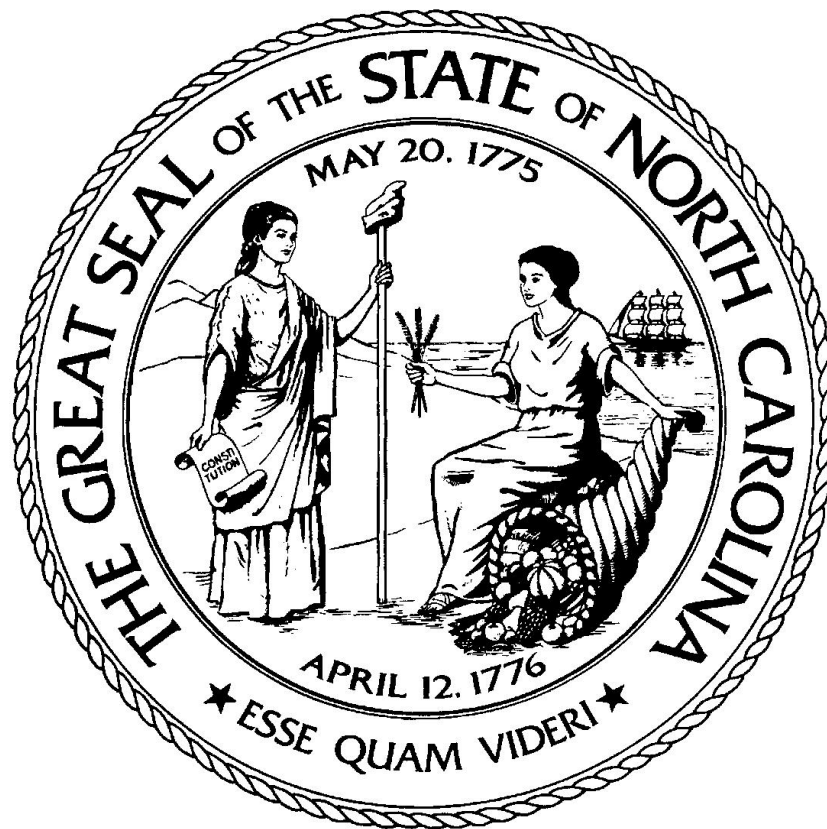


NC Department of Commerce

Strategic Plan

2021 – 2023



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1. Strategic Plan Executive Summary

Agency Overview

The NC Department of Commerce's mission is to improve the economic well-being and quality of life for all North Carolinians, a mission key to achieving Governor Cooper's wish for all North Carolinians to have the opportunity to be healthier, better educated, and with more money in their pockets so that they can live more happy, abundant, and prosperous lives. To do that, the North Carolina Department of Commerce works closely with local, regional, national, and international organizations to propel economic, community and workforce development for the state. The Department is comprised of six divisions: Employment Security, Labor and Economic Analysis, Finance, Rural Economic Development, Science, Technology and Innovation, and Workforce Solutions.

Strategic Planning Process

Under the new leadership of Secretary Machel Baker Sanders, Commerce refined its mission, vision, values, and priorities to have a bold vision for economic recovery in the wake of the COVID-19 pandemic that reflects the critical need to prioritize equity and data in all decision making.

Commerce is focused on helping the state's diverse and talented workforce get back to work as quickly as possible, on helping businesses find skilled employees, and ensuring rural business and communities thrive.

The Commerce Executive Leadership Team convened to collectively review the proposed mission, vision, values, and priorities and to provide feedback to ensure all divisions were represented by and committed to this new framework.

The new Commerce priorities include:

- creating jobs and cultivating entrepreneurship, emerging markets, and our state's innovation economy;
- building a world-class workforce, ready for the jobs of today and tomorrow;
- helping to establish a more resilient, post-pandemic economy by lifting up our rural communities and focusing on equitable, inclusive practices in all we do;
- advocating, enabling and advancing public policies that support a business-friendly environment, thriving economy, and the well-being of residents and communities;
- and transforming our business culture, both internally and externally, with transparent, inclusive and equitable practices, and with operational excellence and superior customer service.

