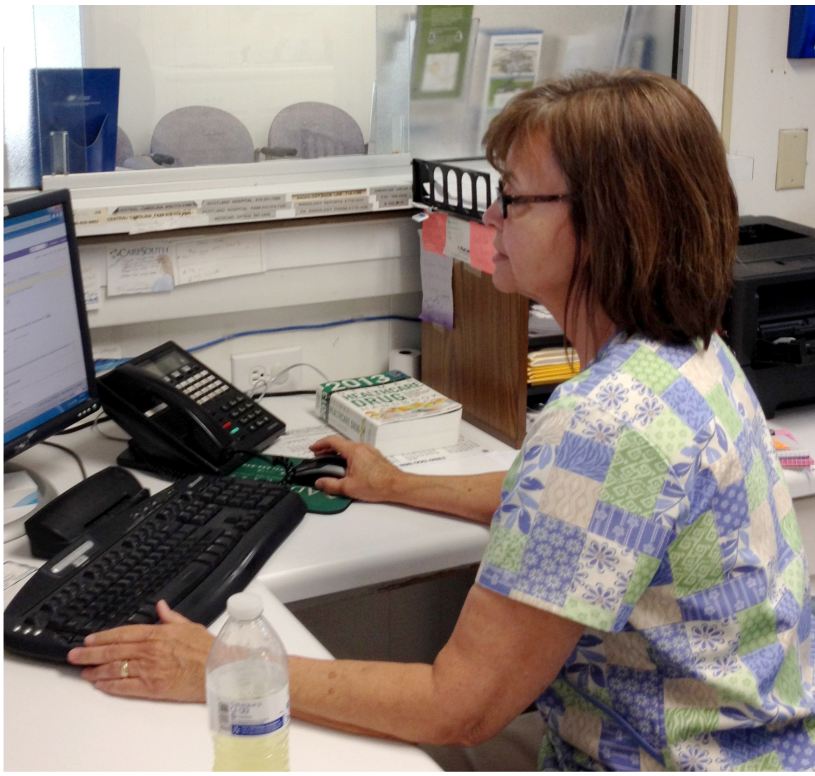
NORTH CAROLINA

Workforce Investment Act

ANNUAL REPORT PY 2014



NORTH CAROLINA

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Governor's Letter

PAT MCCRORY, NORTH CAROLINA GOVERNOR

As Governor, I'm pleased to share with you the great strides we've made in producing the nation's best workforce and making North Carolina a top-tier destination for business.

In partnership with North Carolina Commerce and Secretary John Skvarla, we launched the NCWorks initiative because we wanted our state to work better on behalf of job seekers and employers by offering the highest-quality services to customers and developing stronger partnerships between our workforce agencies.

As a result, more people are finding jobs and are able to support their families. Businesses are finding the talented applicants they need to grow. Youth who completed high school but didn't pursue further education are learning the skills they need to establish themselves in a career.

I'm excited to share our progress with you in the WIA Annual Report. I hope you'll celebrate with me as you learn how NCWorks is helping connect talented people to jobs.

Pat McCrory

Pat McCrory
North Carolina Governor

Secretary of Commerce Letter

John E. Skvarla, North Carolina Secretary of Commerce

The WIA Annual Report highlights the progress we've achieved with our Adult, Dislocated Worker, and Youth programs.

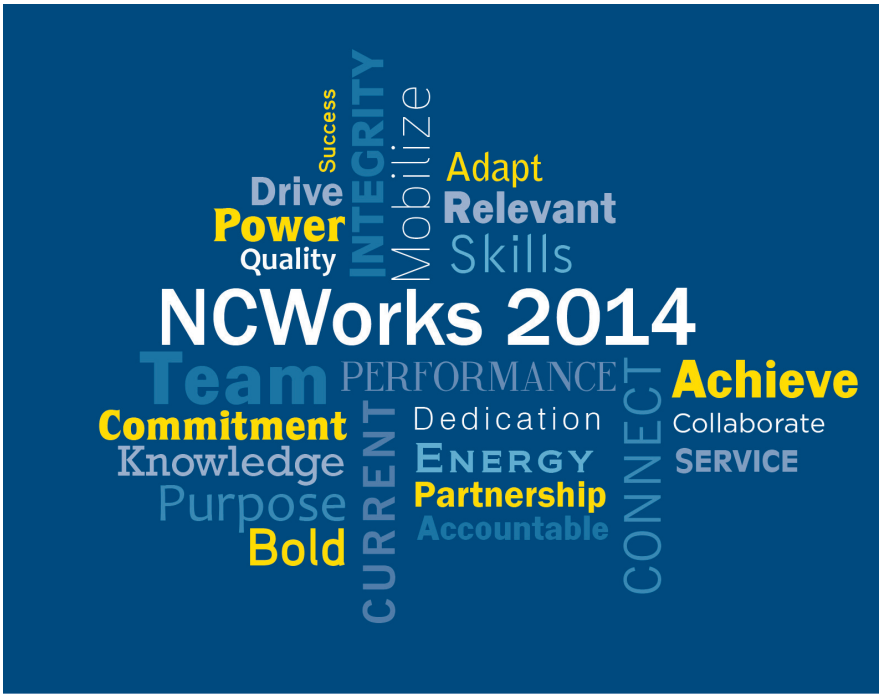
The Workforce Investment Act has been a powerful tool to help us carry out the primary goal of the NCWorks initiative: to connect talented job seekers to employers. Our NCWorks Career Centers are providing career assessments and referrals to individuals and On-the-Job Training opportunities to businesses. These type of programs are crucial for providing meaningful employment opportunities for North Carolinians and ensuring that our employers have access to a steady stream of talent.

In addition to helping people find jobs and assisting employers locate workers, we've also worked hard to streamline our services and develop new partnerships with our state's workforce agencies. Thanks to these efforts, we have led the nation in preparing for the implementation of the Workforce Investment and Opportunity Act.

In this report, you'll learn how we're working together to help people get back to work and strengthen the economy of our great state.

John E. Skvarla
North Carolina Secretary of Commerce

In PY 2013, North Carolina announced and implemented a series of far-reaching measures designed to improve the efficiency of the State's workforce system and better serve customers.



To improve customer services, local workforce offices adopted integrated service delivery. This new approach helps customers focus on cross-training staff members, so they are equipped to help all clients and not just those who are eligible for particular services. Each office must be certified by the NCWorks Commission as having successfully adopted integrated service delivery. The NCWorks Commission established customer service criteria for workforce offices to ensure quality and consistent service delivery statewide. Each office is certified by the commission after meeting the criteria, which includes the cross-training of staff, integrated operations, and enhanced partnerships. Offices are renamed NCWorks Career Centers once they successfully complete the certification process.

In August 2013, North Carolina launched NCWorks Online, a job-search portal that connects job seekers to employers. Job seekers can apply for jobs, and employers can search for candidates. The system uses job-matching tools to show individuals how well-qualified they are for a position and employers how strongly a candidate matches their needs for a job. NCWorks Online also includes real-time labor market information, as well as help with choosing career and industry paths.

In April 2014, Gov. Pat McCrory announced the NCWorks partnership between the N.C. Department of Commerce, N.C. Community College System, and N.C. Department of Public Instruction. This new initiative unites the State's workforce partners and programs under a single name, for the purpose of better connecting job seekers to employers.

NCWorks Commission

The NCWorks Commission oversees the State's workforce development system, develops policy, and advises the Governor, N.C. General Assembly, State and local agencies, and businesses about how to further strengthen the State's workforce.

The NCWorks Commission is designated as the State's Workforce Investment Board under the WIA. Led by a private sector chair, the NCWorks Commission includes representatives from the business community, heads of State workforce agencies, educators, community leaders, and representatives from organized labor. All members are appointed by the Governor.

In fiscal year 2014, the NCWorks Commission passed the 2014-2016 Strategic Plan to ensure the State's workforce system is effectively responding to the needs of employers, and is preparing workers for North Carolina's economy. The Commission also approved the NCWorks Certified Career Pathways criteria, establishing standards for the development of career pathways across the State. Below are some of the key elements of the NCWorks Commission strategy plan.

Vision: Growing the North Carolina economy by strengthening the State's workforce and connecting employers to high quality employees.

Mission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that fosters adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity.

Charge: The NCWorks Commission incorporates policies and strategies that enable the State's workforce to compete in the current and future global economy. The Commission leads, builds partnerships, forms alliances, and is accountable for strengthening North Carolina's innovative, relevant, effective, and efficient workforce development system.

Guiding Principles:

- Strategies will be developed locally, regionally, and statewide to address the unique needs of different areas of the State.
- Best practices will be identified and replicated across North Carolina.
- The workforce system will be flexible and adaptable to the changing needs of the economy and the State.
- Strategies will focus on the needs of today's economy and developing talents for tomorrow's economy.
- The workforce system will focus on target industries and career clusters.

The Workforce Investment Act serves businesses and citizens of North Carolina through many statewide initiatives including the Unemployment Insurance Compensation for Ex-Service members (UCX), Veteran's Benefits, Work Opportunity Tax Credit (WOTC), and the NCWorks Incumbent Worker Training Grant (IWTG) program. UCX benefits serve a targeted population by providing assistance with monetary benefits. Veterans' benefits aid service members with employment and training needs as they transition from military careers to the civilian workforce. Business services include WOTC, a federal tax credit incentive for businesses who hire specific target groups with barriers to employment. The IWTG is a competitive, retention solutions grant that qualifying businesses can use to address employees' skills gaps, resulting in increased knowledge, certifications, and value to the company.

NCWorks Incumbent Worker Training Grant and Work Opportunity Tax Credit

The Workforce Investment Act (WIA) serves businesses and citizens of North Carolina in many statewide initiatives. The Work Opportunity Tax Credit and the NCWorks Incumbent Worker Training Grant are two of the initiatives administered by the Business Services Unit of the Department of Commerce.

The Work Opportunity Tax Credit is a federal tax credit incentive for businesses who hire from specific target groups with barriers to employment. In PY 2014, the tax credit certified 72,510 requests with a potential tax savings of $178,557,600.

The NCWorks Incumbent Worker Training Grant is a competitive training grant through which qualifying businesses can address employees' skills gaps and impact company stability. In PY 2014, 57 employers received $454,346 in grant funding, helping 1,093 N.C.-based employees.

State Initiatives Funds

UNEMPLOYMENT COMPENSATION FOR EX-SERVICE MEMBERS

North Carolina Vietnam Veterans Memorial on the grounds of the North Carolina state capitol in Raleigh.

This original two-year WIA Dislocated Worker National Reserve Demonstration UCX Initiative Grant was awarded to the N.C. Division of Workforce Solutions in 2012. It was extended in 2014 and ended June 2015. The original purpose of the grant was to develop collaborative strategies that support improved outreach to Army veterans receiving unemployment benefits, referred to as Unemployment Compensation for Ex-Service Members (UCX). One of the primary goals was to link the various workforce partners together in a coordinated effort to facilitate veterans' transition to the civilian workforce and introduce them to the array of services available at the NCWorks Career Centers. During the duration of the grant, over 6,300 Army veterans that were receiving UCX were contacted by letter and/or email to offer transition assistance to the civilian workforce.

Through use of UCX grant funds, the agency purchased a mobile app and targeted its use towards veterans and service members. This mobile app is compatible for both Android- and Apple-based devices. Using the mobile app, veteran customers can find the nearest NCWorks Career Center to look for jobs in their geographic area, sign up for customer alerts, and more. Users can access the app through the Apple Store or Google Play. Also, through the use of grant funds and an MOU with the N.C. Division of Veterans Affairs, 150,000 copies of the NC4Vets Resource Guide were printed and distributed to military installations, community colleges, NCWorks Career Centers, veterans service organizations, and other entities that support and/or advocate for veterans. The NC4Vets Resource Guide is a comprehensive source of veteran related benefits; including state, federal and private entities. Another MOU with the N.C. Department of Commerce, Labor Economic & Analysis Division resulted in several editions of a veteran focused newsletter, *NC Veterans at Work*. This newsletter contained various employment resources, training opportunities and other resources for our N.C. Veterans. Information regarding the mobile app, the NC4Vets Resource Guide, and the NC Veterans at Work newsletter can be found in NCWorks Online, under the NC Veteran Services tab.

Funds from the grant also paid for a Military Transition Package from JIST publishing that was distributed to all NCWorks Career Centers so that our centers across the state would have resources for veterans. Extra Military Transition Packages were delivered for the career centers near our major military installations to include; Seymour Johnson Air Base, Ft. Bragg Army Base, and Camp Lejeune Marine Corp Base. The grant also paid for a Veteran Career Resource Center in the Fayetteville NCWorks Career Center. This center has computers, printers, a fax, and a dedicated phone line that veterans can use for their employment related needs. Staff can also use the new VCRC for veteran workshops, training, and more.

Military Silhouette

Charlotte Works, Charlotte Bridge Home: Newest SNAP site is a partnership "proven to work"

Jason Goss has briefed departing troops, combat generals, and U.S. presidents. But the Air Force veteran couldn't get a job at Burger King because he doesn't have enough of the right kind of experience to work the fryer. Goss shared this frustrating story on his second visit to Charlotte Bridge Home, where Tiann Shade, an employment and education specialist, helped him translate his skills as an intelligence analyst with experience in cyber crimes into civilian terms and beyond—into a job.

Ten-year Air Force veteran Jason Goss gets familiar with NCWorks Online at one of Charlotte Works's newest SNAP sites at Charlotte Bridge Home.

Shade said Goss's experience is common among veterans. "One of their biggest barriers to employment is not being able to get a foot in the door because they lack corporate experience," she said. "As a mechanic, if a person can fix an aircraft, I'm pretty sure they can fix a carburetor in a garage! A project manager is another example: if you can get weapons and supplies and people from one place to another, you can move things around in a financial setting."

Charlotte Works and Charlotte Bridge Home, an agency that helps local veterans successfully transition home after military service, have formed a partnership to better serve this group. Shade's work with veterans includes helping them translate their military experience into civilian terms to highlight transferable skills, connecting them with hiring managers and veteran recruiters, and/or exploring education options. She built partnerships with staffing companies and corporations that are committed to hiring veterans and makes use of Charlotte Works's corporate connections, which proved helpful in placing one client using an On-The-Job Training (OJT) grant.

"It's evolved into what we were hoping—to utilize all the services Charlotte Works has to offer for veterans," Shade said. "Now, any veteran who walks through the door at Charlotte Works is referred to me, which helps not only for employment purposes, but also to connect them to community services. On the flip side, I direct veterans to Charlotte Works for workshops on resume-writing, interviewing, using LinkedIn." She also requires everyone to register on NCWorks Online and attend a Charlotte Works orientation.

Shade has placed 67 veterans into positions ranging from human resources and project management to general warehouse labor to information technology.

"Veterans are trainable, adaptable and will get the job done," she said. "And this partnership has been proven to work. The resources Charlotte Works has are the things that get folks hired."

Avintiv is a leading global engineered materials company focused primarily on the production of nonwovens for the hygiene, wipes, medical, and industrial markets. Formerly known as Polymer Group, Inc. or PGI, the company is located in Benson. The company believes that investing in its employees ensures that their skills stay relevant and allows them to progress and apply their skills, improving workplace morale.

Avintiv technician troubleshoots Siemens PLCs

Avintiv, however, did not have the funds budgeted for training its staff. Its maintenance and engineering workers didn't have the skills to program, troubleshoot, and maintain the Siemens Programmable Logic Controller (PLC) controls, and the company was outsourcing work that could have been done if its staff was trained in Visual Basic, which would allow them to extract data and perform analyses to support decision making. The company heard that the Capital Area Workforce Development Board offers training funds through the NCWorks Incumbent Workforce Training Grant program and reached out to the WDB to learn more about how to apply for the program.

The WDB awarded Avintiv a $25,000 grant to accomplish their desired training. In fall 2014, the company successfully trained 15 employees on Siemens PLC and Visual Basic, respectively.

"This training provided our maintenance department personnel with the skills to effectively program, troubleshoot, and maintain Siemens PLCs," said Kevin Johnson, training coordinator for Avintiv. "The training equipped them with the skills necessary to keep production machinery running and improve the overall equipment effectiveness (OEE). A reduction in machine downtime and increased uptime improves our ability to meet customer demands and make on-time shipments, which is necessary to maintain our market position and a full workforce."

Due to its success with the training program, Avintiv applied for and received a second training grant in the amount of $9,600 to train four additional staff members on Siemens PLC.

" Avintiv believes that investing in its employees ensures that their skills stay relevant."

STP VENTURES, LLC

CENTRALINA WORKFORCE DEVELOPMENT BOARD

STP Ventures, LLC was formed in 2009 with the initial goal of providing superior IT services to businesses at an affordable price. Although the company has experienced steady growth since its launch and has built relationships with more sophisticated clients, its largest challenge was budgeting for the training needed to increase client base revenues.

