Charley Nash (Mitchell), 6/11 Dentist /Practice Owner 338 N. Mitchell Ave. Bakersville, NC 28705 (828) 688-2193 cnash@mitchell.main.nc.us Bryan Peterson (Yancey), 6/12 Human Resources Manager Altec Industries 150 Altec Dr/P.O. Box 130 Burnsville, NC 28714 (828) 678-5502 (0) bryan.peterson@altec.com Jamie Phillips (Wilkes), 6/11 Activities Director Avante of Wilkesboro 1000 College St. Wilkesboro, NC 28697 (336) 838-4141 jphillips@avantegroup.com Jayne Phipps-Boger (Alleghany Public), 6/11 Director, Wilkes C. C. Alleghany Center 115 Atwood St. Sparta, NC 28675 (336) 372-5061 x.231 (0) (336) 372-8738 (fax) jayne.boger@wilkescc.edu	Wanda Proffitt (Yancey Public), 6/11 Director, Yancey County Economic Dev. P.O. Box 246 Burnsville, NC 28714 (828) 682-7722 yanceyedc@gmail.com Sam Ray (Avery), 6/12 Retired Business Owner P.O. Box 626 Newland, NC 28657 (828) 733-9248 (h) Sandra Reese (Watauga), 6/11 Human Resources Director TT Electronics/IRC P.O. Box 1860 Boone, NC 28607 (828) 263-5300(0) (828) 262-1972 (fax) sandy.reese@ircctt.com Truman Robbins (Avery Public), 6/11 Computer Systems Administrator Avery County Dept. of Social Services 175 Linville St. P.O. Box 309 Newland, NC 28657 (828) 733-8230 truman.robbins@averycountync.gov Stacy Sears (At-Large Labor), 6/12 At-Large Labor Member SEANC Appalachian State University, P.O. Box 1163 Boone, NC 28607 (828) 262-6111 (0) searssr@appstate.edu Earl Tipton (Yancey), 6/11 Vice President Young & McQueen Grading Co. 25 Crest View Rd. Burnsville, NC 28714 (828) 682-7714 (0) (828) 682-4145 (fax) etipton@youngmcqueen.com Don Williams (Wilkes), 6/12 Manager Human Resources & Solutions Delivery CSC Lowe's Companies 493 Knollwood Dr. Wilkesboro, NC 28697 (336) 658-3539 Don.d.Williams@Lowe.com Sallie Woodring (Avery), 6/11 Volunteer Services Director Appalachian Regional Health System 351 Balsam Lane P.O. Box 1796 Banner Elk, NC 28604 (828) 737-7538 (0) swoodring@apprhs.org
Mike Birkmire (Mitchell Public) 6/11 Manager Vocational Rehabilitation Services 245 Winklers Creek Rd., Suite A Boone, NC 28607 (828) 265-5396 mike.birkmire@dhhs.nc.gov		
Anne Bowlin (Wilkes Public), 6/11 Local Office Manager ESC 320 Wilkesboro Ave. North Wilkesboro, NC 28659 (336) 838-5164 (0) (336) 838-9953 (fax) anne.bowlin@ncmail.net		
David R. Edwards (Watauga CBO), 6/11 Boone Area Chamber of Commerce City Executive High Country Bank 149 Jefferson Rd. Boone, NC 28607 (828) 263-8913 (0) (828) 265-2045 (fax) dedwards@highcountrybank.com		
Skip Greene (Watauga), 6/12 Owner, Greene Construction, Inc. 525 George Wilson Rd. Boone, NC 28607 (828) 264-2611 gpgjr@charter.net		
Marie Gwyn (At-Large Public), 6/12 Habitat for Humanity P.O. Box 882 Newland, NC 28657 (828) 733-4269 (h) (828) 773-5479 (cell) mariegwyn@belisouth.net		
Jim Halsey (Alleghany), 6/11 Human Resources Manager Louisiana Pacific Corporation P.O. Box 98 Roaring River, NC 28669 (336) 696-3470 (0) (336) 696-3411 (fax) iim.halsey@lpcorp.com		

Appendix A 2
HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD COMMITTEES
Program Year 2010

(Note: Schedule is subject to change.)

COMMITTEE	MEETING DATE/TIME	STAFF SUPPORT	MEMBERS	
Executive	22-Jul	3:00 PM, HCCOG, Boone	Carole Coates	Bryan Peterson - Chair Marie Gwyn Fonda Harris Dwayne Howell Charley Nash Sandy Reese Earl Tipton - Vice Chair
	7-Oct	T* 4:00 PM		
	* 18-Nov	3:00 PM, HCCOG, Boone (Moved from Nov. 11)		
	2011 3-Feb.	T* 4:00 PM		
	10-Mar	3:00 PM, HCCOG, Boone		
	2-Jun	T* 4:00 PM		
	Other meetings as called. T* = telephone conference			
Youth Council	9-Sep	1:00 PM *	Misty Bishop-Price	Marie Gwyn - Chair Kathy Bishop Anne Bowlin Jennie Harpold Carl Jenkins Joallen Lowder Jamie Phillips Jayne Phipps-Boger Julia Rowland Sandy Reese Stacy Sears Amanda Smith Sallie Woodring
	2011 13-Jan	2:00 PM		
	12-May	2:00 PM		
	* Change of time & venue to new Watauga High School at 1:00 PM.			
Adult Services/ JobLink	9-Sep	2:00 PM	Don Sherrill	Dwayne Howell - Chair Barbara Barlow Mike Birkmire David Edwards Skip Greene Fonda Harris - Vice Chair Clark Hunter Wanda Proffitt Sam Ray Truman Robbins Don Williams
	2011 13-Jan	2:00 PM		
	12-May	2:00 PM		
Incumbent Worker Grant Workgroup		Adrian Tait	Skip Greene Jim Halsey Charley Nash Sam Ray Earl Tipton Ken Cone (community member)	