Integrated into the strategic plan are human resources objectives that align with the Department's fifth priority - cultural transformation. To achieve cultural transformation, the human resource division committed to providing high-quality services and supports to Commerce employees through the newly created agency-wide Employee Engagement Council, the delivery of diversity, equity and

inclusion training, improved processing systems, and enhanced procedures to recruit more highly qualified job applicants.

In April 2021, the Commerce Executive Leadership Team met for the team's first *Quarterly Strategic Planning Meeting*. The team worked with two professional facilitators, experts in change management and empowering organizations to transform from *good to great*. The Executive Leadership Team left the meeting with deliverables related to the Department's goals, objectives, and milestones at the divisional level. Assistant secretaries and division heads incorporated metrics into each milestone that provide a glimpse into the past and established two-year goals. The five-year snapshot, included with each objective, depicts projected and actual numbers for each performance measure.

Dashboard and Plan Reviews

The Commerce Executive Leadership Team will meet quarterly to monitor progress towards year-end goals. The on-going monitoring of goals and objective status will be done via a Commerce Strategic Plan Dashboard. Divisions will have the option to add new goals as programs and initiatives are established to better serve the residents of the state.

2. Mission, Vision, and Values

Agency Mission Statement

To improve the economic well-being and quality of life for all North Carolinians.

Agency Vision Statement

We will foster a vibrant, resilient, and inclusive economy that makes NC a preferred place for business innovation, economic prosperity, and the envy of the world.

Agency Values

Accountability, Collaboration, Courage, Diversity, Excellence, Inclusion, Innovation, Integrity, Respect, Trust

3. Strategic Priorities

Strategic Priorities

1. Job Creation- attract, retain, and expand with an increased focus on entrepreneurship, emerging markets, and our state’s innovation economy
2. Workforce Development- understand immediate and future workforce needs to build world class talent for the jobs of today and tomorrow
3. Post-pandemic Recovery- establish a more resilient economy by focusing on rural NC and equitable, inclusive practice in all we do
4. Public Policy- advocate, enable, and advance policies that support a business-friendly environment, thriving economy, and well-being of residents and communities
5. Cultural Transformation- institute transparent, inclusive, and equitable practices, with operational excellence, superior customer service, and a strong consideration for data and evidence, both internally and externally

4. Highlights and Opportunities

2020 Agency Highlights and Best Practices

The NC Department of Commerce delivered results and superior customer service to the residents of the state throughout the previous biennium and for the duration of the COVID-19 State of Emergency.

Economic Development Highlights

Despite the pandemic, 2020 was a banner year for North Carolina economic development, with 147 projects announced, compared to 154 in 2019; 20,026 jobs announced, compared to 21,675 in 2019; and a record \$6.3 billion in announced capital investment, a 43.2% increase over 2019. Project announcements included Centene Corp., whose new campus in Charlotte will employ 3,237, making it the largest single jobs announcement in the state’s history at the time it was announced.

Overall, the Rural Economic Development Division programs generated grant awards totaling more than \$110 million that supported over 200 projects throughout the state, including funding critical infrastructure and economic development projects in rural communities.

The Job Development Incentive Grant (JDIG) program, critical to the state’s thriving economy, was set to expire at the end of 2020. Working with relevant NC General Assembly staff, legislative leadership, and committee chairs, the Department secured the longest-ever extension for JDIG- nine years through 2030.

Commerce will continue to leverage North Carolina's targeted, performance-based incentives programs to help companies and communities grow in our state.

Pandemic Relief & Response

Commerce played a critical role in delivering covid-19 relief to individuals, businesses, and communities, while also collaborating with partner organizations to ensure disaster relief communications were streamlined and widely disseminated.