The company applied to the Centralina Workforce Development Board for training assistance through the NCWorks Incumbent Worker Training Grant program. STP Ventures wanted to upgrade the technical skills of two employees, with the hope that internationally recognized certifications would not only equip them with the necessary technical skills but would also allow the company to market its services to potential clients.

"The training allowed us to increase our employee knowledge, which in turn increased comfort and confidence working with larger business," said Patrick Wright, managing partner of STP Ventures, LLC. "Since the training, we have expanded into a new vertical, targeting larger companies than our client base prior to the training."

The company was awarded grant funds for training two employees in five components of CISCO Network Devices, as well as troubleshooting and maintaining Cisco IP networks. Today, STP Ventures has been able to leverage its additional capability into a new line of service. It recently landed the largest contract in the history of the company, and officials are excited about the potential to gain additional business. The company plans to market the skills its employees learned through the NCWorks Incumbent Worker Training Grant program and increase its revenue stream by becoming a more diversified company.

"We were very pleased with the assistance from the Centralina Workforce Development Board in educating us on what was available," Wright said. "We appreciated in-person meetings and availability of staff, which many other programs did not offer."

"The training allowed us to increase our employee knowledge."

Business Success Stories

GE Aviation, West Jefferson Rotating Parts Facility

High Country Workforce Development Board

GE Aviation facility in West Jefferson

When the GE Aviation facility in West Jefferson announced an expansion of more than $150 million, company officials weren't kept up at night by the tons of concrete needed to build the building, the multi-million dollar equipment, or even the deadlines to their network of global partners. They were concerned about finding and training the right workers for the 105 new jobs.

That's when they turned to the NCWorks partners in their area for help. A team comprised of members of the NCWorks Career Center, Wilkes Community College (WCC), the High Country Workforce Development Board (HCWDB), the Ashe County Chamber of Commerce, and Ashe County Economic Development worked together to help the company find its workers.

"Every member of the team offered services to help recruit talent, develop trainings, and outreach to the community," said Adrian Tait, director of the High Country WDB. "By combining the strengths of this team, we were able to deliver a complete package of services to connect GE Aviation with the talent they needed."

To meet GE Aviation's need, NCWorks partners used a multi-step application screening process, beginning with a dedicated microsite NCWorks Online. The WDB implemented a multi-faceted marketing strategy: a direct mailing to workers dislocated from other area manufacturers, newspaper and web advertising, local television and radio spots, and social media outreach. NCWorks Career Centers in the area provided personal outreach to job seekers, one-on-one assistance with applications and resumes, and hosted online skill assessments.

The Human Resource Development program at WCC held preparation workshops for candidates with tips on interviewing and insight into today's manufacturing careers. The NCWorks Customized Training program developed comprehensive pre- and post-hire training series and by leveraging funding from Golden Leaf a training center was set up providing the right environment to prepare new employees.

"NCWorks has done a lot of great things for us," said Kory Wilcox, human resource lead for GE Aviation. "They came on site with us, sat in strategy meetings, and helped us decide how we were going to go after the workforce and how to be most effective."

CAROLINA WATERJET FABRICATION

SOUTHWESTERN WORKFORCE DEVELOPMENT BOARD

Carolina Waterjet Fabrication had used the NCWorks Career Center in Macon County twice in the past. So when the company—a provider of CAD design and precision Waterjet cutting services—wanted to use the On-the-Job Training program to hire veterans, it knew where to turn for help. As a result of using the program, Carolina Waterjet has found the right candidates for its positions.

"Tony Diienno, our plant manager, is a veteran and has an engineering degree from Western Carolina University and came to us from the On-the-Job Training program," said Bob Vitale, owner of Carolina Waterjet Fabrication. "His strong engineering background and military discipline, along with the assistance of the On-the-Job training program, has helped our company move through the tough waters a new company faces."

Carolina Waterjet Fabrication water wheel at the Macon County Industrial Park in Franklin, NC.

"When the company wanted to use the On-the-Job Training program to hire veterans, it knew where to turn."

Business Success Stories

THREE-RING BREWING (HI-WIRE BREWING)

Mountain Area Workforce Development Board

Three-Ring Brewing, doing business as Hi-Wire Brewing, is an employer who has used business services to stabilize and grow its company through the services provided by the Mountain Area Workforce Development Board.

Hi-Wire was formed by co-owners Adam Charnack and Chris Frosaker and first produced and distributed craft beers in 2013. Hi-Wire produces four beers year-round, as well as rotates seasonal selections and in-house-only small batches. The brewery currently produces beer for its tasting room in Asheville and for wholesale distribution throughout most of the State.

Lead Specialty Brewer rinses off a brush used to clean out equipment that checks the progress of the brew..

Company officials met with a business services representative from Mountain Area in June 2013. Charnack expressed interest in using the On-the-Job Training program to add employees to the company. Through the program, he trained two new people in the Assistant Brewer 1 position and promoted one of them to assistant brewer II. The On-the-Job program reimbursed wages to Hi-Wire.

In June 2014, Hi-Wire received an NCWorks Incumbent Worker Training Grant, valued at $11,060, to train and certify three employees in brewing technology, packaging and process technology, quality control, programmable logic controllers, and stainless welding. This training was provided by the highly regarded Siebel Institute and Asheville-Buncombe Technical Community College.

During that summer, the Workforce Development Board also informed Charnack of the Scale-up WNC program offered through AdvantageWest. ScaleUp provides business owners with education and support to grow their ventures and focuses high-growth small businesses that have been in operation in Western North Carolina for more than two years and that have annual revenues between $150,000 and $750,000. Hi-Wire was one of 15 companies selected for Scale-Up, and the company received a $3-million Small Business Administration loan in December 2014 to expand the brewery. The company added 15 positions, averaging an annual salary of $30,000 with benefits.

In June 2015, the Asheville Chamber of Commerce gave its Entrepreneur of the Year Award to Charnack. This award recognizes someone who demonstrates willingness to take a risk, personal drive, and business acumen. In July 2015, Hi-Wire Brewing opened a 26,000-square-foot production facility in Biltmore Village, quadrupling its brew capacity, doubling its number of employees, and enabling increased state-wide distribution and higher production of its products.

Workforce development services are administered through North Carolina's 23 Workforce Development Boards and delivered to job seekers and employers through local workforce offices in their respective areas.

The NCWorks Training Center ensures that workforce development boards and NCWorks career center staff receive the training and professional development needed to meet the demands of the populations served throughout our State's workforce delivery system.

Workforce Development Boards

North Carolina has 23 Workforce Development Boards (WDBs), serving all 100 counties in the State. WDBs are charged with planning, overseeing, and coordinating local workforce initiatives, including the NCWorks Career Centers in their areas.

Each board ensures that the local workforce development system is market-driven and responsive in meeting the needs of employers and job seekers. Private sector participation and leadership are important elements in the success of the WDBs. Appointed by local elected officials, WDBs are comprised of individuals representing business and industry, economic development agencies, community-based organizations, educational agencies, vocational rehabilitation agencies, organized labor, public assistance agencies, and the public employment service. A majority of the members and the chair represent local area businesses.

North Carolina's Career Center System

The Division of Workforce Solutions and the NCWorks Commission, in partnership with local WDBs, state, and local agencies, oversee the workforce delivery system in North Carolina. The primary touch points of this system, NCWorks Career Centers direct job seekers, workers, and employers to employment and training services. Each career center is staffed by state and agency partners who work together to meet customer needs.

NCWorks
CAREER CENTER

To date, 75 locations have met the commission's criteria for customer service and have been certified as NCWorks Career Centers. North Carolina is improving how workforce services are delivered through an integrated services delivery approach focused on cross-training staff, enhanced partnerships, and customer service. By adopting integrated services delivery, career centers better serve the state's citizens and businesses by responding to customer needs, not just program requirements.

In addition to meeting the requirements for certification, each career center develops and sets out to achieve continuous improvement goals within one year's time.

The Mobile Career Center saw an increase in utilization during PY 2014, with 26 deployments throughout the state to support local rapid response efforts and job search activities. These activities included resume writing workshops, Labor Market Information (LMI) training, and registration in NCWorks Online. The mobile center served customers at employer-specific and community job fairs/resource fairs, local human services, homeless and veteran's events. Tours of the mobile classroom were also offered at the N.C. Community College's Creating Success conference.

The Rapid Response Dislocated Worker Unit continues to promote the customized web portal product, EZ Link, which provides access to employer separation benefits and worker transition information. EZ Link's support to the workers of Steelcase in High Point, in partnership with the Greensboro/High Point/Guilford Workforce Development Board, continued during the program year and is scheduled to conclude during the first quarter of 2016.

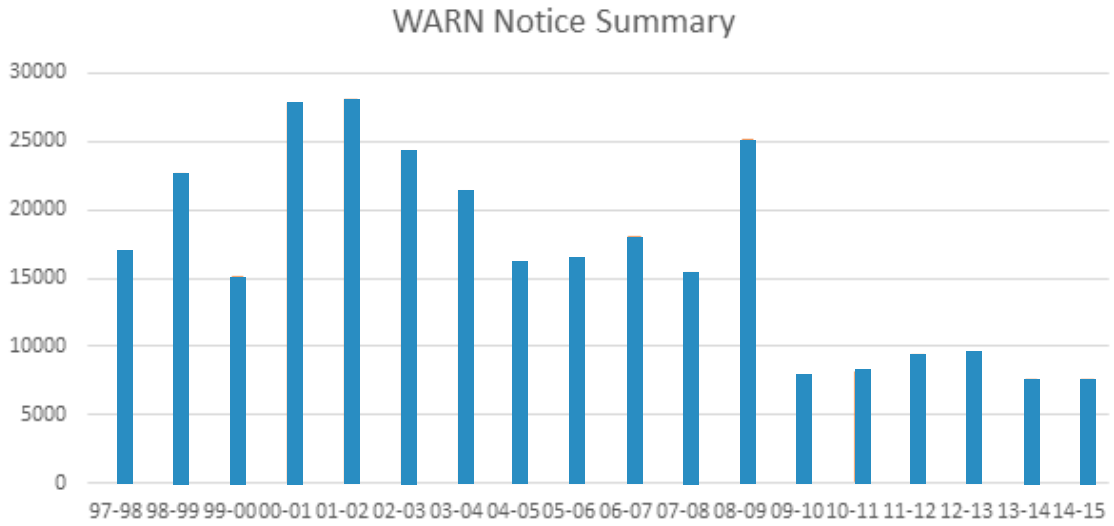
The quarterly Rapid Response Best Practices webinars continued to provide cost effective state-wide support and solutions to field staff, partners, and other agencies to ensure a high level of service to dislocated workers. A new webinar series entitled "An Employer Perspective" featured employer panels from the State's growing industry sectors as defined by the N.C. Economic Development Partnership. The webinars offer hiring manager's a candid perspective on the recruiting needs of these industries to assist field staff in preparing dislocated workers and other job seekers for successful interviews and jobs placements in these sectors. Other webinars during the year featured the Affordable Care Act and Targeted O-Net Resources for Dislocated Workers. Webinars are typically broadcast live to allow for audience participation, as well as questions and responses from guest speakers/presenters. The webinars are also recorded and made available for future access through the NCWorks Training Center.

The Dislocated Worker Unit continued to publish *The Rapid Responder* e-bulletin, which highlighted demonstration grants targeted for dislocated workers and the long term unemployed, state and local community resources, career/resource fairs, and effective rapid response service strategies from around the state. The newsletter also featured articles on employment, training programs, and services available to ex-offenders and veterans.

Technical assistance to Workforce Development Boards during employee orientation sessions and employee focus groups also continued during the year.

Table 1. WARN Notice Summary 1997-2015

Time Period	# of WARN Notices	# of Employees Affected
98-99	140	22,610
99-00	108	15,110
00-01	163	27,806
01-02	203	28,172
02-03	184	24,378
03-04	129	21,479
04-05	121	16,059
05-06	117	16,465
06-07	119	18,028
07-08	117	15, 366
08-09	175	25,126
09-10	80	7,683
10-11	76	8186
11-12	142	9437
12-13	83	9,619
13-14	64	7,597
14-15	67	7,561
TOTAL	**2,198**	**297,583**



Workforce Development Services

NCWorks Training Center

The NCWorks Training Center's primary mission is to provide high-quality, affordable, easily accessible training and professional development services for North Carolina's workforce system.

The NCWorks Training Center provides a variety of training options tailored to meet the dynamic needs of the Division of Workforce Solutions staff at the NCWorks Career Centers, the state's 23 Workforce Development Boards, and partner agencies. These efforts and services help ensure all staff and partners are well-trained with current skills and knowledge relevant to workforce trends. This training is accomplished through workshops by professional peer and in-house trainers, in both face-to-face sessions, and online webinars and tutorials. The center also provides a vast array of supportive services, including meeting and conference preparation, and planning other customized event services, as requested.

The center is located in a self-contained facility and boasts two well-equipped classrooms. A recent addition of 24 laptop computers has allowed both rooms to function as computer labs, affording more versatility for students and visitors. The center's team is comprised of five diverse and highly skilled staff members, who continually strive to stay current on workforce trends and issues at the state and national levels and who use this knowledge to design and facilitate training.

Records of these events are retained and managed through the Training Registration and Information Network (TRAIN). This comprehensive system is managed by center and division staff who collect and retain client records, maintain data for easy reporting, store student transcripts, and manage event and training registration.

During PY 2014, the NCWorks Training Center was readily available with logistical planning of events, registration, data collection, supportive services, and training delivery for 85 events, serving 1,984 participants.

In addition, this year the NCWorks Training Center successfully increased and improved its online presence and accessibility of training through 79 live and recorded webinars on a variety of on-demand topics. This offering allowed the NCWorks Training Center to reach more than 2,388 customers. In addition to staff development and programmatic education, the center has also produced a series of webinars that are used with job seekers as part of workshops, or are viewed by job seekers in Career Center Resource Rooms. These webinars were designed to help educate job seekers on a range of relevant topics such as resume writing, soft skills, and interview preparation. The reviews and feedback have been overwhelmingly positive for this offering, and have helped minimize the time frontline staff spend on these types of career services.

The NCWorks Training Center continues to provide workforce development professionals a globally recognized credentialing opportunity through the Career Development Facilitator (CDF) course. This course was offered six times in this program year and served 181 students. This 120-hour course uses the National Career Development Association's curriculum and standardizes the knowledge and experience of workforce development professionals and others in career development services. The instructional format blends traditional classroom, online-based distance learning, and independent project completion. This course provides a unique opportunity for workforce professionals from varied perspectives of the career field to network, share ideas and resources, and develop new partnerships to benefit the public.

Another successful product planned and hosted by the NCWorks Training Center was the 27th annual NCWorks Partnership Conference. This event offered opportunities for attendees to participate in more than 65 workshops provided by professional trainers from around the country and peers from around the state. The 883 attendees included frontline staff of NCWorks Career Centers, Workforce Development Board directors and staff, private sector business representatives, staff, and management of government agencies and non-profit organizations. Highlights of the conference included the keynote address delivered by nationally recognized speaker Mike Fazio, titled, "Average is Over!" Closing remarks were given by Vallie Collins, titled, "Miracle on the Hudson: A Passenger's Perspective." The annual Governor's Awards Banquet was held during the conference and honored individuals and businesses for their success in and contributions to workforce development programs.

The NCWorks Training Center keeps its finger on the pulse of workforce development trends and issues. As new topics arise and training is indicated, the center stands ready to identify needs, plan events, handle logistics, deliver training, and contribute to the Division's and the workforce system's success.

North Carolina's 23 local Workforce Development Boards have a multitude of accomplishments.

WIA-funded programs support adults, dislocated workers and youth, yielding successful outcomes that include gainful employment. Case management support and successful program design help North Carolina citizens build careers, not just find jobs. In addition, North Carolina engages in strong employer outreach through use of its business service representatives and team efforts. Here are some of the many North Carolina success stories from across the state.

In PY 2014, a total of 113,346 adults were served in the WIA Adult program in North Carolina. Eligible adults included individuals who were at least 18 years old, registered with the Selective Service, and needed training, help finding employment—or both.

North Carolina workers and job seekers want to increase their skills by earning industry-recognized credentials and/or completing education beyond high school. WIA places an emphasis on universal service assisting job seekers and employers. With its large military presence, North Carolina places a special emphasis on connecting military occupations to existing skill demands, using work-based learning opportunities, and developing an integrated seamless system of services through a one-stop approach where service partners join together in the State's NCWorks Career Centers.

Adult Performance (Table B)

Program Year	Adult Entered Employment Rate	Adult Employment Retention Rate	Adult Average Earnings in Six Month
PY 2007	76.6%	85.8%	$11,634
PY 2008	76.7%	86.7%	$12,450
PY 2009	65.3%	84.7%	$11,715
PY 2010	62.8%	83.7%	$10,774
PY 2011	67.1%	84.1%	$11,014
PY 2012	70.9%	85.8%	$11,731
PY 2013	67.9%	86.2%	$11,726
PY 2014	61.4%	84.2%	$12,077

Cost Per Participant (Adult)

Program	Total Participants	Total Cost	Cost Per Participant
Adult	113,346	$44,645,156.00	$393.88

RUBY ELIZABETH

ADULTS SUCCESS STORIES: CAPE FEAR WORKFORCE DEVELOPMENT BOARD

Ruby Elizabeth Miller came to the NCWorks Career Center in Columbus County as a dislocated worker, laid off from her employer of 10 years. She had applied for several jobs but realized that she lacked transferable job skills. Passionate about employment and wanting to make a difference, Miller decided to return to school to pursue a nursing career.