WDB Meetings: August 12; October 21; December 9; February 10; April 14; June 9

Appendix A 3
High Country Workforce Development Board
Meeting Schedule: Program Year 2010
 (Note: Schedule is Subject to Change)

Jul. 22, 2010	3:00 PM	Executive Committee Meeting, HCCOG, Boone
Aug. 12	3:00 PM	WDB Meeting, HCCOG, Boone
Sept. 9	2:00 PM	Adult Services/JobLink, HCCOG, Boone
Sept. 9*	1:00 PM	Youth Council – Meet at new Watauga High School.
Oct. 7	4:00 PM	Executive Committee Teleconference
Oct. 13-15		NC Workforce Development Partnership Conference, Greensboro
Oct. 21	3:00 PM	WDB Meeting, HCCOG, Boone
Nov. 18*	3:00 PM	Executive Committee Meeting, HCCOG, Boone (Moved from 11/9/10)
Dec. 9	3:00 PM	WDB Meeting, HCCOG, Boone
Jan. 13, 2011	2:00 PM	Adult Services/JobLink, HCCOG, Boone
Jan. 13	2:00 PM	Youth Council, HCCOG, Boone
Feb. 3	4:00 PM	Executive Committee Teleconference
Feb. 10	3:00 PM	WDB Meeting, HCCOG, Boone
Mar. 10	3:00 PM	Executive Committee Meeting, HCCOG, Boone
Apr. 14	3:00 PM	WDB Meeting, HCCOG, Boone
May 12	2:00 PM	Adult Services/JobLink, HCCOG, Boone
May 12	2:00 PM	Youth Council, HCCOG, Boone
Jun. 2	4:00 PM	Executive Committee Teleconference
Jun. 9	3:00 PM	WDB Meeting, HCCOG, Boone

NOTE: Incumbent Worker Grant review group meetings will be scheduled as needed.

NOTE: Committees will receive electronic updates between regularly scheduled meetings.

Additional meetings or conference calls will be scheduled as needed.

LEGEND

WDB Meetings	RED
Executive Committee Meetings	GOLD
Adult Services, Youth Council, Work Group Meetings	BLUE

Appendix A 4
HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD
BY- LAWS

ARTICLE I
The Board

- Section 1. **Name:** The name of this organization shall be the High Country Workforce Development Board (WDB).
- Section 2. **Local Area:** The area to be served by the WDB shall be Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes and Yancey Counties.
- Section 3. **Purpose:** It is the purpose of the Board to act as a governance board for JobLink career centers in the High Country workforce area and to provide policy guidance for and exercise oversight with respect to activities under the workforce development strategic plan for the High Country Local Area in partnership with the High Country Workforce Development Consortium (Consortium).
- A. **Duties and Responsibilities:** Duties and responsibilities of the Workforce Development Board are as follows:
1. To develop policy and act as the governing body for local workforce development;
 2. To provide planning, oversight, and evaluation of local workforce development programs, including the local JobLink delivery system;
 3. To provide advice regarding workforce policy and programs to local elected officials, employers, education and employment training agencies, and citizens;
 4. To jointly develop a local area strategic plan with the Chief Elected Official in coordination with the appropriate community partners to address the workforce development needs of the service area;
 5. To develop linkages with economic development efforts and activities in the service area and promote cooperation and coordination among public organizations, education agencies, and private businesses;
 6. To review local agency plans and grant applications for workforce development programs for coordination and achievement of local goals and needs;
 7. To serve as the Workforce Investment Board for the High Country Local Area for the purpose of the federal Workforce Investment Act of 1998.
 8. To charter career centers, monitor activities, and evaluate the performance of career centers, and their programs, and services.
 9. To ensure that the local area fiscal agent contract for an outside audit of its own financial procedures annually. The WDB has audit review rights.
- B. The Workforce Development Board shall not operate or manage JobLink Career Centers but shall serve in the role of governance providing planning, monitoring, evaluation, and oversight.

Section 4. The Board shall enter into agreement with the High Country Workforce Development Consortium (represented by the Consortium's CEO) establishing procedures for the development and adoption of a workforce development plan, providing for selection of an administrative/fiscal agent of the workforce development plan.

ARTICLE II **Membership**

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

Section 2. The High Country Workforce Development Board shall consist of a minimum of twenty-three voting members, at least fourteen of whom shall represent the private sector as that term is defined in Section 661.330 of the WIA regulations. The remaining voting members shall be composed of representatives of the public sector in accordance with the Act and regulations. In any event, each county shall have a total of three representatives; the remainder shall be at-large representatives.

Section 3. The WDB will be so structured that the majority of the membership will represent business and industry (a minimum of 51%).

Section 4. The WDB may add non-voting members at its discretion, to include elected officials or their representatives.

Section 5. The High Country Youth Council shall consist of a maximum of thirty-two members, representing the categories designated in Section 661.335 of the WIA regulations. Youth Council members are voting members of the Council and non-voting members of the Workforce Development Board.

Section 6. The members of the Youth Council will be recommended by the Workforce Development Board from nominations representing youth interests throughout the region for approval by the Chief Elected Official of the High Country Workforce Development Consortium.

Section 7. All appointments and reappointments will be for a two-year period, with alternating terms. Vacancies shall be filled by the procedures prescribed for all other appointments and shall be for the remainder of the term.