The Division of Employment Security faced an overwhelming and unprecedented demand for services during the COVID-19 pandemic. Between March 15 and the end of 2020, 1.3 million North Carolinians filed nearly 3 million claims for unemployment assistance, and DES issued more than \$9 billion in state and federal benefits.

The Division of Workforce Solutions successfully transitioned in-person workforce development services to a virtual environment, including offering one-on-one reemployment services to out-of-work North Carolinians in virtual formats for the first time ever, launching an Amazon cloud-based phone call management system to route jobseeker and business calls, and adding a "Live Chat" function to NCWorks.gov to immediately connect customers with NCWorks Career Center staff.

The Commerce Finance Center administered two CARES Act-funded grant programs for North Carolina businesses and non-profit organizations: the Job Retention Grant (JRG) program and the Mortgage, Utility and Rent Relief (MURR) program. In 2020, the Center processed 3,909 total applications for these funds and paid out nearly \$80 million to 1,791 approved grantees.

Since the fight against COVID-19 began in North Carolina, Commerce enhanced existing partnerships with governmental and private partners to deliver efficient services. Commerce was the lead agency for the Business and Workforce Recovery Support Function (RSF) as outlined in the state's Disaster Recovery Framework. As part of this role, the Department coordinated a series of check-ins with partners including the Golden LEAF, the NC Rural Center, the Small Business Technology Development Center, the Community College Small Business Center Network, the U.S. Small Business Administration, the Economic Development Partnership of North Carolina (EDPNC), Business Link North Carolina (BLNC), Existing Industry and International Trade teams, and the NC Department of Administration's Historically Underutilized Business Office.

Additionally, Commerce's LEAD division provided weekly and monthly briefings on North Carolina's economic conditions to the Office of the Governor. Due to COVID-19, LEAD developed and launched six new data tools and dashboards to measure a range of data points from economic comparisons with southeastern states to weekly unemployment insurance claims.

Commerce will continue to collaborate with partner organizations to improve the economic well being and quality of life for all North Carolinians.

Significant Accomplishments

In collaboration with the Office of the Governor and the Department of Environmental Quality, the Office of Science, Technology & Innovation selected an international consulting firm, BVG Associates, to conduct an offshore wind (OSW) industry supply chain and infrastructure assessment for North Carolina. The team, which also includes representatives from Lloyds Register Energy Americas,

Timmons Group, and North Carolina State University, conducted its assessment during fall 2020. The report, *Building North Carolina's Offshore Wind and Supply Chain*, and its finds have since been released on the Commerce website and is being used to shape the offshore wind dialogue at the state and federal level.

Significant accomplishments were made to help connect job seekers to job opportunities, including the successful launch of NCcareers.org, an integrated career information system that offers North Carolinians ways to explore careers and job opportunities. Additionally, three career pathways were certified from the Eastern Carolina Workforce Development Board: a construction and skilled trades pathway, an aviation and aerospace pathway, and an agriscience/biotechnology career pathway.

Potential Initiatives

The NC Department of Commerce strives to improve the economic well-being and quality of life for all North Carolinians by furthering the Governor's priorities:

1. *Positioning North Carolina to create new jobs and recover from pandemic economic losses;*
2. *Making North Carolina a Top Ten educated state;*
3. *Promoting healthier and safer communities; and*
4. *Ensuring an effective, accountable, well-run state government*

To better position North Carolina to create new jobs and recover from the pandemic economic losses, Commerce seeks additional resources to support innovation assistance for industry diversification, small businesses, clean energy and environmental equity, and increased appropriations for incentive programs.

The COVID-19 pandemic only exacerbated economic and regional inequities in North Carolina. Commerce has identified a need to intentionally target rural and economically distressed communities in the state to aid them in growing globally competitive industries. To do so, Commerce intends to create the Innovation Assistance for Industry Diversification and Extension program (Innovation AIDE). If authorized and funded, the Innovation AIDE program will provide competitive and comparative economic analyses, leadership and management training, strategic planning, supply chain optimization, and work force development in the state's most underserved counties.