Ruby Elizabeth Miller working at Columbus Regional Healthcare System.

After meeting eligibility requirements and guidelines for the dislocated workers program, Miller enrolled in the Associate Degree Nursing (ADN) program at Southeastern Community College in the fall of 2012. While she was attending school, her youngest son was diagnosed with a learning disability. As a result, she lost focus of her studies and had to withdraw from her program in spring 2013 after she failed to maintain a 2.0 GPA.

During this time, Miller received guidance and counseling from her instructors and staff at the career center. Determined not to give up on her dreams, Miller enrolled in the Practical Nursing Program. She completed the program in December 2013 and successfully passed her state exams. In March 2014, she returned to the nursing program with continued support from the WIA program. She developed a study plan and met with tutors, who ensured that she would accomplish her goals. In May 2015, Miller graduated with honors and a 3.2 GPA. She is now a registered nurse.

Miller is currently employed as a licensed practical nurse at Columbus Regional Healthcare System in the medical surgical department. She successfully completed the ADN Program, graduating on May 8 with honors. She is scheduled to soon take the state nursing exam. Upon successfully completing the state board exam, she will be promoted to a registered nurse in the same department. Her job tasks vary daily. Typically, as a nurse in the medical surgical department, she provides care for all adult patients before and after medical procedures. She is truly impacting lives and giving back to her community and can now devote more time to her sons and her family.

"Miller is currently employed as a Licensed Practical Nurse at Columbus Regional Healthcare System."

APRIL PHOENIX

ADULTS SUCCESS STORIES: CAPITAL AREA WORKFORCE DEVELOPMENT BOARD

April Phoenix arrived at the Capital Area NCWorks Career Center in Johnston County seeking guidance and assistance with obtaining full time employment at a sustainable wage. During a one-on-one meeting with a career advisor, Phoenix quickly realized that she could not gain sustainable employment at a livable wage without gaining the necessary skills to become competitive. Immediately, she took advantage of a variety of services, including one-on-one counseling and coaching, job search and placement, training, interviews skills and techniques, and career planning.

April Phoenix, Processing Assistant III working with Johnston County Department of Social Services.

Phoenix also received an opportunity to participate in one of Capital Area's special initiatives to gain a certificate in Human Services through Johnston Community College. After she completed the training, she entered a paid work experience with the Harnett County Department of Social Services and sought further volunteer opportunities with the employer after she completed the program. Phoenix continued to seek full-time employment opportunities with various employers as she volunteered and gained even more experience by volunteering with Harnett County Department of Social Services. She remained positive, assertive and did not give up.

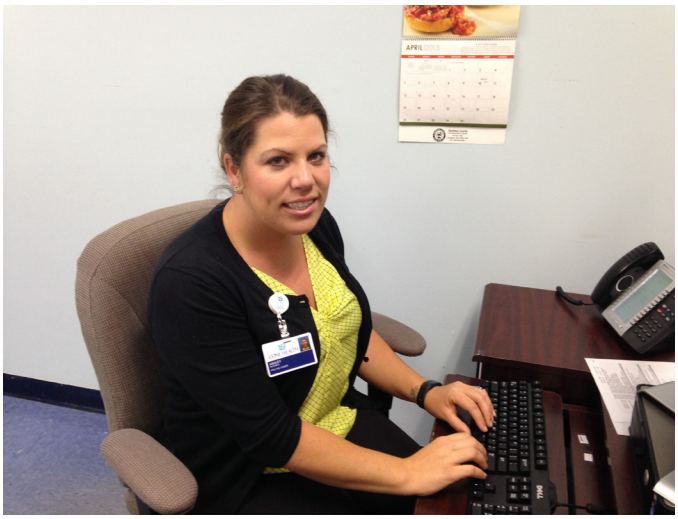
In December 2014, she obtained full-time permanent employment as a processing assistant III in the human services field with Johnston County Department.

"Phoenix entered a paid work experience with the Harnett County Department of Social Services."

ASHLEY RUSSELL

ADULTS SUCCESS STORIES: DAVIDSONWORKS WORKFORCE DEVELOPMENT BOARD

Ashley Russell came to DavidsonWorks after she was let go from Tiger Leather in November 2013. She had been in customer service in the airline and loan industries prior to her lay-off and was unsure about her next step.



Ashley Russell at Cone Hospital working at her clinical site.

After she completed assessments and information interviews, Russell felt she would be a good fit for the Health Information Technology program at Davidson County Community College. She faced a rigorous curriculum during her program. Russell focused on her goals. She would sit in the front of the classroom and separate herself from the disruptive and unproductive students, as well as ask her instructor questions outside of class.

While her classmates were complaining, Russell was networking, volunteering, and attending job fairs. When she was offered the opportunity to work at Moses Cone Memorial Hospital as a clinical site, Russell jumped at the chance to sell herself and impress her clinical manager. Russell continued to volunteer after she completed her internship and made herself available to the coding department. She applied for a job within the department and was accepted due to her persistence.

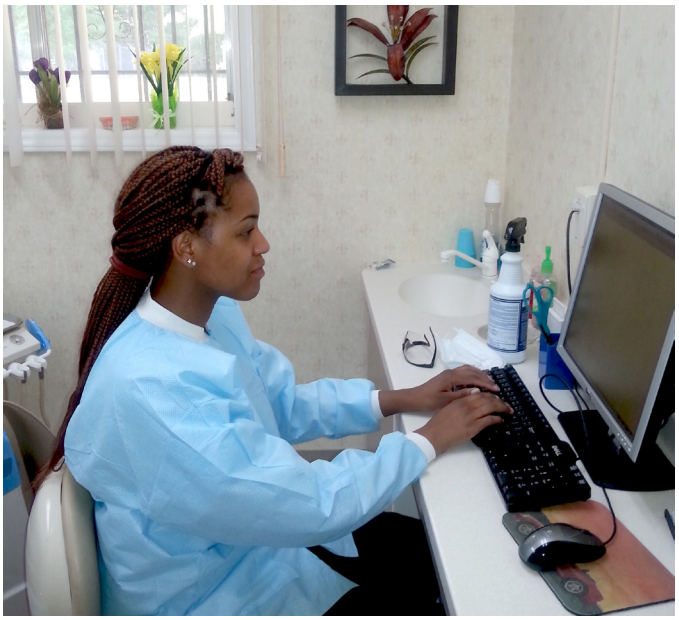
Russell consistently met with her career development consultant. She was never afraid to ask for help and used community resources when she needed them. She is currently employed as a pro fee coder who evaluates and manages doctor's fees at Moses Cone Memorial Hospital in Greensboro.

"Russell evaluates and manages doctor's fees at Moses Cone Memorial Hospital in Greensboro."

KIMAYA LEE

ADULTS SUCCESS STORIES: GREENSBORO/HIGH POINT/GUILFORD WORKFORCE DEVELOPMENT BOARD

Kimaya Lee is a 23-year-old, college student who moved to Greensboro for the opportunity to enroll in the dental hygiene program at Guilford Technical Community College. She worked part-time as a cashier at Chick-Fil-A and could barely buy food to eat. She went to the Department of Social Services and was able to get food stamps. Because she was barely making ends meet, she used what was left of her financial aid award for living expenses.



Kimaya Lee inputs data at SW Webber, Jr. & Associates where she works as a dental hygienist.

Lee visited the NCWorks Career Center in October 2014 after she heard about the services there through one of her classmates and a GTCC instructor. She attended the Navigating NCWorks Online Employability Session to learn how to search for work in NCWorks Online and to find community agencies and online resources to search for other scholarships and financial support.

However, Lee could not find an agency that could financially assist her before the deadline, and she had no friends or family members who could help her. She was upset that she could come so far but was unable to pay for her exams. She was then introduced to her career developer, who provided career counseling and support. After she attended the orientation at the center, career center staff spoke with Kimaya one-on-one and explained the services available through WIA. Lee's career developer helped her make an Individual Employment Plan, set objectives towards her goal of becoming a dental hygienist, as well as assisted her with signing up for the required assessments to determine her academic status.

Lee earned a gold-level Career Readiness Certificate and was awarded an Individual Training Account to pay for her State Board Exams. She graduated with an Associate's Degree in May 2015 and passed both of her exams. In June 2015, she became a licensed dental hygienist. "I am so grateful for the help that the WIA program has provided for me," Lee said. "If not for the WIA program, I do not know what I would have done. Thanks so much for all you do!"

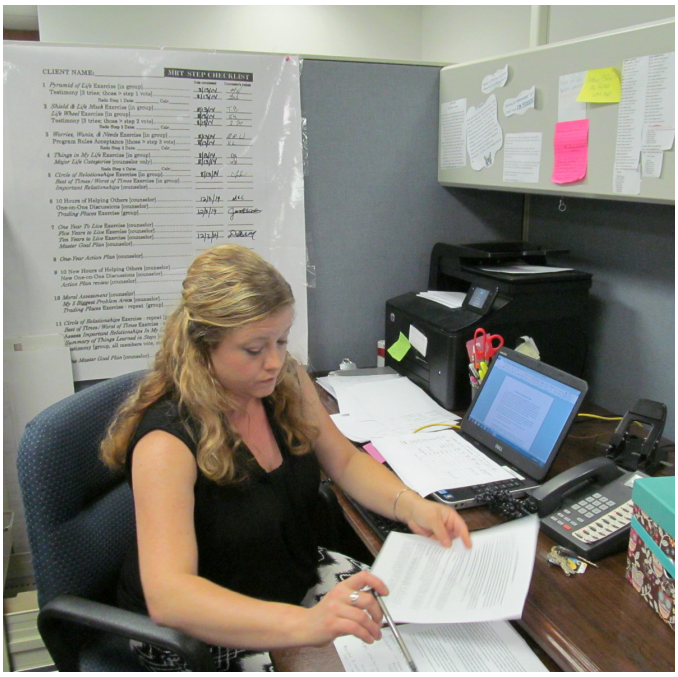
"If not for the WIA program, I do not know what I would have done."

NORA GANN

ADULTS SUCCESS STORIES: NORTHWEST PIEDMONT WORKFORCE DEVELOPMENT BOARD

When a local organization sought help finding an intern to help with Project Re-entry programs, Northwest Piedmont Workforce Development Board (WDB) had a candidate for them: a soon-to-graduate community college student named Nora Gann.

Gann was a dedicated 30-year-old single mother studying criminal justice at Rockingham Community College when the WDB contacted her. The Piedmont Triad Regional Council was looking for an intern to help with the Treatment for Effective Community Supervision and Project Re-entry programs, and the staff thought Gann would be a good fit. When she was approached with the offer, Gann was receiving food stamps and using Pell Grants to help pay for her college education. With her only professional experience in restaurants and retail sales, Gann was hoping to enter the criminal justice field.



Nora Gann providing services at NCWorks Career Center in Rockingham County for Project Re-Entry Participants.

Gann accepted the internship and applied herself wholeheartedly to it. She worked one-on-one with the offender population and worked with county probation officers, district attorneys, and resources in the county to assist the offender population. She kept records, entered data, and communicated with and assited in workshops for former offenders and she also received certifications in Moral Recognition Therapy, Motivational Interviewing, and PREA (Prison Rape Elimination Act). During this time, Gann also volunteered with Project SAFE Rockingham County and helped former offenders to obtain jobs.

Elected officials and Gann's co-workers recognized her passion and hard work. The program offered Gann a contract to work with Project Re-entry and TECS. She is now working with the offender population and continuing her education to achieve a bachelor's degree in criminal justice.

"Gann accepted the internship and applied herself wholeheartedly to it."

CHANZ FRITZ

ADULTS SUCCESS STORIES: SOUTHWESTERN WORKFORCE DEVELOPMENT BOARD

After many years of working part-time at a retail grocery store, Chanz Fritz decided he wanted to pursue a career in law enforcement. By doing so, he would fulfill a long-time dream and follow in the footsteps of his grandfather, who had served in law enforcement for his entire career.

Chanz Fritz works with the Macon County Sheriff's Office.

Fritz sought the support of his local NCWorks Career Center and received financial help to pay for the necessary class. He is now employed with the Macon County Sheriff's Office and loves what he does. He is also thankful for the strong support he received from his career center.

"Thank you again for all the added support you gave me on top of what my family did," he said. "Without all the caring people in my life, I would have never made it through the program or where I am today at the Sheriff's office."

"Fritz sought the support of his local NCWorks Career Center."

ALISHA AND KARA SEAMAN

ADULTS SUCCESS STORIES: SOUTHWESTERN WORKFORCE DEVELOPMENT BOARD

Alisha and Kara Seaman have shared a lot in common, even the same birthday and the passion to become nurses. But they both also faced a difficult choice: the possibility of dropping out of school because they could no longer afford to pay for it.

Kara Seaman checks a patient chart for the Center for Family Medicine.

The Seamans sought the help of their NCWorks Career Center and learned they were eligible for financial assistance through the adult program. Their case manager encouraged them not to give up when they faced challenges. As a result, the sisters have both graduated from Southwestern Community College and earned their AAS degrees in nursing. Alisha Seaman found a job in Tennessee, and Kara Seaman started her job in-state. Without the funding available through WIA, they would never have completed the nursing program.

"The WIA program helped tremendously in decreasing [our] financial stress during the last year of our nursing program," Kara Seaman said. "Truly, we could not have come this far without their support! [The program] helped us create a professional resume and prepare for our first nursing career interviews. Now, both of us have our chosen jobs lined up!"

"The WIA program helped tremendously... Truly, we could not have come this far without their support!"

ASENET CHAVEZ

ADULTS SUCCESS STORIES: TRIANGLE SOUTH WORKFORCE DEVELOPMENT BOARD

Originally from Columbia, Asenet Chavez became a U.S. citizen in 2009. In Decmeber 2012, she enrolled in the adult program after she lost her job as a front desk receptionist. Chavez needed additional training in order to obtain employment that would help support her family, so she pursued a degree that would augment her previous work experience: office administration.

Asenet Chavez at the NCWorks Career Center of Sampson County, providing services for Goshen Medical.

Despite intense changes in her personal life, Chavez has remained dedicated to her studies and maintained a 3.5 GPA as a full-time student. At the time of this writing, Chavez only needed to complete four more classes before she could graduate in fall 2015 with her associate's degree.

Currently, Chavez works as a recruiter for Goshen Medical and provides customer service and support to individuals seeking health insurance in the Healthcare Marketplace. Her position also requires Chavez to travel to neighboring counties and NCWorks Career Centers to recruit customers and give out information. Polite and welcoming to everyone, Chavez always maintains the utmost professionalism and has stayed on top of all of her programmatic requirements. Her focus and determination make her a stellar example of how individuals from all ages, backgrounds, and cultures can benefit from the services available through NCWorks Career Centers.

"Her focus and determination make her a stellar example of how individuals from all ages, backgrounds, and cultures can benefit from the services."

KRISTY BROWN

ADULTS SUCCESS STORIES: WESTERN PIEDMONT WORKFORCE DEVELOPMENT BOARD

Kristy Brown had wanted to be a nurse since she was a little girl. As a young adult, she couldn't obtain financial aid and had to pay for school out of pocket. As a result, she stopped going. After she got married and raised children, she thought about how she could fulfill her lifelong dream—and learned through a friend about the services available through WIA.

Kristy Brown checks patient information.

She met with a career coach at the local NCWorks Career Center. After she received career assessments, explored her options, and completed an evaluation, Brown realized that she was a match for the nursing profession. She enrolled in the WIA adult program and was relieved that she would get help through WIA. Brown worked on a budget with her career coach so she could provide for her family while she went to school. She also received the necessary funding to support her education and graduated from Catawba Valley Community College's nursing program.

"[She] worked to find resources and talked with me about my budget," Brown said of her career coach. "She helped me and set in motion a plan to begin completing this journey I so wanted all my life. … Thank you from the bottom of my heart."

"My career coach helped me and set in motion a plan to begin completing this journey."

North Carolina served 5,558 WIA youth participants during PY 2014. Youth participants must come from low-income households, in addition to having at least one of six barriers as identified by WIA. At a minimum, 30 percent of youth funds received by a workforce development board must be spent on out-of-school youth.

In addition to receiving valuable exposure to mentoring, leadership development, tutoring, and other comprehensive services, youth often have the opportunity to participate in paid and nonpaid work experiences, occupational skills training and other employment services. A young person's work experiences are directly linked to his or her academic and occupational interests. Youth services provide young people with opportunities to prepare for and advance their education and career.