ARTICLE III **Officers**

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

- Section 2. **Vice-Chairperson:** The eligibility requirements shall be the same as for the Chairperson. The duties of the Vice-Chairperson shall be to conduct the business of the Board in the absence of the chairperson and such other duties as may be assigned by the Chairperson.
- Section 3. **Term of Office:** The term of office shall be for a period of one (1) year. Officers may succeed themselves. Elections shall be held at the last regularly scheduled meeting of each Program Year. The terms of office shall begin on July 1 of each year.

ARTICLE IV Staff

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

ARTICLE V Board Meetings

- Section 1. **Regular Meetings:** The Board shall meet every month or as otherwise designated by the chairperson.
- Section 2. **Special or Called Meetings:** The chairperson may call special meetings of the Board as required or with a majority decision of Board members.
- Section 3. **Quorum:** For any regularly or otherwise properly called meeting, the voting members present shall constitute a quorum.”
- Section 4. **Voting:** All actions of the Board shall be determined by a majority of the quorum. The adoption and amendments of the by-laws shall be by a two thirds vote of the members present. Each member of the board shall have one vote and no proxy votes shall be allowed.
- Section 5. **Order of Business:** The chairperson shall be responsible for orderly business of the Board and for calling items on the agenda. During the course of considering items on the agenda, only members of the Board shall participate in the discussion except 1) by prior arrangement with the chairperson upon request of a member of the Board or 2) during the public participation period.
- Section 6. **Agenda:** The agenda for Board meeting shall be developed by the Board staff and by the chairperson.
- Section 7. **Rules:** The rules set forth in the current edition of Robert's Rules of Order, Newly Revised, shall govern the procedures of the Board, unless otherwise agreed upon by the members.
- Section 8. **Public Notice:** Meetings of the Workforce Development Board shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters in accordance with Article V, Section 5. Workforce Development Board Meetings should be publicized and operated in accordance with the North Carolina Open Meetings Law.

- Section 9. **Reimbursement:** Workforce Development Board members who do not have compensation available from their employing agencies shall be reimbursed for travel and meals. Funds for such reimbursement will be provided by the High Country Council of Governments (COG) as the Local Area Fiscal Agent. The COG will be responsible for maintaining records of reimbursements.
- Section 10: **Conflict of Interest:** No member of the Workforce Development Board shall involve her or himself in any matter which has direct bearing on services to be provided by that member, his or her family member, or any organization with which that member is associated. All members shall abide by the High Country Workforce Development Board Code of Conduct which becomes part of the by-laws by reference.
- Section 11. **Minutes:** The Local Area staff shall keep minutes and provide copies to all WDB members.
- Section 12. **Attendance:** Positions of WDB members, or their designated alternate representatives, who miss three consecutive regular meetings shall be declared vacant. The County Commission Chair, or CEO for WDB purposes, of the respective county will be notified by the WDB Chair to appoint a representative to fill the vacancy.
- Section 13. **Alternates:** Each WDB member may request that an alternate be appointed by the Chair of County Commissioners, or CEO for WDB purposes, of his/her county, to attend in the WDB member's absence. The WDB member will be responsible for keeping his/her alternate informed of the meetings and information pertaining to the meeting(s) the alternate will attend for the WDB member. The alternate will vote as a WDB member in the absence of the member. Alternates must be from the same category of representatives (i.e. business/industry, agency) as the WDB member for whom the alternate is appointed. Only the CEO may appoint alternates.

ARTICLE VI **Committees**

- Section 1. **Committee Structure:** The WDB shall, as necessary, be organized into standing or ad hoc committees to carry out its functions and responsibilities as assigned. The Youth Council is included as a standing committee with responsibilities as outlined in the Act and regulations. The Chair and members of the committees shall be designated by the WDB Chairperson.
- Section 2. **Executive Committee:** The Chairperson, vice-chairperson, Youth Council Chair, past Chairperson, and other members appointed by the Chairperson shall compose the Executive Committee. The Chair of the Youth Council may or may not be a voting member of the Workforce Development Board. In the event the Youth Council Chair is not a voting member of the Workforce Development Board, she or he will be a non-voting member of the Executive Committee.
- Section 3. **Committee Authority:** The High Country Workforce Development Board recognizes that each committee serves as policy maker and systems builder for its specific area and delegates to its committees authority and flexibility to accomplish the goals and assignments for the tasks under their authority so long as the committees are functioning within the framework of the Board's underlying philosophy.

Section 4. **Quorum:** Committees have the same quorum requirements as the Board as a whole.

ARTICLE VII
By-Laws Amendment Procedure

These by-laws may be amended at any regular meeting of the Board by a two-thirds vote of the quorum present, provided that the proposed amendment has been submitted in writing at the previous regular meeting.

High Country Workforce Development Board

CODE OF CONDUCT

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

No Board member shall:

1. Use the name, endorsement, or services of the Local area for the benefit of any person, or authorize such use, except in conformance with WDB policy;
2. Accept or seek for oneself or any other person any financial advantage or gain of other than nominal value offered as a result of Board affiliation;
3. Disclose any confidential Workforce Development Board information to any person not authorized to receive such information or use such information to the disadvantage of the Local area;
4. Take part in any religious, anti-religious, or partisan political activities in the discharge of Board duties;
5. Take any action which results in a conflict of interest or the appearance of a conflict of interest in accordance with the Federal Uniform Administrative Requirements.
 - A. Conflict of Interest arises when any of the following may be positively or negatively affected by an action under consideration by the WDB:
 - (1) the business in which the member or one of the immediate family of the member has a financial interest,
 - (2) the public or non-profit agency which employs the member or one of the immediate family of the member, or
 - (3) the public or non-profit agency on whose Board the member or one of the immediate family of the member sits.
 - B. Members must declare any potential conflict of interest on the WDB Information Sheet completed upon joining the Board and thereafter at the first meeting of each Program Year. When a potential conflict of interest arises during the year, the member will immediately notify the Chairman and the Workforce Development Administrator in writing.
 - C. The Conflict of Interest provision applies equally to Board meetings, or personal contact with members outside of meetings for the purpose of influencing or affecting the member's thinking or decision-making.
 - D. WDB members must make a conflict declaration upon the introduction of any agenda item that raises a real or apparent conflict of interest and must abstain from discussion and voting after declaring the conflict. Meeting minutes must show all conflict declarations and abstentions.