Additionally, Commerce seeks additional resources to promote safer and healthier communities to live and work, to aid in the state's transition to a clean energy economy, and to attract a globally competitive and diverse workforce.

Collaborative Opportunities

The Department will continue to collaborate with statewide partners to build a more resilient, inclusive economy.

In developing the state's comprehensive economic development plan, the Department worked with a team from the UNC School of Government and Department of City and Regional Planning. The team convened nearly 300 stakeholders from across the state to gather input, a process complemented by extensive economic and demographic data analysis. While the work resulted in a roadmap for the state, the pandemic regrettably delayed final approval of the plan.

Policy recommendations from the Andrea Harris Social, Economic, Environmental, and Health Equity Task Force are included in the plan and updated to emphasize systemic inequities which were exacerbated by the COVID-19 pandemic. The plan is set for completion and release in early 2021 and has been reviewed by the North Carolina Pandemic Recovery Office and additional private stakeholders.

Additionally, the NC Works Commission coordinated the development of the 2020 WIOA State Unified Plan among state partners, including the NC Community College System, NC DHHS, NCDPI, and local workforce agencies. The four-year plan is a collaborative effort that extends into the next biennium.

NCCareers.org was successfully launched last year. Commerce partnered with the State Education Assistance Authority (SEAA), the Department of Health and Human Services (DHHS), and the NC Business Committee for Education (NCBCE) in the development and launch of the NC Careers Portal.

Finally, Commerce values its partnership with the North Carolina business community in attracting and retaining private sector jobs in communities across the state.

5. Goals, Objectives, and Performance Measures

*Please Note: FY20-21 Year to Date statistics reflect data available as of February 26, 2021. Date determined to ensure consistency and a timely submission of the FY21-23 plan.

Goal 1 – To support the growth of North Carolina’s economy.				
Objective 1.1 – Recruit new companies to the state through targeted incentives				
Milestone 1.1.1 – Number of businesses recruited to the state through JDIG and One NC				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new location include the Job Development Investment Grant and One NC. The number of businesses recruited are the number of businesses that have entered into grant agreements with the Department in each fiscal year. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
32	26	9	30	30
Milestone 1.1.2 – Number of job commitments by recruited businesses				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new location include the Job Development Investment Grant and One NC. The number of jobs are commitments made by businesses in grant agreements in each fiscal year to create new, full-time jobs over a period of up to five years. These numbers differ from actual jobs created during a given year. For the two projects that received both JDIG and One NC awards, the number of One NC jobs has been subtracted to avoid double counting. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
3350	4618	1726	5,000	5,000
Milestone 1.1.3 – Dollar amount of capital investment committed by recruited businesses				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new location include the Job Development Investment Grant and One NC. The dollar amount of capital investment are commitments made by businesses in grant agreements in each fiscal year to make investments in real and personal property over a period of up to five years. These numbers differ from actual investment made during a given year. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
\$640,850,000	\$956,519,638	\$429,715,920	\$1,500,000,000	\$1,500,000,000

Objective 1.2 – Help existing businesses grow through targeted incentives				
Milestone 1.2.1 – Number of existing business expansions through JDIG and One NC				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their expanded location include the Job Development Investment Grant and One NC. The number of businesses recruited are the number of businesses that have entered into grant agreements with the Department in each fiscal year. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
40	28	15 (1 award JDIG & 1NC)	35	35
Milestone 1.2.2 – Number of job commitments by expanding businesses				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their expanded location include the Job Development Investment Grant and One NC. The number of jobs are commitments made by businesses in grant agreements in each fiscal year to create new, full-time jobs over a period of up to five years. These numbers differ from actual jobs created during a given year. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
7,564	6442	8677 (1 award JDIG & 1NC-750 jobs)	8,000	8,000
Milestone 1.2.3 – Dollar amount of capital investment committed by expanding businesses				
<i>Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their expanded location include the Job Development Investment Grant and One NC. The dollar amount of capital investment are commitments made by businesses in grant agreements in each fiscal year to make investments in real and personal property over a period of up to five years. These numbers differ from actual investment made during a given year. Awards are administered by the Commerce Finance Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
\$1,117,215,327	\$2,460,761,093	\$4,248,747,069 (1 award JDIG & 1NC- 1.5 billion investment)	\$5,500,000,000	\$3,000,000,000
Milestone 1.2.4 – Number of small businesses assisted through One NC Small Business grants				
<i>The One NC Small Business Program awards matching grants to NC small businesses that have been awarded a highly competitive federal Phase I Small Business Innovation Research (SBIR) Program or Small Business Technology Transfer (STTR) award. The NC grants leverage the federal grants and increase the ability of the businesses to develop and commercialize innovative new technologies. The One NC Small Business grants are awarded and administered by the Office of Science, Technology & Innovation during the state fiscal year; a</i>				