Cost Per Participant (Youth)

Program	Total Participants	Total Cost	*Cost Per Participant*
Youth	5,558	$42,311,836.03	$7,612.78

JORDAN MADDOX

YOUTH SUCCESS STORIES: CAPITAL AREA WORKFORCE DEVELOPMENT BOARD

Jordan Maddox's mother has always told him, "It does not matter that you are in a wheel chair. You can accomplish anything you set your mind to." Those words have stuck with Maddox as he has successfully completed several academic and personal challenges in his life.

Jordan Maddox, Administrative Assistant, at Alliance of Disability Advocates participating in the Occupational Course of Study (OCS).

A senior at Southeast Raleigh Magnet High School, Maddox worked diligently to earn his high school diploma as a student in the Occupational Course of Study (OCS). He is also enrolled in the Youth program through the Capital Area Workforce Development Board. He has participated in resume and interview preparatory workshops. He meets with his career counselor consistently to help complete his goals. He has successfully completed his required 240 volunteer hours and classroom hours and is currently participating in a paid work experience at Alliance of Disability Advocates as an administrative assistant. As part of the program, Maddox must acquire the 360 paid employment hours needed to graduate high school through the OCS program.

In spite of his physical disability, he runs track and participates in shot put for the school team. He has also competed in several track meets and conference tournaments in basketball. In the near future, he plans to invest in a racing chair and throwing chair to remain competitive, a skill he learned from his older brothers while playing basketball.

Maddox's future plans include enrolling in higher education to become either a lawyer or a computer technician due to his love of helping people and enjoyment of technology. He encourages his fellow classmates to never give up on what they can do. "If you want to achieve something, keep going forward," he said.

"In spite of his physical disability, he runs track and participates in shot put for the school team."

JAQUANA BAILEY

YOUTH SUCCESS STORIES: CENTRALINA WORKFORCE DEVELOPMENT BOARD

When Jaquana Bailey enrolled in the Youth program through the Centralina Workforce Development Board in 2014, she was a single mother of a four-year-old son. Having had her first child at the age of 15, she depended on others for childcare, transportation, and housing assistance—all the while trying to find her way to self-sufficiency so she could provide for her son.

Bailey attended numerous workshops and activities offered at RDC on topics such as professional attire, phone manner, company dinner etiquette, communications skills, and job search and resume assistance. Bailey identified nursing as a potential career path, but she didn't know how to begin her journey. Having previously worked in a manufacturing environment and Walmart, she realized she would need additional training and new skills if she was going to enter that field. She sought the help of the WIA program, which paid for all her nursing certification courses at Stanly Community College.

Jaquana Bailey, Nurse Aide I, finding a patient's chart at Trinity Place, an assisted living center in Albemarle, NC.

In July 2014, Bailey completed Nurse Aide I and later passed the state exam in August 2014. By the end of 2014, she enrolled and passed her Medication Aide and Nurse Aide II courses. During her time in school, she also found employment as a Nurse Aide I employee at Trinity Place, an assisted living center in Albemarle NC. Although she had a heavy schedule, Bailey had a part-time job with a group home for the autistic, as a caregiver on the weekends. Bailey is still employed at Trinity Place and has since found her own transportation and apartment for herself and young son. She is planning to enter the two-year nursing program at Stanly Community College.

"Bailey attended numerous workshops and activities offered at RDC."

GALO SALADIN

YOUTH SUCCESS STORIES: CHARLOTTE WORKS WORKFORCE DEVELOPMENT BOARD

Galo Saladin had some personal challenges in high school, but the support of Charlotte Works and the Urban League have helped this former offender start his career.

Galo Saladin completes one of the many tasks on his maintenance list at a Charlotte apartment complex. He received job training and professional certifications through Charlotte Works' Youth Works program and now recommends it to neighborhood youth.

After he graduated high school and moved from Concord to Charlotte with his mother and stepfather, Saladin joined Charlotte Works' Youth Works program. He completed a work-readiness program and a forklift-driving course. Even though he had the certification, Saladin couldn't find a job that didn't require at least three years' experience. He spent a few months in New York—his native state—before he returned to Charlotte and applied for "mediocre" jobs at local restaurants.

Saladin stumbled upon the HVAC certification offered by the Urban League of Central Carolinas. He discovered that he was still eligible for funding through Youth Works, joined the four-month course, and graduated at the top of his class.

Saladin's stepfather, who worked for a temporary staffing agency, encouraged him to submit a resume to the agency. He did and was offered a maintenance position the same day he sent it in. He has since worked for four different apartment complexes—all of which were so happy with his performance that they offered him permanent positions. Saladin enjoys the experience he gets from working with different people in different situations. His long-term goal is to open an organic farm.

"I wouldn't be where I am today without Charlotte Works and the Urban League," he said. "Some of the kids in the apartment complex have asked about jobs, and I recommend them to these programs. They don't discriminate—you could have felonies, you could be a straight-A student. You're going to be accepted and not have to worry about being poor or having something going on at home."

"His long-term goal is to open an organic farm."

TARA DULA

YOUTH SUCCESS STORIES: DAVIDSONWORKS WORKFORCE DEVELOPMENT BOARD

Tara Dula enrolled into Get REAL in January 2015. She had moved from Lenior County, where she was a freshman for two years and had issues at home. She wouldn't listen to her parents and didn't regularly attend school. Her parents decided to change her environment and enrolled her into Baptist Children's Home.

Tara Dula at Goodwill assisting customers.

During this time, Dula enrolled in Get REAL but faced some growing pains during the first month, including a confrontation with a fellow student. After a conversation with one of the program's staff members, things began to improve. Dula expressed interest in a work experience, with the understanding that this opportunity would be available as long as she changed her attitude. She did, and people noticed.

Dula was voted Student of the Month, improved her TABE scores, and earned three high school credits in four months. She participated in several workshops at Get REAL and helped coordinate several school activites, including workshops on social media and abuse. She attended the 2015 N.C. Youth Summit, where she attended workshops on finance, leadership, employment, engagement, and knowledge, as well as toured the N.C. General Assembly in Raleigh.

Dula is currently working at Goodwill part time and displays an excellent work ethic and good attitude towards her job and co-workers. Her supervisors trust her, and she now helps train new employees. At the time of this writing, Dula is only nine credits short of getting her high school diploma. She is running for vice president of the Student Government Association at Get REAL and is in good standing with the Baptist Children's Home, where she is a postive influence on other students.

After she earns her diploma, Dula plans to attend a post-secondary school. She has toured Johnson and Wales, High Point University, and North Carolina A&T State University.

"Dula was voted Student of the Month, improved her TABE scores, and earned three high school credits in four months."

SHALONDA ROYSTER

YOUTH SUCCESS STORIES: DURHAM WORKFORCE DEVELOPMENT BOARD

Shalonda Royster was a young single mother when she enrolled in the DYES Program to earn her high school diploma and find a job. She dropped out of high school in the 12th grade, because she had given birth to her daughter and lacked child care and family support.

Shalonda Royster (front) getting directions from NCCU catering staff.

In her time away from school, she was involved with youth who were bad influences on her, and she was eventually arrested for shoplifting after a friend slipped unpurchased merchandise into her backpack. As a result of her record, she was rejected for possible jobs and couldn't find stable employment for four years. That's when she sought the help of the DYES Program. "I have to do what's best for my daughter," she said.

Royster enrolled at James Madison University's online high school diploma program. She made excellent progress and found a passion for cooking and a desire to someday open her own restaurant. Confident that she could pursue her serve-safe certification and diploma at the same time, Royster studied and successfully completed both programs after only being enrolled for three months.

As part of the City of Durham's work experience internship program, Royster made a lasting impression with the head chef at North Carolina Central University. She was offered placement and received exceptional reviews on her job performance. During this time, Royster received assistance from the Southern Coalition of Durham and was awarded a "Certificate of Relief" for her charges from the Durham County Courts. She was offered and accepted permanent employment after the completion of her work experience at NCCU.

Armed with the confidence that she can achieve her goals, Royster enrolled at Durham Technical Community College. "I still have a great love for food and I will open a restaurant one day," she said. "However, I have the courage and will power to pursue a career in Dental Hygiene which is another passion of mine."

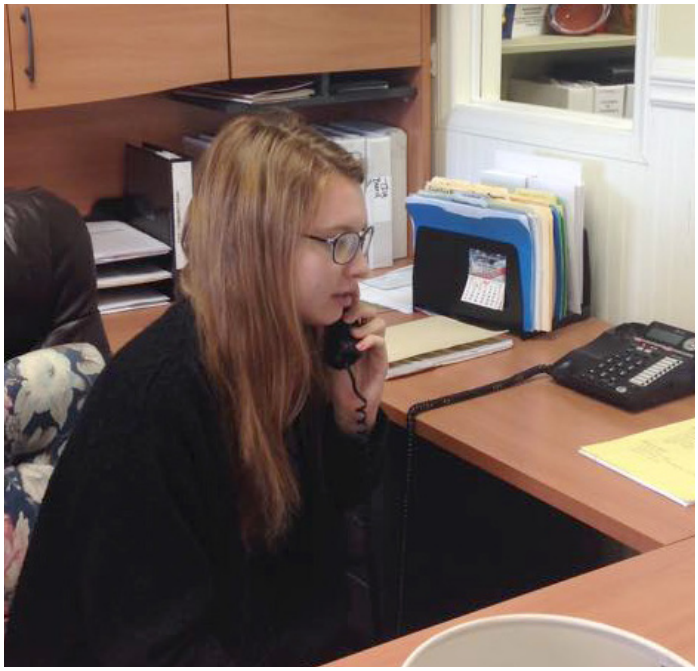
At the time of this writing, Royster had successfully completed her first semester and plans to transfer to North Carolina Central.

"Royster made a lasting impression."

KIMBERLY SHUPE

YOUTH SUCCESS STORIES: HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD

In October 2014, Kimberly Shupe enrolled in the Youth WIA program as a senior at Alleghany County High School. Shupe qualified for the program because she faced financial hardships and was a single parent, which made it difficult for her to achieve her educational and employment goals. She was unable to access local financial support and wasn't sure what career to pursue after she graduated.



Kim Shupe assists by answering questions and providing information about the area.

After visiting her NCWorks Career Center, Shupe was able to receive child-care and transportation assistance through the WIA. She graduated early from high school in December 2014. During her time in the Youth program, she kept her appointments and met multiple times per month to figure out next steps after graduation. She decided to pursue a college education and enrolled at Wilkes Community College. In January 2015, Shupe started classes so she could earn an associate's degree and someday transfer to a four-year university to study criminal justice.

During the spring semester, Shupe inquired about work opportunities and completed the requirements of preparing for employment, such as practice interviews, creating a resume, and reviewing work readiness skills. She interviewed for a position at the Alleghany Chamber of Commerce and was hired. Shupe continues to work for the chamber, where her supervisor has commended her for doing a great job.

"Shupe inquired about work opportunities and completed the requirements of preparing for employment."

SARAH ELLIS

YOUTH SUCCESS STORIES: HIGH COUNTRY WORKFORCE DEVELOPMENT BOARD

After she earned her GED in 2010, Sarah Ellis knew she needed more education to support her daughter, Jaden. A single mother, Ellis didn't have marketable skills and needed career-focused training. She was referred to the NCWorks Career Center in Mitchell County by her best friend and looked into the services available through the WIA.

Sarah Ellis participates in training for the Registered Nurse program at Mayland Community College.

That visit four years ago started Sarah's ascent up her career mountain, along the way transforming her into a confident, career-ready young professional.

When Sarah enrolled in WIA, she lacked solid work experience and needed a start in life. Career Coach Allen Cook, said, "Sarah was smart enough to know she needed help and made the tough first step of asking for it."

Her career coach advised her to take her climb "one step at a time." Ellis enrolled in the pre-nursing training program at Mayland Community College and earned her Nurse Aide 1 Certification in December 2011. With help from her career facilitator, Ellis continued to pursue an education and made the Dean's List.

During summer 2013, Ellis and her career coach talked about the need for professional work skills. Ellis chose to work as an office assistant at the career center as part of a work experience. "Working at the center helped me gain valuable customer service skills and was a positive first job experience," she said.

In fall 2013, Ellis was accepted into the Registered Nurse program at Mayland Community College. She said that her two years in the RN program was her toughest two years of training, but she was able to complete it with the help available through the WIA. In summer 2015, she passed her state boards and graduated with an associate's degree in Nursing. At the time of this writing, Ellis planned to start work and enroll in the Lees McRae College BSN program in fall 2015.

"She was smart enough to know that she needed help and made the tough first step of asking for it."

LANITA DANIELLE JOHNSON

YOUTH SUCCESS STORIES: KERR-TAR WORKFORCE DEVELOPMENT BOARD

LaNita Danielle Johnson came to the NCWorks Career Center, located at Piedmont Community College (PCC), feeling overwhelmed and frustrated. She had to withdraw from Alamance Community College because she needed to care for her mother and because her commute was creating a financial hardship on the family. She wasn't sure what her next steps would be when she first considered the Youth program.

Johnson's counselor encouraged her to register for classes closer to home. She also worked at the Caswell County Senior Center, and her position there helped her grow and mature. Her supervisor gave her an outstanding evaluation, which boosted her confidence in time to enter the fall semester at PCC. Johnson took advantage of her experiences and opportunities in the YES program. She completed an internship while working with youth whom she feels deserves the same opportunity that she was afforded. At N.C. A&T University, Johnson was encouraged to join the English Honor Society, the Transfer Students' Honor Society, and the Golden Key Honor Society, which is reserved for the top 15% of the class.

Johnson also had to overcome obstacles during this period. Her mother became totally disabled, and her father was diagnosed with cancer. Johnson continued to excel, and she was accepted in the Honor Society and Leadership Club. She continued to strive and progress to meet her goals as she worked toward an associate's degree.

While studying in the two-year program, Johnson positioned herself to transition smoothly as a full-time student at N.C. A&T State University. At the time of this writing, Johnson entered her final year at N.C. A&T and is expected to graduate in May 2016.

"She continued to strive and progress to meet her goals."

JOANN JOYCE

YOUTH SUCCESS STORIES: MOUNTAIN AREA WORKFORCE DEVELOPMENT BOARD

Joann Joyce was identified as being dyslexic at an early age. This diagnosis contributed to problems of insecurity and low self-esteem, which affected her overall performance in school. She was also basic-skills deficient in reading and math, and she was expecting her first child. In 2014, she transferred to the Alternative Learning Program at Madison High School and was referred to the WIA-funded Madison Team Work program.

Joann Joyce decorating a bird house with flowers.

Joyce received a network of support including, counseling, tutoring, career planning, and paid work experience. She committed to succeeding in her academic career, due to both her character and the support she had from family, friends, and Madison Team Work. She wanted a career that would support herself and her unborn child. The next school term, Joyce made straight A's for the first time in her life.

Madison Team Work supported Joyce in pursuing her interests in natural and life sciences by providing her with a work experience with Madison Florists. Her supervisors described Joyce as a quick learner with a positive attitude who demonstrated a commendable work ethic and a willingness to learn new tasks. Joyce gave birth to her son, and Madison Team Work encouraged her to enroll in positive parenting classes offered by the local health department. Joyce became a faithful member of Mommy's Mondays classes and learned important parenting skills. She remains an active member and spokesperson for the group.

Despite the challenges of being a single mother with a newborn, carrying a full course load in school, and working a part-time job, Joyce stayed organized, maintained her standards of academic performance, and enthusiastically pursued graduation. In June 2015, Joyce earned her diploma from Madison High School and continues to receive WIA-funded services. She planned to enrolled in college courses in fall 2015 to pursue a career in early childhood development, nutrition, and health.

"[WIA-funded] Madison Team Work supported Joyce."

KRISTINA SAWYER

YOUTH SUCCESS STORIES: NORTHEASTERN WORKFORCE DEVELOPMENT BOARD

Kristina Sawyer needed to improve her math and English skills when she applied to The College of the Albemarle. She had graduated high school and was interested in either business management or dental hygiene. To improve her skills, she enrolled in the college's basic skills classes and was introduced to the Youth program at Northeastern Workforce Development Board.

Kristina Sawyer works as a Culinary Chef at Chowan River Rehabilitation Center in Edenton, NC.

Sawyer enrolled in the program in June 2013 and immediately took advantage of the WIA-funded tutoring services at the Sylvan Learning Center. Through the Youth program, she also received transportation assistance and access to soft skills classes. Sawyer also attended the 2014 annual Youth Summit, where she said she learned a lot about teamwork and hard work.

Sawyer was determined to continue her education and pursue her career goals. She studied hard to improve her test scores and finally enrolled at the college. However, she had to start in developmental courses. She initially struggled in her classes, but she didn't give up. Eventually, Sawyer told her case manager that she had only selected her career paths because people had suggested them and her real interest was in cooking. Her case manager helped her dual-enroll in the culinary arts program at the college.

Sawyer earned a 3.22 GPA during her first semester, but she sustained an injury in the second semester that prevented her from fulfilling her mandatory hours of work-based learning at the Chowan River Rehabilitation Center. Her instructor was worried she wouldn't graduate in May 2015, but Sawyer remained confident. She worked hard in class and chose to work through Spring Break to make up the 80 hours of work-based learning she missed due to her injury. Sawyer's instructor enjoyed working with her and said she showed great perseverance.