- E. Where there is a real or apparent conflict of interest, WDB members must refrain from participating in all stages of the procurement process, including:
- (1) participating in the planning process to the extent of advocating that a certain type of service be included or excluded;
 - (2) participating in the development, review, or approval of the procurement method and instrument which the member, one of the immediate family of the member, or the entity the member represents intends to respond to by submitting a proposal;
 - (3) participating in the provider selection process including discussing or voting on one's own or a rival proposal (one which competes for funding from the same source);
 - (4) attempting to influence a planning or funding decision by lobbying or advocating for or against a plan or proposal.
- F. No member who has a conflict of interest may serve as a WDB officer or committee chair.

NOTE: For purposes of this document, immediate family shall be defined as a member's spouse, parents, children and siblings.

It is the responsibility of each member and alternate of the Workforce Development Board to govern the actions of all Board members in complying with the Conflict of Interest Policy. If a member thinks there is a possibility of a conflict of interest, *real or apparent*, on the part of another member, it is his or her affirmative responsibility immediately to bring the matter to the attention of the Board or committee.

Upon the assertion of a possible violation of this policy, the Chairman will appoint an ad-hoc committee to review the circumstances; to report their findings to the Board for discussion and vote; and to recommend a course of action in the event a member is found to be in violation. Action may include, but is not limited to, a declaration that the member's seat is vacant and a request to the Chief Elected Official of the affected county to make a new appointment. In addition, civil penalties may be sought in the event the WDB incurs disallowed cost or damages due to violation of this Code of Conduct.

This Code of Conduct, which conforms to the Federal Uniform Administrative Requirements (Common Rule), becomes effective on January 23, 1992 and shall be referenced in WDB by-laws and other appropriate documents.

Appendix A 5

HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD

PHILOSOPHIES AND VALUES

Philosophy: *The High Country Workforce Development Board exists on behalf of the region's taxpayers and citizens for the purpose of governing the federal funds under its jurisdiction by providing leadership in the development of the region's workforce to meet employer needs.*

The Board receives its authority from the US Congress, the Governor of NC, and the High Country Workforce Development Consortium, which is comprised of the Chairs of County Commissions (or their designees) from each of the region's seven counties.

The Board is accountable to the citizen taxpayers on whose behalf it exists. The Board is accountable for the achievement of the goals of its authorizing legislation and for other goals it sets on behalf of its stakeholders while avoiding any actions that are illegal, immoral, or unethical.

The Board exists for the purpose of policy governance on the issues under its jurisdiction and uses the question, "What good for which people at what cost?" to give focus to the ends it seeks to achieve.

The Board delegates to its staff and administrative entity all responsibilities related to the day to day administration of programs and services operating under its auspices. The Board holds the staff accountable for ensuring conformance to all laws, regulations, rules, and policies by operating entities. In pursuit of the Board's end goals, it authorizes staff to use any means except those which are illegal, immoral, or unethical, or which contradict the Board's statement of values to carry out its work.

The Board authorizes the Chair to make policy decisions on behalf of the Board when it is infeasible for the Board to act as a whole and accepts all such decisions except when they are clearly contrary to the Board's philosophical underpinnings.

The Board recognizes that each committee serves as policy maker and systems builder for its specific areas and delegates to its committees full authority and flexibility to accomplish the goals and assignments for the specialized areas under their authority. The Board accepts the recommendations, decisions, and actions of its committees unless they are clearly contrary to the Board's philosophical underpinnings. To accomplish committee goals, the Board designates staff and service contractors to support each committee.

The Board holds certain values which underlie its philosophy and the actions of its members and staff. The following statements represent the Board's values.

- ◆ All citizens have the right to self-sufficiency through responsible employment.
- ◆ Citizens have the right to relevant education and training to properly prepare them for today's and tomorrow's globally competitive workforce.
- ◆ Employers have the right to expect their workers to share basic work ethics and to possess basic academic skills to enable them to learn their specific job responsibilities and to function appropriately and responsibly in the workplace.
- ◆ Taxpayers have the right to expect that workforce development services provided on their behalf are administered and operated in accordance with all applicable laws and regulations to ensure responsible expenditure of public funds and to ensure equitable service to eligible individuals.
- ◆ Elected officials have the right to expect the highest level of service and responsibility from those they appoint to carry out designated functions.
- ◆ Individuals and organizations selected to carry out the duties of publicly funded workforce development and related programs and services have the responsibility to do so in a manner that achieves their goals while not engaging in unacceptable practices, including those which are illegal, immoral, or unethical.
- ◆ In fulfilling its mission, the High Country Workforce Development Board will, with integrity, be respectful and aspire to excellence.

STAFF LIMITATIONS – The staff shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent, immoral, or unethical or which contradicts the Board’s statement of values.

With respect to providing information and counsel to the Board, the staff may not permit the Board to be uninformed. Accordingly, staff shall not:

- Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion;
- Let the Board be unaware of relevant issues, anticipated adverse media coverage, significant external and internal changes;
- Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board;
- Fail to advise the Board, if, in the staff’s opinion, the Board is not in compliance with the law or its own policies.