business may receive only one grant per fiscal year. The number of grants awarded is available at the end of the fiscal year and varies according to how much funding the program has to award.

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
25	0 (program not funded)	29 (used all available funding)	60	60

Objective 1.3 – Help grow businesses and jobs in distressed regions of the state through targeted incentives.

Milestone 1.3.1 – Number of new and expanding businesses in Tier 1 and 2 through JDIG and One NC

*Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new or expanded location include the Job Development Investment Grant and One NC. This metric calculates the percentage of total businesses recruited or expanding in Milestone 1.1.1 and 1.2.1 that are located in a Tier 1 or 2 county. Awards are administered by the **Commerce Finance Division**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
50%	41%	42%	50%	50%

Milestone 1.3.2 – Number of job committed in Tier 1 and 2

*Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new or expanded location include the Job Development Investment Grant and One NC. This metric calculates the percentage of jobs recruited or expanding in Milestone 1.1.1 and 1.2.1 that are located in a Tier 1 or 2 county. Awards are administered by the **Commerce Finance Division**.*

FY 18-19 Actual	FY 19-20 Current YTD	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
30%	24%	20%	50%	50%

Milestone 1.3.3 – Total dollar amount of capital investment committed in Tier 1 and 2

*Two of the state’s targeted incentive programs utilized to encourage businesses to choose North Carolina for their new or expanded location include the Job Development Investment Grant and One NC. This metric calculates the percentage of capital invested by recruited or expanding businesses in Milestone 1.1.1 and 1.2.1 that are located in a Tier 1 or 2 county. Awards are administered by the **Commerce Finance Division**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
40%	22%	24%	50%	50%

Objective 1.4 – Invest in rural infrastructure and communities for future economic growth through targeted incentives

Milestone 1.4.1 – Number of communities awarded rural infrastructure or building renovation grants (CDBG, Utility Fund, Main Street Solutions, Rural Grants, ARC)

Targeted programs provide grants, technical assistance, capacity building and economic development support that help increase competitiveness and enhance the quality of life in rural communities, including towns, counties or other local units of government. Programs include Community Development Block Grants, IDF Utility Account, Main Street and Rural Planning, Rural Grants and Appalachian Regional Commission. The

*Rural Infrastructure Authority awards grants to communities and awards are administered by the **Rural Economic Development Division**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
119	121	152	145	170

Milestone 1.4.2 – Total dollar amount of grants

*Targeted programs provide grants, technical assistance, capacity building and economic development support that help increase competitiveness and enhance the quality of life in rural communities. Programs include Community Development Block Grants, IDF Utility Account, Main Street and Rural Planning, Rural Grants and Appalachian Regional Commission. The Rural Infrastructure Authority awards grants to communities and awards are administered by the **Rural Economic Development Division**.*

**FY 18-19 amounts reflect the availability and awarding of a significant amount of one-time funding for REDD programs.*

FY 18-19 Actual*	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
\$119,396,972	\$56,440,000	\$78,600,000	\$80,000,000	\$85,000,000

