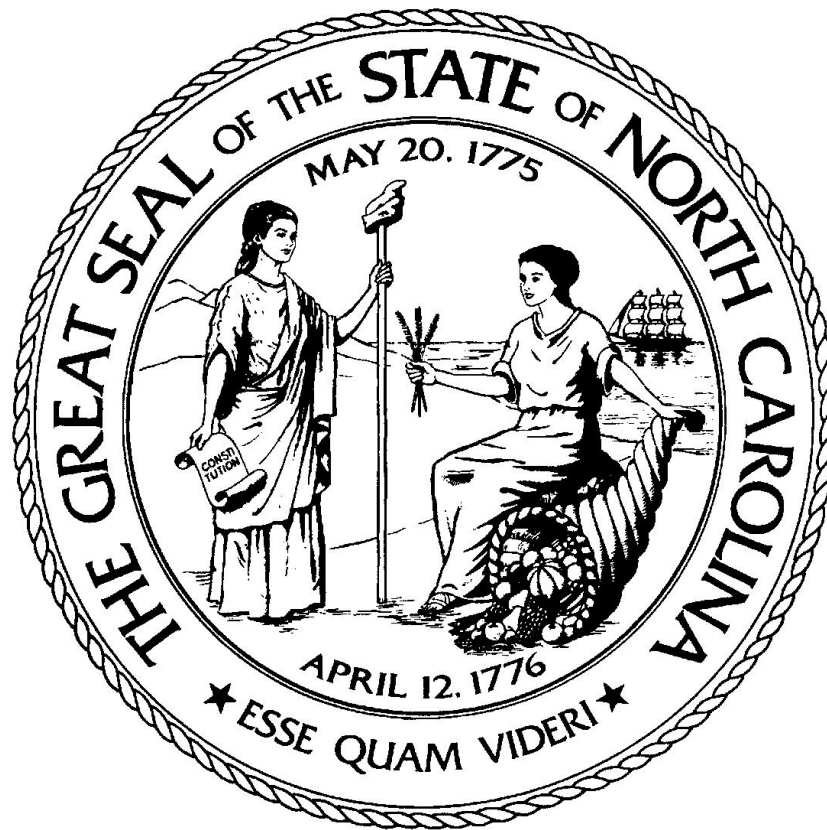


North Carolina Department of Commerce

Strategic Plan

2019 – 2021



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1. Strategic Plan Executive Summary

The North Carolina Department of Commerce is the state's lead economic development agency. The Department helps existing businesses expand and recruits new jobs and investment to the state; improves public infrastructure and strengthens communities; encourages entrepreneurship and innovation; supports the development of the state's workforce; and manages the NC Unemployment Insurance program. The department also provides data, statistics, information and reports for state government and agencies.

The Department's 2019-2021 Strategic Plan details a comprehensive and strategic approach to meeting the needs of the organization and its stakeholders over the next two years. This plan was developed with broad involvement and guidance of Commerce senior management and division management.

The strategic direction and goals included in this plan are Commerce's response to its understanding of the economic needs of the citizens of North Carolina. The plan addresses current opportunities for offering economic prosperity to all North Carolinians, as well as specific goals and objectives to carry out the vision and mission of the NC Department of Commerce.

2. Mission, Vision, and Values

Mission Statement

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

Vision Statement

Economic prosperity for all North Carolinians

Organizational Values

Accountability-

Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

Results Oriented-

Consistently delivers required outcomes; sets and achieves attainable yet challenging goals; consistently complies with the cost, quality, quantity and/or time expectations for one's work. Meets deadlines; maintains one's focus on the achievement of job-specific, department, agency and/or state goals.

Customer Service-

Consistently demonstrates a strong commitment to providing value-added services to external and internal customers; proactively identifies customer needs and requirements, delivers quality service and continuously improves performance of self and others. Develops, implements and evaluates work processes which are both efficient and effective from the customer's perspectives.

Diversity & Inclusion-

Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his/her skills, abilities and knowledge to succeed.

Safety & Health-

Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace; proactively identifies and reduces or takes action to reduce risks and hazards and abides by regulatory requirements; understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same and acts to correct unsafe conditions, not waiting for others to correct issues; develops, implements and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk. Complies with all state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements and medical treatment for work related injuries/illness.

Teamwork & Collaboration-

Cooperates with others to accomplish common goals; works with external constituents and other employees to achieve shared goals; treats others with dignity and respect; maintains a friendly demeanor; values the contributions of others; communicates confidently and clearly using visual, written and verbal methods; understands, respects and responds nonjudgmentally to those different from himself/herself; builds effective teamwork; uses negotiation and persuasion to mobilize others to work toward a common goal.