With respect to dealing with contractors, the staff may not:

- Fail to establish with contractors a clear explanation of:
 - a. Contractor requirements; and
 - b. Projected outcomes from services offered;
- Fail to provide a grievance process to contractors who believe that they have not been accorded a reasonable interpretation of their rights.

With respect to funds, the staff may not:

- Expend more funds than will be received in the fiscal year;
- Fail to aggressively seek receivables after a reasonable grace period.

The Board frees the staff to use any other creative approaches within these limits without further Board approval. Thus the staff is empowered to use their full creative powers, enabling the Board to concentrate its energies on ends issues.

BOARD-STAFF RELATIONSHIP - The Board speaks with one voice to its staff through written policy.

BOARD RESPONSIBILITIES

The Board will:

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy and will use the expertise of individual members to enhance the ability of the Board as a body. The Board will not substitute the individual judgments for the Board's values.
2. Direct and inspire the initiatives it oversees through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major focus will be on intended long term impacts, not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Monitor and discuss its process and performance at intervals throughout the year. Self-monitoring will include comparison of Board activity and discipline to policies in Governance Process and Board-Staff Linkage categories.

Appendix B 1

High Country Workforce Development Board

Staff to the Board

468 New Market Blvd., Boone, NC 28607

Phone: (828) 265-5434; Fax: (828) 265-5439

www.highcountrywdb.com

Carole Coates	Director	<u>ccoates@regiond.org</u>	ext. 130
Don Sherrill	Operations Director	<u>dsherrill@regiond.org</u>	ext. 120
Misty Bishop-Price	Systems Manager (Youth)	<u>mbishop-price@regiond.org</u>	ext. 119
Ruby Greene	Adult Services Consultant	<u>rgreene@regiond.org</u>	ext. 108
Rebecca Bloomquist	Special Projects Coordinator	<u>rbloomquist@regiond.org</u>	ext. 136
Adrian Tait	Business Services Coordinator	<u>atait@regiond.org</u>	ext. 129
Mary Ann Urka	Program Assistant	<u>murka@regiond.org</u>	ext. 118

Appendix B 2

HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD

JOBLINK CENTERS/WORKFORCE INVESTMENT ACT SERVICE PROVIDERS

**NOTE: Connectinc. provides WIA follow-up services in all counties via a call center.
110 Fountain Park Dr., Suite 2-A, Battleboro, NC 27809 (919)741-0616

COUNTY	WIA ADULT/DISLOCATED WORKER PROVIDER**	WIA YOUTH PROVIDER	JOBLINK CAREER CENTER
ALLEGHANY	Wilkes Community College Alleghany County JobLink Career Center 115 Atwood Street, Suite C Sparta, NC 28675	High Country Council of Govts. 115 Atwood Street, Suite C Sparta, NC (626 Ashe Central School Rd. Unit 10, Jefferson, NC 28640)	Alleghany County JobLink Career Ctr. 115 Atwood Street, Suite C Sparta, NC 28675 336.372.9675 Contact: Alan Wyatt; Ginger Shaffer
ASHE	Wilkes Community College Ashe JobLink Career Center 626 Ashe Central School Rd. Suite 3 Jefferson, NC 28640	High Country Council of Govts. 626 Ashe Central School Rd. Suite 3 Jefferson, NC 28640 (336) 982-4834	Ashe Co. JobLink Career Ctr. 626 Ashe Central School Rd. Suite 3., Jefferson, NC 28640 336.982.5627 Contact: Alan Wyatt; Ginger Shaffer 336.982.4212
AVERY	Mayland Community College Avery County JobLink Career Center 428 Pineola St. P. O. Box 695 Newland, NC 28657	Mayland Community College Avery County JobLink Career Center 428 Pineola St. P. O. Box 695 Newland, NC 28657	Avery County JobLink Career Ctr. 428 Pineola St. P.O. Box 695 Newland, NC 28657 828.737.5419 Contact: Anita Lowe 828.265.5385, Pam Wilson; Allen Cook; John Greene: 828.467-2464
MITCHELL	Mayland Community College Mitchell County JobLink Career Center 100 Kim Thickets Rd. Spruce Pine, NC 28777	Mayland Community College Mitchell JobLink Career Center 100 Kim Thickets Rd. Spruce Pine, NC 28777	Mitchell County JobLink Career Center, 100 Kim Thickets Rd. Spruce Pine, NC 28777 828.765.7758 Contact: Pam Wilson; Belinda Henson; Chris Silvers
WATAUGA	Mayland Community College Watauga JobLink Career Center 207 Winklers Creek Rd. Boone, NC 28607	High Country Council of Govts. Watauga JobLink Career Ctr. 207 Winklers Creek Rd. Boone, NC 28607	Watauga JobLink Career Center 207 Winklers Creek Rd. Boone, NC 28607 828.265.5385 Contact: Anita Lowe; David Cox; Pam Wilson (828.467.2489)
WILKES	Wilkes Community College Wilkes County JobLink Career Center Midtown Plaza 312 Wilkesboro Ave. N. Wilkesboro, NC 28659	High Country Council of Govts. Midtown Plaza 312 Wilkesboro Ave. N. Wilkesboro, NC 28659	Wilkes County JobLink Career Ctr. Midtown Plaza 312 Wilkesboro Ave. N. Wilkesboro, NC 29659 336.651.2540 Contact: Anne Bowlin 336.838.5164; Voc. Rehab. 336.667.1205; Ginger Shaffer 336.651.2540, ext.2544
WILKES (Affiliate Site)	Wilkes JobLink Career Ctr. Goodwill Career Connections 1821 US Hwy.421 Wilkesboro, NC 28697	Wilkes JobLink Career Ctr. Midtown Plaza 312 Wilkesboro Ave. N. Wilkesboro, NC 28659	Wilkes JobLink Career Ctr. Goodwill Career Connections 1821 US Hwy.421 Wilkesboro, NC 28697 Contact: Janet Carlton-336.667.0889
YANCEY	Mayland Community College Yancey County JobLink Career Center 1040L East US Hwy.19E Burnsville, NC 28714	Mayland Community College Yancey JobLink Career Center 1040L East US Hwy.19E Burnsville, NC 28714 Spruce Pine, NC 28777	Yancey County JobLink Career Center 1041L East US Hwy.19E Burnsville, NC 28714 828.682.6618 Contact: Pam Wilson; Rick Elingburg 828.251.6200