Milestone 1.4.3 – Number of committed jobs associated with grants awarded

*Targeted programs provide grants, technical assistance, capacity building and economic development support that help increase competitiveness and enhance the quality of life in rural communities. Programs include Community Development Block Grants, IDF Utility Account, Main Street and Rural Planning, Rural Grants and Appalachian Regional Commission. The Rural Infrastructure Authority awards grants to communities and awards are administered by the **Rural Economic Development Division**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
4,675	4,383	4,234	4,500	4,700

Objective 1.5 – Support the employment and development of the state’s workforce through Workforce Innovation and Opportunity (WIOA) programs

Milestone 1.5.1 – Percent of adult jobseekers entering employment

*Targets for FY 18-19 and 19-20 reflect performance levels negotiated with the U.S. Department of Labor in the Spring of 2018. Data provided by the **Division of Workforce Solutions**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
79.6%	80.2%	76.9%	78.0%	78.0%

Milestone 1.5.2 – Percent of youth placed in employment or education

*Targets for FY 18-19 and 19-20 reflect performance levels negotiated with the U.S. Department of Labor in the Spring of 2018. Data provided by the **Division of Workforce Solutions**.*

FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
70.9%	74.3%	70.8%	71.5%	71.5%
Objective 1.6 – Grow tourism and awareness of the State of North Carolina				
Milestone 1.6.1 – Number of visitors to North Carolina per dollar spent on tourism promotion				
<i>This amount is calculated by dividing total number of visitors during the calendar year by the total amount of tourism funding each fiscal year. Data provided by the Economic Development Partnership of North Carolina, VisitNC.</i>				
FY 18-19 budget CY 2018 visitors Actual	FY 19-20 budget CY 2019 visitors Actual	FY 20-21 budget CY 2020 visitors Actual	FY 21-22 Target	FY 22-23 Target
4.0 (49,233,000 / \$12,421,483)	4.1 (46,434,000 / \$11,421,483)	3.0 (34,747,000 / \$11,421,483)	3.5	4.0
Milestone 1.6.2 – Tourist spending in North Carolina per dollar spent on tourism promotion				
<i>This amount is calculated by dividing total amount of visitor spending during the calendar year by the total amount of tourism funding. Data provided by the Economic Development Partnership of North Carolina, VisitNC.</i>				
FY 18-19 budget CY 2018 visitor spending Actual	FY 19-20 budget CY 2019 visitor spending Actual	FY 20-21 budget CY 2020 visitor spending Actual	FY 21-22 Target	FY 22-23 Target
\$2,038 (\$25.32 billion / \$12,421,483)	\$2,344 (\$26.77 billion / \$11,421,483)	\$1,510 (\$17.25** billion estimated / \$11,421,483)	\$1,750	\$2,000
Milestone 1.6.3 – Marketing audience per dollar spent				
<i>This amount is calculated by dividing the total number of tourism inquires (via website and call center) per year divided by tourism marketing dollars spent that year. Data provided by the Economic Development Partnership of North Carolina, VisitNC.</i>				
FY 18-19 budget CY 2018 inquiries Actual	FY 19-20 budget CY 2019 inquiries Actual	FY 20-21 budget CY 2020 inquiries Actual	FY 21-22 Target	FY 22-23 Target
.55 (6,829,940 / \$12,421,483)	.66 (7,552,208 / \$11,421,483)	.51 (5,870,490 / \$11,421,483)	.55	.60
Milestone 1.6.4 – Number of jobs associated with film and television productions				
<i>Jobs are those associated with the production including full-time, part-time and temporary positions. Data provided by the Economic Development Partnership of North Carolina, FilmNC.</i>				
CY 2019 Actual	CY 2020 Actual	CY 2021 YTD thru 2/26/21	CY 2022 Target	CY 2023 Target

11,820	9,038	13,000	12,000	13,000
Milestone 1.6.5 – Dollar amount of investment associated with film and television production				
<i>Data provided by the Economic Development Partnership of North Carolina, FilmNC.</i>				
CY 2019 Actual	CY 2020 Actual	CY 2021 YTD thru 2/26/21	CY 2022 Target	CY 2023
\$167,048,981	\$101,331,635	\$192,000,000	\$180,000,000	\$200,000,000