Sawyer completed her hours and graduated from the culinary arts program with a 2.94 GPA. In addition, her work-based learning supervisor encouraged Sawyer to apply for a position at the center. Sawyer graduated in May 2015 and started working at the rehab center three days later. Sawyer is happy with what she has accomplished and is grateful to the Youth and Adult programs for helping her to pursue her goals.

"Sawyer was determined to continue her education and pursue her career goals."

JASON RANDOLPH

YOUTH SUCCESS STORIES: REGION C WORKFORCE DEVELOPMENT BOARD

Jason Randolph was enrolled in the Youth program at McDowell Technical Community College when he was 19 years old. He had been living with his parents and had a daughter. He completed pre-employment training and obtained a job with Columbia Forest Products.

Randolph began classes in the machining technology program at MTCC and pursued classes as he searched for a full-time job. He transferred to Western Piedmont Community College after his program was altered to reward participants with a diploma instead of a degree. Randolph also took Human Resource Development classes on pre-college training and resume and interviewing. He also earned a Silver-level Career Readiness Certificate.

Randolph didn't complain when he faced setbacks with the machining program at Western Piedmont, such as added classes and a longer completion time. His tuition, fees, and books were paid for through the Out-of-School Youth program, and he used money from Pell Grants to support his family.

By the end of 2014, Randolph had successfully completed his associates degree in machining technology with a 3.3 GPA. Now happily married, Randolph enjoys being a great dad to his two daughters and is still employed at Colombia Forest Products on a full-time basis.

"Randolph didn't complain when he faced setbacks."

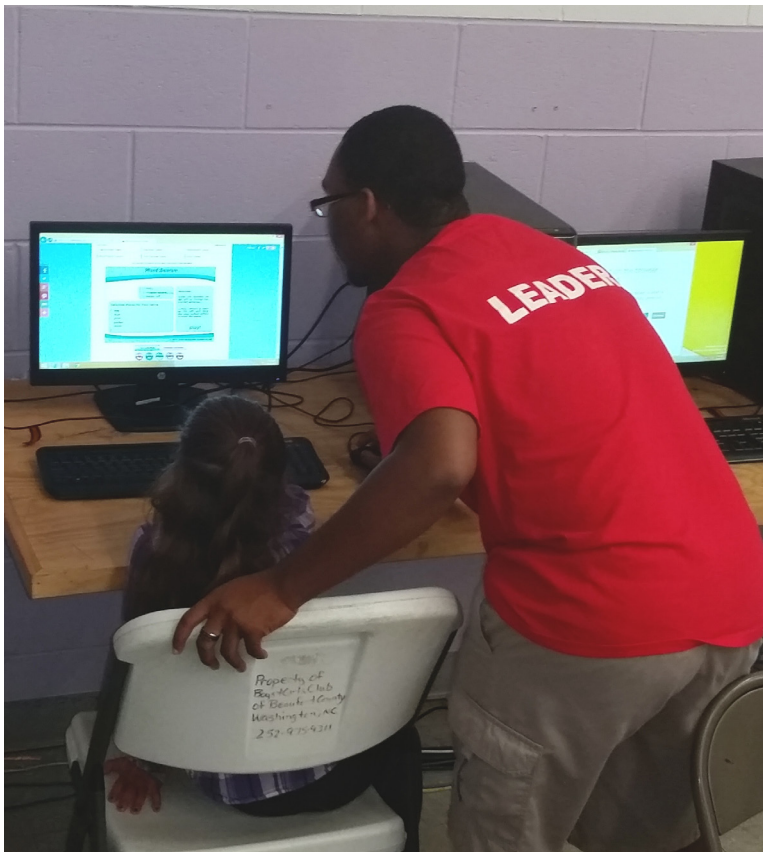
ZA'QUES MCCULLOUGH

YOUTH SUCCESS STORIES: REGION Q WORKFORCE DEVELOPMENT BOARD

Za'ques McCullough, a participant in the Region Q Youth@Work Program, has overcome numerous barriers and achieved many accomplishments. Being a foster child, McCullough came into the program as a shy individual who did not want to interact with other people. Through the program, he volunteered at community food banks, the homeless shelter, and the Boys & Girls Club.

In June 2015, McCullough received his high school diploma with a GPA of a 4.0. He also received the Youth of the Year Award from the Boys and Girls Club of America, completed the Govenor's Page Program, and was nominated for the Governor's NCWorks Award of Distinction.

McCullough is currently employed at the Boys & Girls Club of Beaufort County as an activity leader. He has been accepted to and plans to attend UNC-Greensboro in fall 2015.



Za'ques McCullough, an activity leader at the Boys & Girls Club of Beaufort County, assists a young child on the computer..

"McCullough was nominated for the Governor's NCWorks Award of Distinction."

SOPHIA MCLEAN

YOUTH SUCCESS STORIES: TRIANGLE SOUTH WORKFORCE DEVELOPMENT BOARD

Sophia McLean came to the Harnett County Department of Workforce Development as a 15-year-old girl who was failing most of her classes and being raised by her grandmother. She enrolled into the Youth program, and her case manager gave her the help and support she needed. With additional assistance from her teachers and through connecting with peer tutors, McLean was able to raise her grades to a B average by her junior year.

Sophia McLean is summer employed at the Kidds Place, in Dunn, NC.

In addition to making academic progress, McLean participated in leadership development activities and worked with adult mentors. As a result, her self-confidence increased exponentially, and she has developed stronger social skills and a positive attitude. By regularly attending workshops, McLean has become a leader among other program participants; she has even volunteered to lead a workshop herself. She became more dependable and has learned the importance of being accountable for her actions.

Last fall, McLean volunteered to serve as a chair person on the Youth Council at the Triangle South Workforce Development Board. In her position, McLean oversaw various youth activities and recruited youth participants to attend workshops and volunteers for community-service projects. McLean also attended the NC Youth Summit in Greensboro in spring 2015 to increase her professionalism and gain knowledge in the art of networking and engagement. Later, she shared her newly acquired skills with her peers in a workshop.

McLean is looking forward to graduating from Western Harnett High School in 2016. She plans to use her senior year to pursue academic excellence and sharpen her resume. After she graduates, she plans to enroll in the Nursing program at Central Carolina Community College; she is still deciding whether she will become a nurse in pediatrics or for general practice. Through the guidance of the Youth program, McLean discovered her love for people and her passion for working with the public.

"By regularly attending workshops, McLean has become a leader among other program participants."

In PY 2014, North Carolina served 16,901 dislocated workers in the WIA Dislocated Worker program. Eligible job seekers included individuals who were unemployed due to being terminated or laid off or who had received notice of termination or layoff. This group also included job seekers who were displaced homemakers and people who were no longer self-employed due to a natural disaster or economic conditions.

Workers in today's labor force are at an advantage when they are capable of doing multiple jobs. Using federal WIA Title I funds and other leveraged resources, the local workforce development areas support programs and activities that upgrade workers' skills and reconnect dislocated workers to the workforce. Job seekers learn how to transition to another career by studying the skills required in that industry. These activities ensure that communities have and maintain the technical expertise of workers to meet the job demands of new and existing businesses, thereby increasing employment, providing higher earnings, improving educational and occupation skills, and promoting a more competitive business market.

Table E: Dislocated Worker Performance

Program Year	Dislocated Worker Entered Employment Rate	Dislocated Worker Employment Retention Rate	Dislocated Worker Average Earnings in Six Months
PY 2007	76.6%	85.8%	$11,634
PY 2008	76.7%	86.7%	$12,450
PY 2009	65.3%	84.7%	$11,715
PY 2010	62.8%	83.7%	$10,774
PY 2011	67.1%	84.1%	$11,014
PY 2012	70.9%	85.8%	$11,731
PY 2013	80.4%	90.1%	$15,137
PY 2014	70.8%	90.7%	$14,716

Cost Per Participant (Dislocated Worker)

Program	Total Participants	Total Cost	Cost Per Participant
Dislocated Worker	16,901	$38,675,180.87	$2,287.80

KATHRYN WAITS

DISLOCATED WORKER SUCCESS STORIES: EASTERN CAROLINA WORKFORCE DEVELOPMENT BOARD

After 23 years of working in Accounts Payable, Kathryn Waits found herself displaced from her position in June 2013. She came to the NCWorks Career Center Lenoir County to gather additional information on retraining. Waits received assistance with career counseling through Lenoir Community College's WIA Dislocated Worker program. In August, Waits enrolled into classes at LCC to major in Medical Office Administration.

Kathryn Waits is assisting a LCC student with completing a transcript request form, while providing information about the process.

Six classes later, she completed her first semester with 15 credits earning a 4.0 Grade Point Average, all while working part-time at the LCC switchboard office as a work-study student. Waits registered for 18 credit hours the following semester, while taking care of her critically ill husband. He passed away in January during the first week of classes. Waits managed to continue making an A average in her classes. During the spring 2014 semester, she was inducted into the Omicron Rho Chapter of Phi Theta Kappa Honor Society. Waits also received recognition at LCC's Annual Awards Day for being named to the President's List and for being a Presidential Scholar. In May, she served as a marshal for LCC's 52nd annual graduation, an honor that acknowledges the top academic students at LCC. Waits completed her second semester with another 4.0 grade point average and enrolled in six credit hours during summer 2014 semester and completed with an A average in all her classes. In September, Waits received disturbing news; her son was tragically killed in an accident. She took a few days off to regroup. She returned back to school and completed the fall semester with another 4.0 grade point average and made the President's List. Waits graduated from Lenoir Community College in May 2015 with high honors. She received an AAS degree in medical office administration.

In June 2015, Waits was offered a full time position at Lenoir Community College as a staff assistant in the Registrar's Office. She is thoroughly enjoying her job and is thankful for the WIA program.

"Waits is thoroughly enjoying her job and is thankful for the WIA program."

ESTHER HOUSE

DISLOCATED WORKER SUCCESS STORIES: EASTERN CAROLINA WORKFORCE DEVELOPMENT BOARD

Esther House had been working at Cooper Bussman in Goldsboro since July 2006. In October 2012, due to her department's work line being transferred to Mexico, she was let go and needed training to be more competitive in the workforce.

Esther House, working in the children's vegetable garden at Joyful Play Daycare Center in Goldsboro, NC.

She was enrolled in the WIA program in November 2012 and began her training to earn her early childhood associates degree at Wayne Community College. She was concurrently enrolled in the TAA program, which was able to assist her with unemployment and some of her other training needs.

Being an older student, she was worried that she would not be able to keep up with the younger students, but she did quite well. In May 2015, she graduated with her associate's degree in early childhood education and was working part-time at the Wayne Community College Daycare Center as a teacher.

As of July 2015, she began working as a full-time childcare teacher at Joyful Play Daycare Center in Goldsboro, NC.

"She enrolled in the WIA program in November and began her training."

KENN PHILLIPS

DISLOCATED WORKER SUCCESS STORIES: MOUNTAIN AREA WORKFORCE DEVELOPMENT BOARD

Kenn Phillips spent 23 years in law enforcement as a criminal investigator and several years as the director of Law Enforcement Education and Professional Development in Hickory. He re-thought his career after he was laid off from Catawba Valley Community College and had an untimely family death. Due to his job loss, Phillips lost his home and moved closer to his family. He lived in a camper for a year.

Kenn Phillips looks into the top of a distiller and checks on the mixing process of the whiskey, at Asheville Distilling (Troy and Sons).

To refocus, Phillips enrolled in several brewing classes at Blue Ridge Community College. He found his studies to be a motivating factor in pursuing a new career path. A business services coordinator with the Mountain Area Workforce Development Board referred Phillips to Asheville Distilling (Troy and Sons) as a candidate for an open position. Phillips began On-the-Job Training as a warehouse worker/packer in May 2014.

His work ethic, positive attitude, energy, self-motivation, and ability to learn quickly moved him into a cross-functional position, which included overseeing the labeling and packaging of product and distilling. Phillips completed his training in October 2014, was promoted to supervisor of Logistics and Barrel Aging, and earned a significant wage increase.

Recently, Phillips was hired by Asheville-Buncombe Technical Community College as an adjunct instructor for the Beverage Logistics Academy. He enrolled in several certificate programs pertaining to brewing, fermenting, and distilling at Blue Ridge Community College. At work, his role has expanded, and he now serves as a regional brand marketing representative for Troy and Sons Whiskey. He was also asked to serve as an ambassador for regional breweries on behalf of the Red Cross.

Phillips has a promising future with Asheville Distilling, and his dedication to developing a new career path continues to open doors for a rewarding future.

"A business services coordinator with the Mountain Area Workforce Development Board referred Phillips as a candidate."

MARNA WILSON

DISLOCATED WORKER SUCCESS STORIES: NORTHEASTERN WORKFORCE DEVELOPMENT BOARD

Picking up and starting over can be difficult and daunting, but when you are motivated and determined like Marna Wilson, there is no hesitation to take it head on. Married with three children at home, Wilson was let go from her full-time job as parts advisor at an auto dealership. Also a former office manager with six years' experience, Wilson saw her 2011 layoff as an opportunity to go in a new direction.

Marna Wilson, works as a registered nurse, at Sentara Albemarle Medical Center in Elizabeth City, NC.

"After working in the automotive industry for years, I decided I needed to move on and do what I always wanted to do: nursing," she said.

Wilson had taken general classes while working at the dealership. After she met all the prerequisites and carried a 3.66 grade point average, Wilson participated in the competitive application process for the ADN program.

Wilson was accepted into the nursing program at the College of the Albemarle in 2012. She was apprehensive and anxious but remained confident that she could succeed in her new path. She prepared her family for what was ahead and started with the program, which included both good moments and bad. Wilson found it challenging to manage the classwork, clinicals, and projects at the same time. She also took on a leadership role within her cohort and worked hard to keep her classmates motivated.

In May 2014, Wilson graduated from the college with an associate degree in nursing and successfully completed her certification that summer. She immediately started filling in at a local rehabilitation facility. By October, she had accepted a full-time position at Sentara Albemarle, where she still enjoys her new career as a registered nurse.

"It has made a huge difference in my life," Wilson said of her new career. "I am happy with who I am and what I do. ... I am constantly learning and experiencing new things. I finally feel like I am where I should have been all along. I just wish I would have done it sooner."

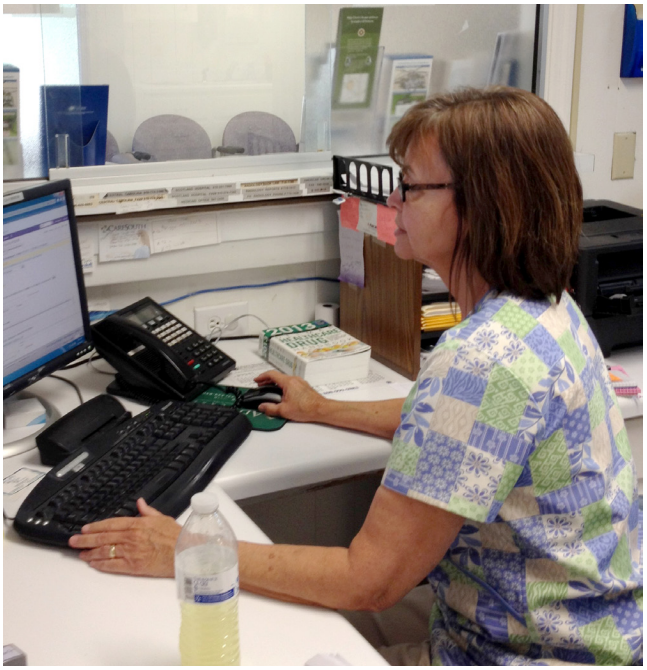
"Picking up and starting over can be difficult and daunting."

DONNA CHRISCOE

DISLOCATED WORKER SUCCESS STORIES: REGIONAL PARTNERSHIP WORKFORCE DEVELOPMENT BOARD

Donna Chriscoe had worked for a tire manufacturer in Asheboro for almost 29 years until it closed in 2012. She decided to pursue a new career in which she would be able to help people in a "hands on" way. Chriscoe inquired about the benefits of the WIA program through the NCWorks Career Center in Moore County and soon enrolled in the medical assisting program at Montgomery Community College.

The career center provided financial assistance to help Chriscoe cover the costs of her tuition, books, and supplies. She excelled in her training and successfully completed her internship at First Health of the Carolinas office in Vass in the spring of 2015. Chriscoe also passed her certification as required to become a certified medical assistant (CMA). She gained full time employment at North Moore Family Practice in Robbins in May 2015.



Donna Chriscoe, a Certified Medical Assistant (CMA) works at Moore Family Practice in Robbins, NC.

"Chriscoe inquired about the benefits of the WIA program."