Appendix C 1
High Country Workforce Development Board
Achievement Highlights: 1995-2008

First chartered JobLink Career Center in NC (Avery County, 1996)

Successful completion of Comprehensive Employment and Training Act and implementation of Workforce Investment Act

Awarded US Department of Labor Grant to host Peer-to-Peer Youth Showcase for southeastern states as part of WIA Implementation

Successfully implemented Welfare to Work program

First in NC to implement WDB Business Services role; used as model for statewide implementation

Successful redesign of WIA youth services, resulting in significant increase in enrollments and successes

Implemented effective Mystery Shopper program for JobLink Career Center continuous improvement

Obtained funding for and produced regional Industry Growth Analysis (2004)

Successfully implemented and completed WIA National Emergency Grants for Storms 2004 (Frances and Ivan) and Hurricane Katrina

Conducted and participated in Rapid Response visits for all major business closures and lay-offs

Sponsored regional training sessions for Workforce Investment Act providers and JobLink partners

Participated in SHARE Network pilot project

Youth, adult, and business recipients of Governor's Award for Outstanding Participation

Selected for participation in National Business Learning Partnership (partnered with Portland OR and Vancouver WA)

Sponsored community forums in conjunction with Southern Growth Policies Board (2007-present)

Consistently positive monitoring and audit reviews

Awarded and successfully implemented Regional Collaboration Planning Grant by NC Division of Workforce Development (High Country, Region C, and Western Piedmont WDBs)

Participated in various local, regional, and state organizations including Northwestern NC Advanced Materials Cluster, ASU Institute of Health and Human Services, High Country Business Network, NC Assn. of Workforce Development Boards and NC Workforce Directors' Council; Future Forward Workforce Alliance

Developed and maintained High Country Workforce Development Board website (www.highcountrywdb.com) and developed web pages for JobLink centers in the region.

Created and maintained a hyperlocal economic recovery website for use during the 08-09 recession (www.recoveryinthehighcountry.com).

Two economic modeling reports produced by HCWDB staff were selected to inclusion in the national newsletter of Economic Modeling Specialists, Inc (EMSI).

Recognized as High-Performing Board by NC Commission on Workforce Development

Received National Workforce Alliance Award for innovative business services

Twenty-five Incumbent Worker Training Grants awarded to area businesses to upgrade skills of more than 2,000 workers since inception through PY 2008.

Appendix C 2
High Country Workforce Development Board
Summary of Accomplishments: July 2009-June 2010

Awarded 18-month US Department of Labor Regional Innovation Grant as part of multi-Board collaborative.

Selected to participate in 36-month USDOL Recovery Act-funded Energy Partnership Grant as part of multi-Board collaborative.

Fully implemented American Recovery and Reinvestment Act Workforce Investment Act services for 543 adults and dislocated workers and 168 youth participants, including 156 Summer Youth Employment Program participants.

Provided career guidance, training, and job search assistance to 781 Workforce Investment Act adults and dislocated workers across the region through regular WIA funding.

Provided educational /career guidance and training assistance to 240 Workforce Investment Act youth participants across the region through regular WIA funding.

Seven Incumbent Worker Training Grants awarded to businesses to upgrade worker skills.

Achieved Workforce Investment Act federal performance measures every year since WIA implementation in 2000.

Achieved or exceeded all local strategic plan goals for the year as identified by the Workforce Development Board.

Planned and implemented three community-wide forums on topical issues including local responses to economic conditions, business services, and North Carolina's Benefit Bank.

Maintained both High Country Workforce Development Board and Recovery websites (www.highcountrywdb.com; www.recoveryinthehighcountry.com [as of 7/1/10 no longer operational]).

Established and maintained a High Country Workforce Development Board Facebook page. (<http://www.facebook.com/pages/High-Country-Workforce-Development-Board/325705946320?ref=ts>)

Prepared and had published in regional publications more than 20 workforce development news articles featuring workforce development issues, opportunities, and participants throughout the region.

Selected to participate in panel discussion on implementation of Summer Youth Employment Program at NC Employment and Training Association Conference.

HC WDB program participant selected to receive Governor's Award as NC Outstanding Youth Workforce Development Participant of the Year.

Staff professional development and credentials include:

- Certified Workforce Development Professionals
- NC Workforce Development Leadership Academy
- NC Workforce Development Learning Network (for Leadership Academy graduates)
- Global Career Development Facilitator certification

Appendix D

Tips for New Workforce Development Board Members

For a new workforce development board member, the workforce development system can be confusing. Here are five simple tips that may help you get started.