Goal 2 – To increase the efficiency of the Department of Commerce’s programs and service delivery.				
Objective 2.1 – Efficiently serve new businesses				
Milestone 2.1.1 – Businesses recruited per staff (FTE)				
<i>Data provided by the Economic Development Partnership of North Carolina.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
9.33 (140/15)	10 (150/15)	7.07 (106/15)	10	10
Objective 2.2 – Efficiently serve existing businesses				
Milestone 2.2.1 – Existing businesses assisted per staff (FTE)				
<i>Data provided by the Economic Development Partnership of North Carolina.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
154 businesses; 95 exporters (1,231 businesses / 8 FTEs; 567 exporters / 6 FTEs)	145 businesses; 95 exporters (1,156 businesses / 8 FTEs; 572 exporters / 6 FTEs)	125 businesses; 79 exporters (1001 businesses / 8 FTEs; 474 exporters / 6 FTEs)	150 businesses; 95 exporters	150 businesses; 95 exporters
Milestone 2.2.2 – Businesses assisted through BusinessLink North Carolina (BLNC) per staff (FTE)				
<i>Data provided by the Economic Development Partnership of North Carolina.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
5,830 (23,322/4)	5,165 (25,824/5)	4,220 (16,882 / 4 FTEs)	5,500	5,500

Objective 2.3 – Efficiently serve the unemployed and other jobseekers				
Milestone 2.3.1 – Cost per participant in WIOA adult programs				
<i>Targets are dependent on amount of yearly allocations received by the U.S. Department of Labor, which are release each and vary each year. Data provided by the Division of Workforce Solutions.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
\$1,679.00	\$1,900.00	Not yet known - annual only	\$1800.00	\$1800.00
Milestone 2.3.2 – Quality of unemployment determination				
<i>Following an initial claim for unemployment insurance by a claimant, the Division of Employment Security determines whether a claimant is eligible for Unemployment Insurance benefits in accordance with state and federal laws and guidelines. This measure shows the percentage of separation-related adjudication determinations which meet a set of high quality scores. The US Department of Labor requires that 75% of adjudication determinations meet this standard. Data provided by the Division of Employment Security.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
75%	75%			
Milestone 2.3.3 – Timeliness of UI benefit payments				
<i>This measure shows the percentage of all 1st benefit payments made within 21 days (following the week ending date of the first compensable week.) The US Department of Labor requires that 87% or more of 1st benefit payments meet this standard. Data provided by the Division of Employment Security.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
80%	87%			
Objective 2.4 – Efficiently serve communities				
Milestone 2.4.1 – Communities assisted per staff (FTE)				
<i>Targeted programs provide grants, technical assistance, capacity building and economic development support that help increase competitiveness and enhance the quality of life in rural communities. Programs include Community Development Block Grants, IDF Utility Account, Main Street and Rural Planning, Rural Grants and Appalachian Regional Commission. The Rural Infrastructure Authority awards grants to communities and awards are administered by the Rural Economic Development Division.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
7.25	7.4	7.5	8	8.5