LISA BUTLER

DISLOCATED WORKER SUCCESS STORIES: WESTERN PIEDMONT WORKFORCE DEVELOPMENT BOARD

Lisa Butler, a recently separated single mom with two children, went to her local NCWorks Career Center to learn about potential funding opportunities through the WIA so she could train in therapeutic recreation. Butler had been attending Western Piedmont Community College, which is one of the few community colleges that offers this program. She was also a dislocated worker at the time, having lost her job in September 2011.

Lisa Butler is the Recreation Director at the R. O. Huffman Recreation Center in Drexel, NC.

Butler attended a WIA information session and took the Computer Learning Works Assessment. Her Holland Self-Assessment revealed that she was on track for the characteristics possessed by recreational therapists. The career center started to assist Butler with her training in the 2012 fall semester. Butler proved to be both an excellent student and a WIA participant. She graduated in December 2014 with her associate degree in therapeutic recreation and had a 3.44 GPA.

In May 2013, Butler accepted a part-time position with the Town of Drexel as the Recreation Director at the R. O. Huffman Recreation Center. In April 2014, her hours increased and she earned a raise. In her position as the recreation director, Butler has implemented programs and activities to serve the senior citizen population, as well as individuals with physical and mental disabilities. Butler is also heavily involved with the community-based soccer, basketball, and softball recreational programs.

"Butler went to her local NCWorks Career Center to learn about funding opportunities."

North Carolina State Waiver Process

The Workforce Investment Act (WIA) provides waiver authority at Section 189(i)(4), Public Law 105-220.

These waivers provide increased flexibility to states and local areas in implementing reforms to the workforce development system in exchange for state and local accountability for results, including improved programmatic outcomes. North Carolina, for instance, has an approved waiver for implementing Performance Common Measures, which provide a simplified and streamlined performance measurement system that is more cost effective and understandable to the Workforce Development Boards. The Performance Common Measures for each local area are found in the Tables Section of this report.

Using the required elements that must be included in a waiver request, North Carolina requested and received the following WIA Waivers.

North Carolina State Waiver Process

North Carolina continues to benefit from the U.S. Department of Labor's (DOL) waiver process, which allows for flexibility to enhance Local Workforce Development Area services that best meet the needs of North Carolina. The following waivers were approved for PY 2013.

A waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common performance measures.

This waiver allows the State to renew its performance focus and will facilitate system integration across partner programs. The common measures provide a simplified and streamlined performance measurement system that is more cost effective and understandable to the Workforce Development Boards (WDBs). This waiver will enhance case management, customer service, and operational effectiveness, and it is seen as a continuous improvement measure that has the following far-reaching benefits and outcomes:

- Facilitates the goal of a fully-integrated workforce system.
- Provides clear information to stakeholders concerning the use of public funds and return on investment.
- Improves case management integration, service coordination, and information sharing.
- Assists in the realignment of Youth program designs to better implement DOL's Youth vision and targeting of out-of-school youth.
- Uses a single set of measures for Youth, eliminating the need to separately track younger and older participants.
- Reduces labor intensive data collection.

A waiver of the requirement to provide incentive grants for exemplary performance by local areas on the local performance measures.

The State was granted a waiver to waive the provisions of WIA (Section 134(a)(2)(B)(iii)) and accompanying Regulations 665.200(e)(3). Due to the congressional reduction of WIA funds to five percent, the State no longer has sufficient funds to award performance incentives. Even when it is combined with previous carry-forward funds, the annual 5-percent allotment of $3,984,562 cannot cover annual WIA operating costs of more than $3,800,000, as well as the integrated and financial system costs. It is also not feasible for the State to perform its required and necessary activities of oversight and monitoring of $80 million in annual WIA allocations, along with the annual $1 million for incentives to recognize the WDBs for their respective performances.

While not possible at this time, North Carolina hopes to reinstate performance incentives in future years if funds are available.

A waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The waiver allows the State to provide an opportunity to re-enroll and be considered enrolled as initial eligible providers. This waiver also allows the State to continue with the initial WIA training providers and to offer continuity in WIA operations. North Carolina's goal is to continue the effective and successful use of the processes for eligible training providers that have increased customer choice and the number of eligible training providers, while still ensuring accountability for quality providers.

The expected outcomes include the following:

- More efficient use of information by customers and staff by reducing unneeded data.
- Increased accountability for delivery of needed services at the State, local, and service provider levels. Greater accountability will reduce large amounts of time and resources that would be expended on implementing the eligibility process in place after initial eligibility process.
- Continued benefits to all WDBs and their customers.
- Effective use of resources, resulting in more customers served.

A waiver of WIA Section 133(b)(4) to increase the allowable transfer between Adult and Dislocated Worker funding streams allocated to a Local Area.

This waiver allows the increased transfer authority of up to 50 percent between local Dislocated Worker and Adult programs, providing the State with flexibility while ensuring consistency with the congressional intent regarding the level of funding appropriated for Adult and Dislocated Worker programs.

This waiver provided areas with increased numbers of Dislocated Workers the flexibility to transfer Adult funds to Dislocated Worker funds in order to meet the increased demand for eligible participants. Similarly, transferring from Dislocated Worker funds to Adult funds allowed areas with low-to-moderate dislocations the ability to serve their adult population more efficiently.

A waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for State Incumbent Worker training.

This waiver permitted the State to use rapid response funds for conducting allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. Under this waiver, the State is permitted to use up to 20 percent of Rapid Response

funds for incumbent worker training as a part of a lay-off aversion strategy. All training delivered under this waiver is restricted to skill attainment activities.

When workers lack needed training and businesses experience skill gaps, the company's ability to compete, expand, and retain workers can be compromised. Funded by the WIA, the NCWorks Incumbent Worker Training Grant (IWTG) program helps established businesses provide training and education for their workers, which may result in improved employee productivity, reduced employee turnover, and increased business competitiveness. The specific objectives of the IWTG include upgrading employee skills, increasing employee wages, providing training in portable (transferable) skills, and promoting business retention and competitiveness efforts. North Carolina has extensive guidelines and policies to address the selection criteria. Some of the guideline criteria are as follows:

- Maximum funding allowed per grant and maximum lifetime limit per company.
- Local program focus/priorities narrative (e.g., certain industry sectors, size of business).
- Program outcome measures.
- Application process.
- Applicant criteria (qualifications, eligibility, and any restrictions for the business and employees).
- Project requirements (e.g., description of training to be provided, duration of training, eligibility for individuals—age, citizenship, Selective Service registration).
- Reimbursable and non-reimbursable costs.
- Evaluation procedures.
- Layoff aversion.

The waiver benefits all WDBs and their customers—the businesses and job seekers of North Carolina—and its positive impacts include program choices based on local needs, more efficient use of resources, and flexibility for the WDBs to more funds where they are most needed.

A waiver of WIA Section 101(31)(B) to increase the employer reimbursement for On-the-Job Training (OJT).

This waiver provides a sliding scale of reimbursement to the employer based on employer size. Under the waiver, the following sliding scale will be implemented:

- Up to 90 percent reimbursement for employers with 50 or fewer employees;
- Up to 75 percent reimbursement for employers with 51-250 employees; and
- 50 percent for employers with more than 250 employees.

North Carolina State Waiver Process

This waiver request has been developed in accordance with the WIA guidelines in Section 189(i)(4)(B) and the WIA Federal regulations at 20 CFR 661.420. The waiver is for use with Adult and Dislocated Worker formula funds, as well as the State's Activities funds.

As it continues to be negatively impacted by the lagging economy, the State's unemployment rate remains above the national rate. This creates an urgent need to increase the ability to implement additional programs and services that best serve unemployed workers. The waiver allows North Carolina's workforce system to continue to more effectively market OJT to support job creation while providing training and transitional employment opportunities for the unemployed.

The sliding scale increases business usage of the local workforce system by providing added incentives for employers, especially small businesses, to hire and train new workers. The sliding scale will also provide an additional marketing tool by providing attractive cost-effective financial incentives to offset training costs, especially helpful to the small and mid-size employers. Companies will be able to hire employees sooner than planned, helping stimulate their local economies. The sliding scale is also needed to provide an added incentive to employers to hire long-term unemployed citizens who have exhausted their unemployment insurance benefits.

The waiver will target small and mid-size businesses with North Carolina's fastest-growing jobs. Skills training will be based upon specific high-growth jobs in each local area. North Carolina's high-growth industries will be targeted, including ambulatory health care services, educational services, professional and technical services, nursing and residential care facilities. Certification will depend upon the targeted area for OJT. Career Readiness Certification will be encouraged for all OJT participants.

Small and mid-size employers in high-growth industries will be selected if they both successfully complete the employer agreement and meet the criteria as outlined on the OJT Pre-Award Analysis, including general business practices in terms of working conditions (safety, health), the availability of health benefits, sustainable wage structure, turnover rates, adequate staff and equipment to carry out the training, and the employer's compliance with federal, State, and local laws.

The waiver also augments the State's ability to more effectively direct resources to individuals and businesses where need is greatest. The waiver has also increased training options for participants and will help eligible Adults and Dislocated Workers who are seeking employment and new and improved skill levels. Local Workforce Development Areas are able to offer more OJT opportunities to eligible Adults and Dislocated Workers.

A waiver to enable Local Workforce Development Boards to expand statewide training activities by allowing up to 10 percent of local Adult and up to 10 percent of local Dislocated Worker formula funds, as described by WIA Section 133(b)(2), to be expended on Incumbent Workforce Development activities in accordance with statewide activities described by WIA Section 134(a)(3) as part of a lay-off aversion plan.

The option of using Local Workforce Development Area funds for Incumbent Workforce Development Training will advance North Carolina's ability to assist citizens and businesses in partnership with Local Areas and strengthen both them and the State's workforce system.

The training provides services for current workers in established North Carolina businesses. Participating businesses must have met all their tax obligations. The WDBs should design local Incumbent Workforce Training policies that are designed to enhance the skills and earnings of employees and position employers to realize increased competitiveness and profitability, thereby averting a potential lay-off. Before they can implement a local program, WDBs must develop a local policy and submit it the Business Services section of the N.C. Division of Workforce Solutions for review and approval.

The State's most recent Incumbent Workforce Development Policy is available as a template/guideline for the WDBs to use as a reference. Each local policy must address at least the following elements:

- Provide amount designated as available with Local Area funds must be identified (not to exceed 10 percent of local Adult and Dislocated Worker allocated formula program funds each).
- Maximum funding allowed per grant and maximum lifetime per company.
- Local program focus/priorities narrative (e.g., certain industry sectors, size of business).
- Program outcome measures.
- Application process.
- Applicant criteria (qualifications, eligibility, and any restrictions for the business and employees).
- Project requirements (e.g., description of training to be provided, duration of training, eligibility for individuals—age, citizenship, Selective Service registration).
- Reimbursable and non-reimbursable costs.
- Evaluation procedures.

The waiver's additional goals include providing more funding flexibility to meet the workforce needs and challenges that the State faces; target industries selected by the WDBs; serve as a bridge between the workforce development and economic development communities, and avert layoffs.

The WDBs will target industries, and the businesses will determine the necessary skills, training and certifications needed to avert layoffs. North Carolina believes its partners and WDBs are ready to embrace Incumbent Worker Training as an activity integrated into the State's industry sector/layoff aversion strategies. The State expects training funds to benefit key industries and local economies by helping them upgrade the skills of their workers. The State expects the increased business partnerships within each region and sector to produce savings in training expenses. WDBs will be required partners at the regional level. If granted, this waiver will allow Local Areas to utilize this training funding for a variety of industries and sectors that will be determined by labor market information, as well as employer identification of needed skills. In recent years, sectors have included manufacturing, health care, and information technology. Having more flexibility within WIA regulations through this waiver is critical to this effort.

Layoff aversion is a key component of the program. Layoff aversion is when a worker's job is saved with an existing employer that is at risk of downsizing or closing, or when a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences little or no unemployment. A business must justify how the requested training will avert eminent layoffs. Businesses will be able to retain employees through the program, and workers will receive additional training that will help them retain employment and not rely on unemployment compensation. The State will benefit from the increased productivity and upward mobility of workers. The State knows from experience that there is a great demand to train incumbent workers. This waiver will provide additional resources for a key State initiative to boost creativity and innovation in training incumbent workers and to supply the skills that challenge North Carolina employers.

The State has used this waiver to create a bridge between economic development and workforce development. The waiver will benefit all WDBs and their customers—the businesses and job seekers of North Carolina—and will positively impact the State through program choices based on local needs; increased efficient use of resources resulting in more customers served; and flexibility for the WDBs to move funds where they are most needed and can provide the greatest benefit.

Performance Measures

RESULTS TABLES

- Adult, Youth, and Dislocated Worker Program Outcomes
- Participation Levels
- Program Activities Cost
- Local Participation (All Counties)

Table B: Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0%	61.4%	31,850
			51,885
Employment Retention Rate	87.5%	84.2%	10,003
			11,877
Average Earnings	$11,750	$12,077	$120,542,825
			$9,981

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	63.0%	1,926	57.9%	1,895	36.6%	389	50.9%	4,474
		3,057		3,273		1,062		8,783
Employment Retention Rate	86.3%	1,039	81.7%	555	79.6%	125	84.0%	1,216
		1,204		679		157		1,448
Six Months Average Earnings Rate	$10,556	$10,851,690	$13,979	$7,758,505	$8,944	$1,118,051	$12,722	$15,444,055
		1,028		555		125		1,214

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	61.6%	15,448	60.3%	14,867	72.1%	1,526
		25,099		24,651		2,117
Employment Retention Rate	82.9%	6,179	84.4%	2,121	89.2%	1,681
		7,450		2,514		1,884
Six Months Average Earnings Rate	$11,043	$68,233,188	$14,721	$31,193,912	$12,607	$20,940,956
		6,179		2,119		1,661

Table E: Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.7%	70.8%	4,208
			5,948
Employment Retention Rate	91.0%	90.7%	2,172
			2,395
Average Earnings	$15,500	$14,716	$31,683,202
			2,153

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	67.4 %	297	62.1 %	36	59.8 %	660	73.1 %	19
		441		58		1,103		26
Employment Retention Rate	91.9 %	169	78.6 %	22	86.6 %	266	88.2 %	15
		184		28		307		17
Average Earnings	$16,012	$2,673,981	$13,487	$296,704	$14,393	$3,799,671	$12,303	$184,551
		167		22		264		15

Table G: Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	73.8%	532	64.5%	2,010	79.1%	1,660
		721		3,115		2,100
Employment Retention Rate	86.1%	124	91.2%	382	91.0%	1,645
		144		419		1,807
Average Earnings Rate	$13,564	$1,681,942	$14,687	$5,595,668	$14,806	$24,088,889
		124		381		1,627

Table H.1: Youth (14 – 21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	64.1%	56.7%	1,498
			2,644
Attainment of Degree or Certificate	65.0%	50.1%	1,120
			2,235
Literacy and Numeracy Gains	46.0%	24.4%	307
			1,256

Table H.1.A Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out of School Youth	
Placement in Employment or Education Rate	55.7%	767	100.0%	1	56.5%	118	57.5%	871
		1,377		1		209		1,514
Attainment of Degree or Certificate Rate	48.6%	569	50.0 %	1	58.3%	116	45.3%	470
		1,172		2		199		1,037
Literacy and Numeracy Gains	23.6%	143	0.0 %	0	25.6%	21	24.4%	307
		607		1		82		1,256

Table L: Other Reported Information

Reported Information	12-Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86.8%	3,835	$4,871	$21,396,744	0.2%	61	$4,715	$150,092,717	18.3%	279
		4,420		4,393		31,850		31,832		1,526
Dislocated Workers	91.0%	2,220	$213	$33,922,787	1.1%	45	$6,204	$26,007,174	14.6%	242
		2,441		15,896,101		4,208		4,192		1,660
Older Youth	82.6%	471	$4,674	$2,607,961	5.6%	36	$2,657	$1,673,677		
		570		558		645		630		

Table M: Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	128,569	105,344
Total Adults (self-service only)	–	–
WIA Adults	113,346	95,005
WIA Dislocated Workers	16,901	10,945
Total Youth (14 – 21)	5,558	2,536
Younger Youth (14-18)	3,303	1,469
Older Youth (19-21)	2,255	1,067
Out-of-School Youth	3,268	1,534
In-School Youth	2,290	1,002

The following graph shows the cost of the program activities for PY 2014. The mix of services within North Carolina is proportional with the total spending in the Youth, Adult, and Dislocated Worker activities.