- 1. Study the economy.** Your value as a board member is greatly enhanced as your insight into the local economy and job market increases. Useful information is available from a variety of sources, including www.highcountrywdb.com. Human resource managers (several of whom may be members of the Board) are another valuable source of information. They can provide details on who is being hired, the trends in skill requirements, and the skills they need and are unable to find.
- 2. Meet the customers.** The Board's primary customers are job seekers, employers, and the general public. Find opportunities to meet employers who hire program participants, and those who don't, to determine their needs and how well they are being met. Talk to program participants for the same reasons.
- 3. Get to know the staff and service providers.** The professionals who staff the Board are your best source of information on the daily operations and requirements of the programs they administer. Learn their needs, interests, and concerns. This can greatly reduce the likelihood of confusion and misunderstanding as you participate in board policy deliberations.
- 4. Promote staff and board training.** It is not only the participants who need to learn. The quality of the Board and its staff depends on how well and regularly they are trained. Support systematic orientation and training of staff and board members.
- 5. Use your networks.** You have been appointed to the Board because you represent a larger group (employers, labor, education, etc.). Talk to your colleagues about the issues the Board is facing. Get their views. Get them involved where appropriate (i.e. have them become WDB committee members, help host county/regional forums on specific issues, etc.).

Appendix E

WDB GOAT*

(*Glossary of Acronyms and Terms)

ARRA: American Recovery and Reinvestment Act. Commonly referred to as the Stimulus. Federal funding package designed to stimulate the nation's economy. A portion of ARRA funds is dedicated to the Workforce Investment Act and is overseen by the Workforce Development Board.

CCCTI: Caldwell Community College and Technical Institute. A community college based in Hudson, NC with a satellite campus in Boone. CCCTI serves Caldwell and Watauga Counties.

CBO: Community-Based Organization. CBOs are private not-for-profit organizations that are local in nature and have a local Board of Directors.

CEO: Chief Elected Official. The Chief Elected Official of each county is the Chairman of the Board of Commissioners. Each county's CEO appoints members to the Workforce Development Board and sits on the High Country *Workforce Development Consortium*, which elects a consortium CEO who acts as signatory for all counties in the Local Area.

COG: Council of Governments. A regional quasi-governmental organization offering services for member governments that can best be provided on a regional basis and offering professional and technical services to individual member governments.

Connectinc.: A North Carolina private non-profit organization providing workforce development services for several state and local organizations. Connectinc. provides WIA follow-up services for some counties in the region.

Consortium: The chief elected officials of the counties represented by the Workforce Development Board are the area's Workforce Development Consortium. The Consortium determines the geographic make-up of the area to be served by its Workforce Development Board; selects Workforce Development Board members from nominations made by appropriate entities; and makes other overarching decisions affecting the Board.

DSS: Department of Social Services. DSS is a local government agency with state and federal funding and guidance. DSS offers temporary financial assistance to those in need through welfare payments, food stamps, etc.

DWD: Division of Workforce Development (formerly known as **DET**). The state agency that distributes federal Workforce Investment Act funds and monitors for compliance with federal law, regulations, and state policy. The Division is housed in the NC Department of Commerce.

ESC: Employment Security Commission. ESC is the agency that administers the state's Unemployment Insurance program as well providing job placement services and labor market information. ESC is a mandated JobLink partner. Also known as Employment Service or Job Service.

FY: Fiscal Year. The twelve-month period that is audited for compliance with financial accounting procedures and legal requirements. The FY varies for different entities. For WIA, the FY and PY (program year) are synonymous.

High Country (Region D) COG: The regional Council of Governments (see COG) serving the seven-county region of Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes, and Yancey Counties. High Country COG has been selected by the *Workforce Development Consortium* as the fiscal agent to administer federal workforce investment act programs that come into the region. In PY 2008, the High Country COG was also designated as the WIA youth services provider for Alleghany, Ashe, Watauga, and Wilkes Counties.

IWG: Incumbent Worker Grant. The NC Division of Workforce Development has designated a portion of WIA funds to assist businesses by providing funds to train their existing workforce. These funds are available through competitive grants. Grant applications must be reviewed and recommended by the local Workforce Development Board to receive consideration for funding by the Division.

JobLink: North Carolina's name for its one-stop career center system. One-stop systems are mandated in the Workforce Investment Act, which requires each Workforce Development Board area to have at least one chartered center. Each chartered site in the state carries the NC JobLink logo. Each of the seven counties in our region has a one-stop location, though several do not currently have charter status.

Local Area (LA): A Workforce Development Local Area is a geographic region consisting of contiguous counties and/or municipalities (in our case, the seven counties of High Country COG). The organization selected by the *Workforce Development Consortium* to handle the day-to-day administrative affairs of the Workforce Development Board is also recognized as a Local Area.

MCC (or Mayland): Mayland Community College, which serves Mitchell, Avery, and Yancey Counties. Currently (as of 07/09), Mayland has WIA contracts to serve adult and dislocated workers in Avery, Mitchell, Watauga, and Yancey Counties. Mayland also served WIA youth in Avery, Mitchell, and Yancey Counties. Certain community college programs are mandated as one-stop partners.

NAFTA: North American Free Trade Agreement. A federal trade agreement between the US, Canada, and Mexico which calls for the gradual removal of tariffs and other trade barriers on most goods produced and sold in North America. In anticipation of US plant closures resulting from NAFTA, special benefits for affected workers were put into place. NAFTA-affected workers are eligible for subsidized retraining and weekly income payments during the training period. ***In 2002, NAFTA was repealed and consolidated into the Trade Adjustment Assistance Act.***

NCDOL: North Carolina Department of Labor (NOT a subdivision of the US DOL). NCDOL is the entity that certifies and oversees apprenticeships in the state. NCDOL is also responsible for occupational safety and wage and hour issues.

NEG: National Emergency Grant. There are different types of emergency grants funded by the US Department of Labor. In recent years, North Carolina has been the recipient of National Emergency Grants to provide additional assistance to individuals whose job losses were affected by international trade agreements or other foreign competition. In the fall of 2004, 18 counties in Western NC, including five in the High Country, were awarded a National Emergency Grant for job creation to conduct clean-up operations in the wake of Hurricanes Frances and Ivan. The High Country also received a small grant to provide workforce development assistance to relocated Katrina victims. In 2010, the High Country workforce development region was one of four in the state to receive a National Emergency Grant (funded by ARRA) to provide on-the-job training services to residents who had been dislocated as a result of the 2008-09 recession.