Goal 3 – Provide high quality services to businesses, individuals and communities.				
Objective 3.1 – Provided high-quality services to businesses				
Milestone 3.1.1 – Business satisfaction with new business start-up consulting provided by EDPNC’s Small Business Advisors				
<i>This statistic provides the percentage of cases that rated customer satisfaction at 4 out of 5 or better. Data provided by the Economic Development Partnership of North Carolina.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 YTD thru 2/26/21	FY 21-22 Target	FY 22-23 Target
97%	97%	97%	95%	95%
Objective 3.2 – Provided high-quality services to the unemployed and jobseekers				
Milestone 3.2.1 – Percent of NCWorks Online survey respondents with positive ratings				
<i>Beginning in FY 17 the Division of Workforce Solutions has contracted with a third-party vendor to measure customer satisfaction of jobseekers and businesses. Data provided by the Division of Workforce Solutions.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
83%	84%	85%	Survey contract ended	Survey contract ended
Objective 3.3 – Provided high-quality services to the public, partners and communities				
Milestone 3.3.1 – Increase access to economic and labor market data, information tools/products				
<i>The Labor and Economic Analysis Division is a leading provider of economic data and labor market information for the state. LEAD collaborates with public and private partners to share data and inform decision and policy making related to workforce and education planning. LEAD continuously increases access to data and information by improving data tools including data products and dashboards. LEAD will improve at least two (2) processes or efficiencies that increase access to data and information, annually. Data provided by the Labor and Economic Analysis Division</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
N/A	N/A	6 new data tools created	2	2
Objective 3.4 – Provided high-quality services to the Federal government				
Milestone 3.4.1 – Meet or exceed federal performance measures				
<i>Performance measures and criteria for WIOA programs being phased in by the U.S. Department of Labor as part of a new performance system. Data provided by the Division of Workforce Solutions.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
Meet all performance	Meet all performance	Meet all performance	Meet all performance	Meet all performance

targets at 90% of goal	targets at 90% of goal	targets at 90% of goal	targets at 90% of goal	targets at 90% of goal
Milestone 3.4.2 – Occupational Employment Statistics Survey Response Rates				
<i>The Labor and Economic Analysis Division works in collaboration with the US Department of Labor’s Bureau of Labor Statistics (BLS) to produce industry, occupational and labor force statistics. The Occupational Employment Statistics (OES) program produces occupational employment statistics. The BLS deliverables include achieving at least 75% usable OES survey response rates in survey units. Data provided by the Labor and Economic Analysis Division.</i>				
FFY 18-19 Actual	FFY 19-20 Actual	FFY 20-21 Current YTD	FFY 21-22 Target	FFY 22-23 Target
Units 76% Employment 78%	Units 76% Employment 79%	Units 75% Employment 79%	Units 75% Employment 75%	Units 75% Employment 75%
Objective 3.5 – Provide high-quality services and supports to Commerce employees.				
Milestone 3.5.1 – Percent of divisions represented in Agency wide Employee Engagement Committees				
<i>A new Employee Engagement Committee was formed in 2021 to enhance cross divisional employee engagement, elevate diversity and equity, and foster a culture of inclusion. Data provided by the Human Resource Department.</i>				
FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
N/A	N/A	N/A	50%	75%
Milestone 3.5.2 – Number of HR processes improved				
<i>The Human Resource Division will improve efficiencies and processes related to onboarding, offboarding, HR Forms, Recruitment, and Salary Administration. Improved processes will expedite onboarding, offboarding, job posting and candidate selection.</i>				
<i>Data provided by the Human Resource Department.</i>				
FFY 18-19 Actual	FFY 19-20 Actual	FFY 20-21 Current YTD	FFY 21-22 Target	FFY 22-23 Target
N/A	N/A	N/A	4	6
Milestone 3.5.3 – Percent completion of LMS trainings related to Diversity, Equity, and Inclusion				
<i>The Human Resource Division, in partnership with the Division of Diversity, Equity and Inclusion, will promote inclusion in the workplace by administering trainings for all Commerce employees in LMS.</i>				
<i>Data provided by the Human Resource Department.</i>				
FY 18-19 Actual	FY 18-19 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
N/A	N/A	N/A	90%	95%

Milestone 3.5.4 – Improve the applicant pool with more qualified and diverse candidates

The Human Resource Division is participating in job fairs, posting jobs on social media, and engaging with HBCUs, Technical Colleges and Universities, and other community-based organizations to recruit a more talented workforce and continue to make Commerce a desired place to work in the state.

*Data provided by the **Human Resource Department**.*

FY 18-19 Actual	FY 18-19 Actual	FY 20-21 Current YTD	FY 21-22 Target	FY 22-23 Target
N/A	N/A	N/A	+10%	+20%