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		$44,645,156
Local Dislocated Workers		$38,675,181
Local Youth		$42,311,836
Rapid Response (up to 25%) Sec.134 (a)(2)(A)		$18,632,948
Statewide Required Activities (up to 15%) Sec.134(a)(2)(B)		$63,861
	Program Activity Description	
Statewide Allowable Activities Sec.134(a)(3)	Capacity Building and Technical Assistance	-
	Incumbent Worker	-
	Pilot/Demonstration	-
	Option Initiatives	-
	Other	-
Total of All Federal Spending Listed Above		$ 144,328,982

Table P - Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	8,195	
Covered Entrants Who Received a Service During the Entry Period	8,179	99.8%
Covered Entrants Who Received a Service During the Entry Period	8,179	99.8 %

Performance Measure Outcomes

Local Performance Table

Cape Fear Workforce Development Board

Cape Fear Workforce Development Board
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cape fear
Workforce Development Consortium
Success Through Partnership

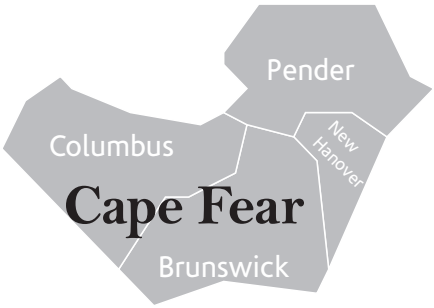

Table O: Local Performance, Cape Fear Workforce Development Board
Pender, New Hanover, Columbus, and Brunswick Counties

Local Area Name	Total Participants Served	Adults	5,382	
Cape Fear Workforce Development Board (33)		Dislocated Workers	1,208	
		Older Youth (19 - 21)	133	
		Younger Youth (14 - 18)	139	
ETA Assigned# 37215	Total Exiters	Adults	4,310	
		Dislocated Workers	979	
		Older Youth (19 - 21)	98	
		Younger Youth (14 - 18)	107	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	61%	
	Dislocated Workers	82.8%	62%	
Retention Rates	Adults	87.5%	82%	
	Dislocated Workers	91.2%	90%	
Average Earnings (Adults/DWs)	Adults	$11,750.00	$15,535	
	Dislocated Workers	$13,500.00	$14,373	
Placement in Employment or Education	Youth (14 - 21)	64.1%	43%	
Attainment of Degree or Certificate	Youth (14 - 21)	60.1%	9%	
Literacy or Numeracy Gains	Youth (14 - 21)	36.0%	1%	
Overall Status of Local Performance		Not Met	Met	Exceeded

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

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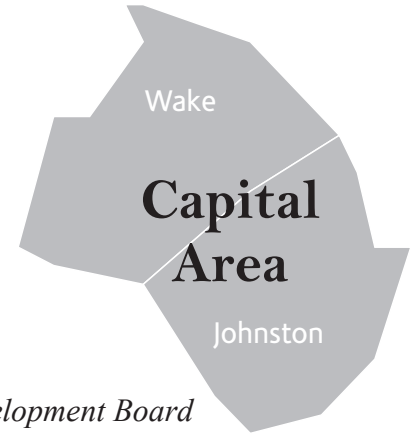

Table O: Local Performance, Capital Area Workforce Development Board
Wake and Johnson Counties

Local Area Name		Adults	5,958	
Capital Area Workforce Development Board (34)	Total Participants Served	Dislocated Workers	3,839	
		Older Youth (19 - 21)	412	
		Younger Youth (14 - 18)	292	
ETA Assigned# 37215	Total Exiters	Adults	5,550	
		Dislocated Workers	2,229	
		Older Youth (19 - 21)	171	
		Younger Youth (14 - 18)	102	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	79.0%	61%	
	Dislocated Workers	88.3%	69%	
Retention Rates	Adults	87.5%	85%	
	Dislocated Workers	91.0%	91%	
Six-Months Average Earnings (Adults/DWs)	Adults	$13,338.20	$15,526	
	Dislocated Workers	$20,243.10	$16,583	
Placement in Employment or Education	Youth (14 - 21)	70.0%	71%	
Attainment of Degree or Certificate	Youth (14 - 21)	65.8%	47%	
Literacy or Numeracy Gains	Youth (14 - 21)	50.0%	22%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Centralina Workforce Development Board
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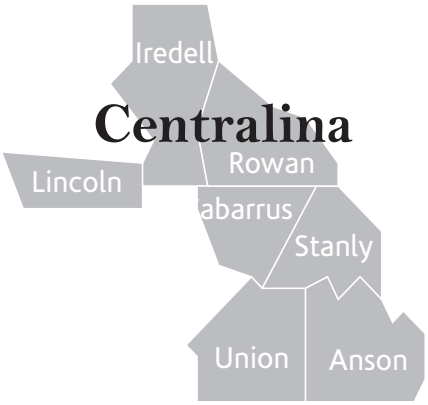

Table O: Local Performance, Centralina Workforce Development Board Union, Stanly, Lincoln, Iredell, Cabarrus, Anson, and Rowan Counties

Local Area Name	Total Participants Served	Adults	11,364	
Centralina Workforce Development Board (36)		Dislocated Workers	861	
		Older Youth (19 - 21)	120	
		Younger Youth (14 - 18)	111	
ETA Assigned# 37215	Total Exiters	Adults	9,421	
		Dislocated Workers	569	
		Older Youth (19 - 21)	79	
		Younger Youth (14 - 18)	58	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	67.4%	63%	
	Dislocated Workers	80.7%	68%	
Retention Rates	Adults	82.5%	82%	
	Dislocated Workers	91.0%	93%	
Average Earnings (Adults/DWs)	Adults	$11,750.00	$12,180	
	Dislocated Workers	$15,500.00	$14,895	
Placement in Employment or Education	Youth (14 - 21)	61.6%	64%	
Attainment of Degree or Certificate	Youth (14 - 21)	60.0%	33%	
Literacy or Numeracy Gains	Youth (14 - 21)	61.0%	15%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Charlotte Works Workforce Development Board
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CHARLOTTE WORKS

Charlotte Works

Mecklenburg

Table O: Local Performance, Charlotte Works Workforce Development Board
Mecklenburg County

Local Area Name				
Charlotte-Mecklenburg Workforce Development Board (37)	Total Participants Served	Adults	6,306	
		Dislocated Workers	621	
		Older Youth (19 - 21)	236	
		Younger Youth (14 - 18)	216	
ETA Assigned# 37215	Total Exiters	Adults	3,560	
		Dislocated Workers	344	
		Older Youth (19 - 21)	134	
		Younger Youth (14 - 18)	105	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	74.0%	67%	
	Dislocated Workers	80.7%	84%	
Retention Rates	Adults	90.0%	85%	
	Dislocated Workers	91.0%	90%	
Average Earnings (Adults/DWs)	Adults	$14,500.00	$13,268	
	Dislocated Workers	$19,962.30	$18,674	
Placement in Employment or Education	Youth (14 - 21)	60.0%	55%	
Attainment of Degree or Certificate	Youth (14 - 21)	65.0%	66%	
Literacy or Numeracy Gains	Youth (14 - 21)	72.0%	42%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Cumberland County Workforce Development Board
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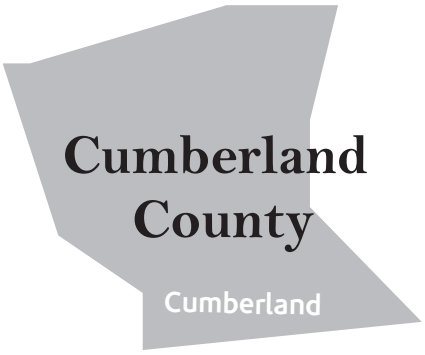

Table O: Local Performance, Cumberland County Workforce Development Board
Cumberland County

Local Area Name		Adults	5,319	
Cumberland County Workforce Development Board (62)	Total Participants Served	Dislocated Workers	106	
		Older Youth (19 - 21)	95	
		Younger Youth (14 - 18)	207	
ETA Assigned# 37015	Total Exiters	Adults	3,333	
		Dislocated Workers	93	
		Older Youth (19 - 21)	61	
		Younger Youth (14 - 18)	80	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	60.0%	60%	
	Dislocated Workers	77.4%	75%	
Retention Rates	Adults	87.5%	83%	
	Dislocated Workers	91.0%	85%	
Average Earnings (Adults/DWs)	Adults	$11,750.00	$10,100	
	Dislocated Workers	$13,406.40	$12,345	
Placement in Employment or Education	Youth (14 - 21)	56.6%	44%	
Attainment of Degree or Certificate	Youth (14 - 21)	58.0%	51%	
Literacy or Numeracy Gains	Youth (14 - 21)	43.0%	13%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

DavidsonWorks Workforce Development Board
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DavidsonWorks

Cutting Edge, Globally Competitive Workforce Development Solutions For Individuals and Businesses

DavidsonWorks

Davidson

Table O: Local Performance, DavidsonWorks Workforce Development Board Davidson County

Local Area Name				
DavidsonWorks Workforce Development Board (39)	Total Participants Served	Adults	2,699	
		Dislocated Workers	104	
		Older Youth (19 - 21)	16	
		Younger Youth (14 - 18)	62	
ETA Assigned# 37020	Total Exiters	Adults	2,100	
		Dislocated Workers	74	
		Older Youth (19 - 21)	9	
		Younger Youth (14 - 18)	32	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	80.3%	58%	
	Dislocated Workers	90.4%	68%	
Retention Rates	Adults	90.0%	90%	
	Dislocated Workers	93.0%	88%	
Average Earnings (Adults/DWs)	Adults	$13,139.50	$14,498	
	Dislocated Workers	$15,500.00	$15,856	
Placement in Employment or Education	Youth (14 - 21)	56.0%	53%	
Attainment of Degree or Certificate	Youth (14 - 21)	58.0%	56%	
Literacy or Numeracy Gains	Youth (14 - 21)	63.0%	40%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Durham Workforce Development Board
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Table O: Local Performance, Durham Workforce Development Board
Durham County

Local Area Name				
Durham Workforce Development Board (35)	Total Participants Served	Adults	2,706	
		Dislocated Workers	380	
		Older Youth (19 - 21)	70	
		Younger Youth (14 - 18)	48	
ETA Assigned# 37140	Total Exiters	Adults	1,235	
		Dislocated Workers	101	
		Older Youth (19 - 21)	19	
		Younger Youth (14 - 18)	15	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	78.0%	63%	
	Dislocated Workers	82.1%	78%	
Retention Rates	Adults	87.5%	87%	
	Dislocated Workers	91.0%	95%	
Average Earnings (Adults/DWs)	Adults	$13,600.00	$12,049	
	Dislocated Workers	$16,500.00	$16,170	
Placement in Employment or Education	Youth (14 - 21)	70.0%	43%	
Attainment of Degree or Certificate	Youth (14 - 21)	65.0%	47%	
Literacy or Numeracy Gains	Youth (14 - 21)	50.0%	51%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Eastern Carolina Workforce Development Board
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Table O: Local Performance, Eastern Carolina Workforce Development Board Pamlico, Lenoir, Jones, Greene, Duplin, Craven, Carteret, Onslow, and Wayne Counties

Local Area Name		Adults	6,745	
Eastern Carolina Workforce Development Board (40)	Total Participants Served	Dislocated Workers	733	
		Older Youth (19 - 21)	97	
		Younger Youth (14 - 18)	300	
ETA Assigned# 37125	Total Exiters	Adults	6,877	
		Dislocated Workers	539	
		Older Youth (19 - 21)	52	
		Younger Youth (14 - 18)	149	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	59%	
	Dislocated Workers	78.8%	65%	
Retention Rates	Adults	91.1%	81%	
	Dislocated Workers	93.1%	95%	
Average Earnings (Adults/DWs)	Adults	$11,750.00	$10,633	
	Dislocated Workers	$13,904.90	$13,434	
Placement in Employment or Education	Youth (14 - 21)	64.1%	51%	
Attainment of Degree or Certificate	Youth (14 - 21)	70.7%	39%	
Literacy or Numeracy Gains	Youth (14 - 21)	46.0%	31%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Gaston County Workforce Development Board
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Gaston County

Gaston

Table O: Local Performance, Gaston County Workforce Development Board
Gaston County

Local Area Name	Total Participants Served	Adults	2,538	
Gaston County Workforce Development Board (41)		Dislocated Workers	331	
		Older Youth (19 - 21)	35	
		Younger Youth (14 - 18)	66	
ETA Assigned# 37035	Total Exiters	Adults	2,243	
		Dislocated Workers	121	
		Older Youth (19 - 21)	14	
		Younger Youth (14 - 18)	21	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	80.0%	61%	
	Dislocated Workers	80.7%	85%	
Retention Rates	Adults	90.7%	87%	
	Dislocated Workers	95.4%	90%	
Average Earnings (Adults/DWs)	Adults	$11,750.00	$12,618	
	Dislocated Workers	$17,500.00	$12,800	
Placement in Employment or Education	Youth (14 - 21)	57.0%	67%	
Attainment of Degree or Certificate	Youth (14 - 21)	62.4%	56%	
Literacy or Numeracy Gains	Youth (14 - 21)	36.9%	13%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Greensboro/High Point/Guilford County
Workforce Development Board
Lillian Plummer, Director

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WORKFORCE DEVELOPMENT BOARD

Greensboro/ High Point/ Guilford

Guilford

Table O: Local Performance, Greensboro/High Point/Guilford County Workforce Development Board Guilford County

Local Area Name	Total Participants Served	Adults	4,486	
Greensboro/High Point/ Guilford County Workforce Development Board (42)		Dislocated Workers	5,088	
		Older Youth (19 - 21)	142	
		Younger Youth (14 - 18)	118	
ETA Assigned# 37040	Total Exiters	Adults	3,227	
		Dislocated Workers	3,557	
		Older Youth (19 - 21)	42	
		Younger Youth (14 - 18)	65	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	75.0%	59%	
	Dislocated Workers	83.0%	70%	
Retention Rates	Adults	87.5%	86%	
	Dislocated Workers	92.0%	94%	
Average Earnings (Adults/DWs)	Adults	$13,444.70	$14,545	
	Dislocated Workers	$16,900.00	$13,934	
Placement in Employment or Education	Youth (14 - 21)	71.7%	54%	
Attainment of Degree or Certificate	Youth (14 - 21)	72.0%	66%	
Literacy or Numeracy Gains	Youth (14 - 21)	40.0%	0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

High Country Workforce Development Board
Adrian Tait, Director

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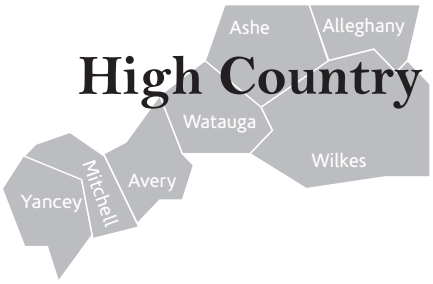

Table O: Local Performance, High Counrty Workforce Development Board
Yancey, Mitchel, Avery, Ashe, Alleghany, Watauga, and Wilkes Counties

Local Area Name				
High County Workforce Development Board (49)	Total Participants Served	Adults	2,634	
		Dislocated Workers	166	
		Older Youth (19 - 21)	74	
		Younger Youth (14 - 18)	82	
ETA Assigned# 37080	Total Exiters	Adults	2,247	
		Dislocated Workers	104	
		Older Youth (19 - 21)	35	
		Younger Youth (14 - 18)	55	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	61%	
	Dislocated Workers	82.0%	79%	
Retention Rates	Adults	90.0%	86%	
	Dislocated Workers	94.3%	90%	
Average Earnings (Adults/DWs)	Adults	$13,000.00	$11,255	
	Dislocated Workers	$14,000.00	$14,051	
Placement in Employment or Education	Youth (14 - 21)	72.0%	55%	
Attainment of Degree or Certificate	Youth (14 - 21)	65.0%	57%	
Literacy or Numeracy Gains	Youth (14 - 21)	67.0%	10%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Kerr-Tar Workforce Development Board
Vincent Gilreath, Director

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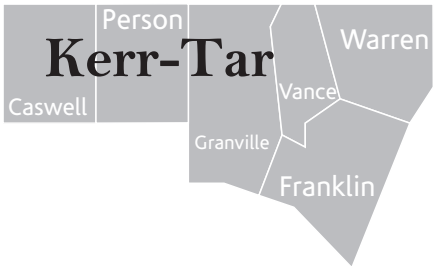

Table O: Local Performance, Kerr-Tar Workforce Development Board
Caswell, Vance, Warren, Person, Granville, and Franklin Counties

Local Area Name			
Kerr-Tar Workforce Development Board (43)	Total Participants Served	Adults	1,999
		Dislocated Workers	490
		Older Youth (19 - 21)	73
		Younger Youth (14 - 18)	96
ETA Assigned# 37195	Total Exiters	Adults	1,757
		Dislocated Workers	329
		Older Youth (19 - 21)	35
		Younger Youth (14 - 18)	31
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	77.0%	60%
	Dislocated Workers	85.0%	66%
Retention Rates	Adults	87.5%	81%
	Dislocated Workers	91.0%	89%
Average Earnings (Adults/DWs)	Adults	$12,200.50	$11,934
	Dislocated Workers	$14,808.10	$13,181
Placement in Employment or Education	Youth (14 - 21)	70.0%	57%
Attainment of Degree or Certificate	Youth (14 - 21)	60.0%	30%
Literacy or Numeracy Gains	Youth (14 - 21)	62.0%	0%

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Lumber River Workforce Development Board
Blondell McIntyre, Director