NC STARS: NC State Training Accountability and Reporting System (STARS). NC STARS is the mechanism that individuals use to get information on training providers to help them make informed choices about career training.

OJT: On-the-Job Training. Individuals are employed and learn their jobs by doing them. In WIA, service providers can offer partial reimbursement to employers who hire WIA participants and train them while on the job. High Country workforce professionals are currently identifying this activity as Business-Based Services.

One-Stop Centers (JobLink): The flexible continuous improvement customer-service approach to delivery of workforce development assistance to job and career seekers, businesses, students, and others. Under the Workforce Investment Act, each local workforce area is required to have at least one chartered one-stop center. Chartering criteria are established by the NC Division of Workforce Development. One-stop centers are part of the region and state's one-stop system. North Carolina has branded its system as **JobLink**.

PY: Program Year. The twelve-month period for which programs are funded and performance is measured. The WIA Program Year runs from July to June.

Region D: The geographic seven-county area of Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes, and Yancey Counties. Region D COG is also known as High Country Council of Governments.

RFP: Request for Proposals. The WDB makes requests for proposals for agencies wishing to contract to provide WIA and other services, as available. RFPs may also be issued for professional services, technical assistance, or equipment. The High Country WDB makes RFPs available for competitive bidding at least once every three years.

TANF: Temporary Assistance to Needy Families. Formerly known as welfare or AFDC, TANF provides direct financial payments to families with dependent children for a limited time while the able adult member of the family trains for and finds sustainable employment. In North Carolina, TANF is known as WorkFirst. In several counties, WorkFirst is a voluntary JobLink partner in some counties.

TAA: Trade Adjustment Assistance Act. Trade adjustment assistance is available to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. This assistance is authorized under the Trade Adjustment Reform Act of 2002 and incorporates what was formerly known as *NAFTA*. TAA subsidizes retraining and provides weekly income payments during the training period.

USDOL: US Department of Labor. The federal agency responsible for interpreting and administering the Workforce Investment Act, Unemployment Insurance, Employment Service, and other federal workforce programs.

VR: Vocational Rehabilitation. VR is a state agency that provides assistance to disabled individuals who need rehabilitative services to get or keep a job. VR is a mandated JobLink partner.

Wagner-Peyser: Federal legislation and funding that authorizes the employment services provided by the Employment Security Commission. Wagner-Peyser is a mandated one-stop partner.

WCC: Wilkes Community College. WCC serves Alleghany, Ashe, and Wilkes Counties. Currently (as of 07/09), WCC has WIA contracts to serve adults and dislocated workers in the three counties it serves. Certain community college programs are mandated JobLink partners.

WDB: Workforce Development Board. WDBs are authorized under the Workforce Investment Act as independent policy-making boards to provide guidance on broad workforce issues and to provide direct oversight to the Workforce Investment Act, one-stop career centers, and other federal workforce initiatives, as designated by Congress.

WIA: Workforce Investment Act. WIA is the legislation that authorizes Workforce Development Boards and one-stop career centers. WIA provides funding for training and career services to adults (regardless of income), workers who have lost their jobs because of imports or international trade agreements, and youth who are economically disadvantaged and have an additional barrier to employment. WIA is a mandated JobLink partner.

WIB: Workforce Investment Board. WIB is the term used in the Workforce Investment Act for the nation's workforce policy and governance boards. North Carolina opted to use the term Workforce Development Board since it was already in use in the state.

WorkFirst: See TANF.

Youth Council (YC): Youth Councils were established under the Workforce Investment Act to serve as an arm of Workforce Development Boards. Youth Councils are charged with, at a minimum, overseeing youth portions of the Workforce Investment Act. They also have the option of becoming youth policy bodies under the Board's auspices, as the High Country Youth Council opted to do.

Appendix F
High Country Workforce Development Board
Strategies to Support Updated Strategic Plan 2008-2011
Effective July, 2008
(See Strategic Plan Document in binder pocket.)

The following have been adopted by the High Country Workforce Development Board and/or its committees as initial local measurements in support of its 2008-2011 Strategic Plan Update. These measures are subject to change depending on funding, local economic factors, or other local, regional, or national conditions.

Adult/Dislocated Workers

1. Return on Investment: 60% of adult/dislocated worker customers get training related jobs.
2. 65% of Individual Training Accounts (Adult/Dislocated Worker) are in targeted sectors.

Youth

3. 50% of WIA youth enter post-secondary education and/or short term credentialed training.
4. 30% of WIA youth participate in internship, job shadowing, or other work experience activity.

JobLink Center Goals

5. The number of individuals using self-serve JobLink services increases over time.
6. The number of businesses using JobLink assistance, as documented by use of JobLink MIS, increases over time.

Board Administration

7. Staff reports and follow-through to Board and committees are generated timely, as determined through annual assessment by the He WDB Executive Committee.
8. 70% of WIA expenditures are committed to direct community investment, as identified by the HC WDB Executive Committee.

Workforce Development Board

9. At least 10% of Workforce Development Board members, including Youth Council, participate in conferences, association meetings, board training, and other events in their capacity as HC WDB members.
10. Attendance at Workforce Development Board, committee, and workgroup meetings averages at least 70%

Note: Goals were developed using Program Year 2007 (July 2007-June 2008) data as a baseline, where applicable.

Services and activities funded by the High Country Workforce Development Board are equal opportunity employers/programs.

Auxiliary aids and services are available upon request to persons with disabilities.

To place a free relay call in North Carolina, dial 711.