30 CJ Walker Road, COMtech Park
Pembroke, NC 28372

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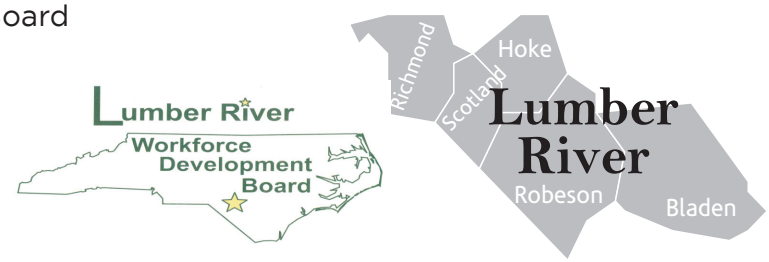

Table O: Local Performance, Lumber River Workforce Development Board Scotland, Hoke, Bladen, Robeson, and Richmond Counties

Local Area Name				
Lumber River Workforce Development Board (44)	Total Participants Served	Adults	3,728	
		Dislocated Workers	334	
		Older Youth (19 - 21)	73	
		Younger Youth (14 - 18)	96	
ETA Assigned# 37250	Total Exiters	Adults	4,727	
		Dislocated Workers	200	
		Older Youth (19 - 21)	35	
		Younger Youth (14 - 18)	31	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	68.0%	59%	
	Dislocated Workers	73.0%	72%	
Retention Rates	Adults	87.5%	83%	
	Dislocated Workers	91.0%	84%	
Average Earnings (Adults/DWs)	Adults	$12,787.00	$10,490	
	Dislocated Workers	$13,552.50	$12,060	
Placement in Employment or Education	Youth (14 - 21)	68.0%	64%	
Attainment of Degree or Certificate	Youth (14 - 21)	70.6%	56%	
Literacy or Numeracy Gains	Youth (14 - 21)	58.0%	15%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Mountain Area Workforce Development Board
Phil Monk, Director

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Table O: Local Performance, Mountain Area Workforce Development Board Transylvania, Madison, Henderson, and Buncome Counties

Local Area Name				
Mountain Area Workforce Development Board (61)	Total Participants Served	Adults	4,380	
		Dislocated Workers	139	
		Older Youth (19 - 21)	26	
		Younger Youth (14 - 18)	234	
ETA Assigned# 37190	Total Exiters	Adults	4,529	
		Dislocated Workers	114	
		Older Youth (19 - 21)	14	
		Younger Youth (14 - 18)	124	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	85.0%	61%	
	Dislocated Workers	87.4%	75%	
Retention Rates	Adults	90.5%	87%	
	Dislocated Workers	92.2%	93%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,000.00	$11,894	
	Dislocated Workers	$14,500.00	$13,536	
Placement in Employment or Education	Youth (14 - 21)	72.6%	74%	
Attainment of Degree or Certificate	Youth (14 - 21)	75.9%	79%	
Literacy or Numeracy Gains	Youth (14 - 21)	39.9%	0%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Northeastern Workforce Development Board
David Whitmer, Director

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Hertford, NC 27944

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NWDB
Sound Workforce Solutions

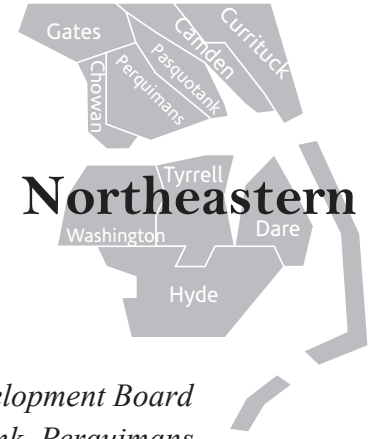

Table O: Local Performance, Northeastern Workforce Development Board Camden, Chowan, Currituck, Dare, Hyde, Gates, Pasquotank, Perquimans, Tyrrell, and Washington Counties

Local Area Name				
Northeastern Workforce Development Board (59)	Total Participants Served	Adults	3,372	
		Dislocated Workers	204	
		Older Youth (19 - 21)	27	
		Younger Youth (14 - 18)	64	
ETA Assigned# 37130	Total Exiters	Adults	3,093	
		Dislocated Workers	202	
		Older Youth (19 - 21)	12	
		Younger Youth (14 - 18)	29	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	64%	
	Dislocated Workers	77.1%	74%	
Retention Rates	Adults	87.5%	88%	
	Dislocated Workers	88.0%	93%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,000.00	$12,420	
	Dislocated Workers	$15,500.00	$13,585	
Placement in Employment or Education	Youth (14 - 21)	66.3%	52%	
Attainment of Degree or Certificate	Youth (14 - 21)	71.0%	71%	
Literacy or Numeracy Gains	Youth (14 - 21)	31.0%	17%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Northwest Piedmont Workforce Development Board
Althea Hairston, Director

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ahairston@nwpcog.org
http://www.ptrc.org/index.aspx?page=48

Northwest Piedmont Workforce Development Board

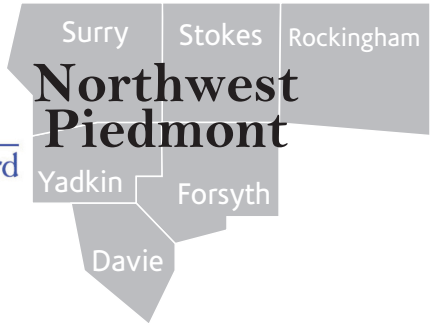

Table O: Local Performance, Northwest Piedmont Workforce Rockingham, Yadkin, Surry, Stokes, Forsyth, and Davie Counties

Local Area Name				
Northwest Piedmont Workforce Development Board (47)	Total Participants Served	Adults	6,782	
		Dislocated Workers	411	
		Older Youth (19 - 21)	96	
		Younger Youth (14 - 18)	210	
ETA Assigned# 37235	Total Exiters	Adults	6,197	
		Dislocated Workers	211	
		Older Youth (19 - 21)	27	
		Younger Youth (14 - 18)	60	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	62%	
	Dislocated Workers	80.7%	67%	
Retention Rates	Adults	87.5%	84%	
	Dislocated Workers	91.0%	92%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,750.00	$10,638	
	Dislocated Workers	$15,591.40	$12,483	
Placement in Employment or Education	Youth (14 - 21)	73.0%	59%	
Attainment of Degree or Certificate	Youth (14 - 21)	65.0%	53%	
Literacy or Numeracy Gains	Youth (14 - 21)	40.0%	20%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Region C Workforce Development Board
Diane Hodge, Interim Director

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dhodge@regionc.org

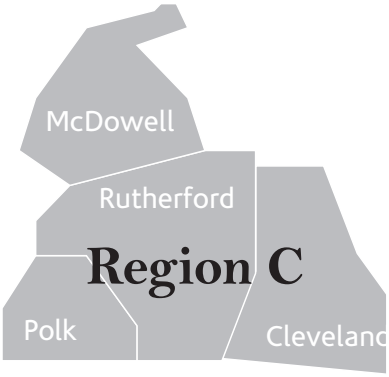

Table O: Local Performance, Region C Workforce Development Board Rutherford, McDowell, Cleveland, and Polk Counties

Local Area Name	Total Participants Served	Adults	6,570	
Region C Workforce Development Board (48)		Dislocated Workers	395	
		Older Youth (19 - 21)	29	
		Younger Youth (14 - 18)	78	
ETA Assigned# 37075	Total Exiters	Adults	5,262	
		Dislocated Workers	280	
		Older Youth (19 - 21)	16	
		Younger Youth (14 - 18)	33	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	74.7%	60%	
	Dislocated Workers	80.7%	86%	
Retention Rates	Adults	80.2%	82%	
	Dislocated Workers	91.0%	87%	
Six-Months Average Earnings (Adults/DWs)	Adults	$12,500.00	$11,807	
	Dislocated Workers	$14,889.10	$13,715	
Placement in Employment or Education	Youth (14 - 21)	80.0%	70%	
Attainment of Degree or Certificate	Youth (14 - 21)	73.0%	66%	
Literacy or Numeracy Gains	Youth (14 - 21)	32.0%	67%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Region Q Workforce Development Board
Walter Dorsey, Director

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Washington, NC 27889

wdorsey@mideastcom.org
http://www.regionqwdb.org

Region Q
Workforce Development Board

Table O: Local Performance, Region Q Workforce Development Board
Pitt, Martin, Bertie, Beaufort, and Hertford Counties

Local Area Name				
Region Q Workforce Development Board (52)	Total Participants Served	Adults	4,428	
		Dislocated Workers	214	
		Older Youth (19 - 21)	117	
		Younger Youth (14 - 18)	119	
ETA Assigned# 37160	Total Exiters	Adults	3,531	
		Dislocated Workers	138	
		Older Youth (19 - 21)	36	
		Younger Youth (14 - 18)	48	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	82.5%	63%	
	Dislocated Workers	90.0%	65%	
Retention Rates	Adults	92.5%	83%	
	Dislocated Workers	93.0%	94%	
Six-Months Average Earnings (Adults/DWs)	Adults	$12,800.00	$11,839	
	Dislocated Workers	$15,500.00	$16,087	
Placement in Employment or Education	Youth (14 - 21)	74.2%	69%	
Attainment of Degree or Certificate	Youth (14 - 21)	55.0%	77%	
Literacy or Numeracy Gains	Youth (14 - 21)	37.0%	32%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Regional Partnership Workforce Development Board
Kathy Slovak, Director

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Asheboro, NC 27204

KSlovak@regionalcs.org
http://www.regionalpartnershipwdb.org/

Table O: Local Performance, Regional Partnership Workforce Development Board Alamance, Montgomery, Moore, Orange, and Randolph Counties

Local Area Name				
Regional Partnership Workforce Development Board (54)	Total Participants Served	Adults	5,114	
		Dislocated Workers	384	
		Older Youth (19 - 21)	124	
		Younger Youth (14 - 18)	59	
ETA Assigned# 37240	Total Exiters	Adults	4,919	
		Dislocated Workers	215	
		Older Youth (19 - 21)	34	
		Younger Youth (14 - 18)	15	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	63%	
	Dislocated Workers	83.0%	77%	
Retntion Rates	Adults	87.5%	85%	
	Dislocated Workers	91.0%	92%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,758.10	$9,801	
	Dislocated Workers	$15,832.70	$16,074	
Placement in Employment or Education	Youth (14 - 21)	72.0%	76%	
Attainment of Degree or Certificate	Youth (14 - 21)	60.0%	51%	
Literacy or Numeracy Gains	Youth (14 - 21)	77.0%	33%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Southwestern Workforce Development Board
Todd Douglas, Director

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Southwestern Commission

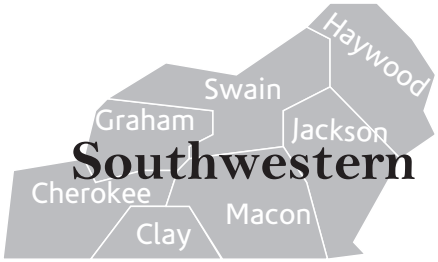

Table O: Local Performance, Southwestern Workforce Development Board Swain, Jackson, Clay, Cherokee, Graham, Haywood, and Macon Counties

Local Area Name	Total Participants Served	Adults	2,410	
Southwestern Workforce Development Board (55)		Dislocated Workers	134	
		Older Youth (19 - 21)	20	
		Younger Youth (14 - 18)	55	
ETA Assigned# 37065	Total Exiters	Adults	2,274	
		Dislocated Workers	94	
		Older Youth (19 - 21)	17	
		Younger Youth (14 - 18)	46	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	75.0%	60%	
	Dislocated Workers	83.4%	77%	
Retention Rates	Adults	84.8%	86%	
	Dislocated Workers	92.6%	87%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,750.00	$12,975	
	Dislocated Workers	$13,500.00	$14,702	
Placement in Employment or Education	Youth (14 - 21)	67.5%	67%	
Attainment of Degree or Certificate	Youth (14 - 21)	83.7%	73%	
Literacy or Numeracy Gains	Youth (14 - 21)	57.0%	45%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Triangle South Workforce Development Board
Rosalind McNeill Cross, Direc

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rcross@cccc.edu

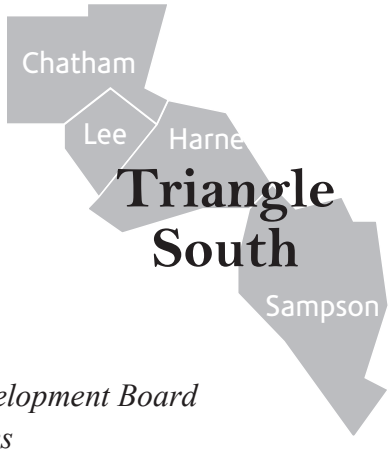

Table O: Local Performance, Triangle South Workforce Development Board Sampson, Lee, Chatham, and Harnett Counties

Local Area Name		Adults	3,991	
Triangle South Workforce Development Board (60)	Total Participants Served	Dislocated Workers	312	
		Older Youth (19 - 21)	66	
		Younger Youth (14 - 18)	114	
ETA Assigned# 37220	Total Exiters	Adults	3,114	
		Dislocated Workers	134	
		Older Youth (19 - 21)	44	
		Younger Youth (14 - 18)	44	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	67.0%	62%	
	Dislocated Workers	76.6%	73%	
Retention Rates	Adults	87.5%	84%	
	Dislocated Workers	93.0%	93%	
Six-Months Average Earnings (Adults/DWs)	Adults	$11,750.00	$10,628	
	Dislocated Workers	$14,000.00	$12,419	
Placement in Employment or Education	Youth (14 - 21)	61.8%	71%	
Attainment of Degree or Certificate	Youth (14 - 21)	58.1%	33%	
Literacy or Numeracy Gains	Youth (14 - 21)	75.0%	35%	
Overall Status of Local Performance		Not Met	Met	Exceeded
			X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Turning Point Workforce Development Board
Michael Williams, Director

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mwilliams@turningpointwdb.org
http://www.turningpointwdb.org/

Table O: Local Performance, Turning Point Workforce Development Board Wilson, Nash, Edgecombe, Halifax, and Northampton Counties

Local Area Name			
Turning Point Workforce Development Board (51)	Total Participants Served	Adults	9,314
		Dislocated Workers	290
		Older Youth (19 - 21)	116
		Younger Youth (14 - 18)	269
ETA Assigned# 37105	Total Exiters	Adults	6,451
		Dislocated Workers	233
		Older Youth (19 - 21)	49
		Younger Youth (14 - 18)	102
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	78.9%	63%
	Dislocated Workers	84.0%	62%
Retention Rates	Adults	82.4%	83%
	Dislocated Workers	93.9%	92%
Six-Months Average Earnings (Adults/DWs)	Adults	$10,875.00	$9,879
	Dislocated Workers	$15,747.10	$14,367
Placement in Employment or Education	Youth (14 - 21)	70.0%	53%
Attainment of Degree or Certificate	Youth (14 - 21)	70.0%	47%
Literacy or Numeracy Gains	Youth (14 - 21)	38.0%	17%
Overall Status of Local Performance		Not Met	Met / Exceeded
		X	

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

Western Piedmont Workforce Development Board
Wendy Johnson, Director

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WESTERN PIEDMONT workforce development board

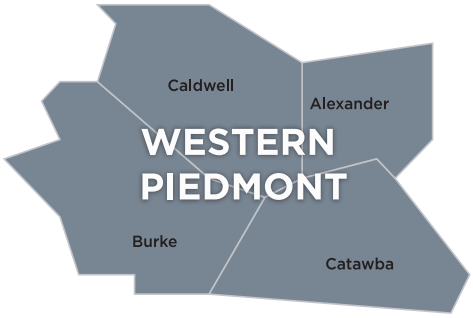

Table O: Local Performance, Western Piedmont Workforce Development Board Catawba, Burke, Alexander, and Caldwell Counties

Local Area Name	Total Participants Served	Adults	5,121	
Western Piedmont Workforce Development Board (56)		Dislocated Workers	97	
		Older Youth (19 - 21)	29	
		Younger Youth (14 - 18)	106	
ETA Assigned# 37210	Total Exiters	Adults	5,048	
		Dislocated Workers	70	
		Older Youth (19 - 21)	18	
		Younger Youth (14 - 18)	38	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	89.0%	62%	
	Dislocated Workers	88.2%	82%	
Retention Rates	Adults	93.9%	86%	
	Dislocated Workers	95.9%	89%	
Six-Months Average Earnings (Adults/DWs)	Adults	$15,011.40	$11,676	
	Dislocated Workers	$14,281.50	$12,722	
Placement in Employment or Education	Youth (14 - 21)	64.1%	49%	
Attainment of Degree or Certificate	Youth (14 - 21)	81.9%	33%	
Literacy or Numeracy Gains	Youth (14 - 21)	72.0%	42%	
Overall Status of Local Performance		Not Met	Met	Exceeded
		X		

For PY 2014, if the local area attained a performance variance (actual divided by negotiated) of at least 80% on nine goals, it is considered to have met performance goals.

N.C. Department of Commerce
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