3. Goals, Objectives, and Performance Measures

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
16 (1 business awarded both JDIG and One NC)	21	16 (2 businesses awarded both JDIG and One NC)	20	20
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 in FY 17-18 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
3,141	2,139	2,931	2,000	2,000
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target

\$366,833,566	\$284,385,498	\$1,274,314,790	\$500,000,000	\$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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
31 (2 businesses awarded both JDIG and One NC)	36	32	30	30
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
5,126	7,143	9,161	7,000	7,000
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
\$1,861,019,075	\$1,698,193,166	\$952,198,743	\$1,000,000,000	\$1,000,000,000
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 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.</i>				
FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20

Actual	Actual	Current	Target	Target
40	62	0 (program not funded)	22	50
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				
<i>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.</i>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
55% (1 business awarded both JDIG and One NC; 1 JDIG award in both a Tier 2 and 3)	65% (1 JDIG awarded in both Tier 2 and 3)	69% (2 businesses awarded both JDIG and One NC)	50%	50%
Milestone 1.3.2 – Number of job committed in Tier 1 and 2				
<i>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.</i>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
34% (454 jobs associated with businesses awarded both JDIG and One NC; 150 jobs committed for JDIG awarded in both Tier 2 and 3)	40% (205 jobs committed for JDIG awarded in both Tier 2 and 3)	34% (1,032 jobs associated with businesses awarded both JDIG and One NC)	30%	30%
Milestone 1.3.3 – Total dollar amount of capital investment committed in Tier 1 and 2				
<i>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.</i>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
27% (\$9,720,880 capital investment associated with businesses awarded both JDIG and One NC; \$38,700,000)	62% (\$83,475,000 capital investment committed for JDIG awarded in both Tier 2 & 3)	78% (\$843,852,000 capital investment associated with businesses awarded both JDIG and One NC)	40%	40%

capital investment committed for JDIG awarded in both Tier 2 and 3)				
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)				
<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, 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.</i>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
116	141	126	120	120
Milestone 1.4.2 – Total dollar amount of grants				
<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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
\$65,255,670	\$77,909,162	\$75,225,302	\$76,000,000	\$76,000,000
Milestone 1.4.3 – Number of committed jobs associated with grants awarded				
<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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
3,679	4,387	4,706	4,000	4,000
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				
<i>The specific performance measure for entered employment changed on July 1,2016. FY 15-16 reflects the 1st quarter performance after case exit, FY 16-17 moving forward reflects the 2nd quarter performance after case</i>				

exit. 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
65.2%	72.2%	72.2%	70.0%	72.0%

Milestone 1.5.2 – Percent of youth placed in employment or education

The specific performance measure for entered employment changed on July 1, 2016. FY 15-16 reflects the 1st quarter performance after case exit, FY 16-17 moving forward reflects the 2nd quarter performance after case exit. 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
62.2%	67.6%	72.2%	70.0%	73.0%

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

This amount is calculated by dividing the total amount of marketing dollars each fiscal year by the total number of visitors during the calendar year. Data provided by the **Economic Development Partnership of North Carolina, VisitNC**.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
4.7 (48,600,000 / \$10,300,000)	3.8 (46,100,000 / \$12,100,000)	4 (51,600,000 / \$12,900,000)	4.2 (52,500,000 / \$12,500,000)	4.4

Milestone 1.6.2 – Tourist spending in North Carolina per dollar spent on tourism promotion

This amount is calculated by dividing the total amount of marketing dollars each fiscal year by the total amount of visitor spending during the calendar year. Data provided by the **Economic Development Partnership of North Carolina, VisitNC**.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
\$2,235 (\$23,020,000,000 / \$10,300,000)	\$1,985 (\$23,990,000,000 / \$12,100,000)	\$2,084 (\$26,880,000,000 / \$12,900,000)	\$2,189 (\$27,360,000,000 / \$12,500,000)	\$2,298

Milestone 1.6.3 – Marketing audience per dollar spent

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**.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
152	199	236	250	250

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>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
11,500	3,450	2,500 (through 9/1/18)	5,000	5,000
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>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
\$140,000,000	\$50,000,000	\$25,000,000	\$50,000,000	\$75,000,000

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
8.1 (122/15)	9.6 (144/15)	9.7 (146/15)	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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
116 businesses; 87 exporters (927 businesses / 8 FTEs; 522 exporters / 6 FTEs)	149 businesses; 94 exporters (1,195 businesses / 8 FTEs; 566 exporters / 6 FTEs)	133 businesses; 93 exporters (1,063 businesses / 8 FTEs; 555 exporters / 6 FTEs)	140 businesses; 98 exporters	174 businesses; 103 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
5,760 (20,159 / 3.5)	5,577 (19,520 / 3.5)	5,626 (21,099 / 3.75)	5,900	5,900
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	\$3,105.26	\$3,100.00	\$3,100.00
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
73.1%	70.6%	71.7%	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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
68.1%	64.9%	70.1%	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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	7.05	6.3	7.15	7.3
Objective 2.5 – Efficiently serve the public				
Milestone 2.5.1 – Presentations/trainings provided per staff (FTE)				
<i>In order to determine how well Commerce and its senior staff are serving the public, Commerce Public Affairs will begin to document the number of presentations/speaking engagements that they do each year. These presentations are designed to bring awareness to Commerce programs, economic development in the state,</i>				

and how local and state officials can work together to improve the lives of North Carolinians. We will also document trainings that are done by staff, who is trained, what the topic is, location, and audience. These trainings are held to empower local officials, company representatives and others to take advantage of Commerce programs and apply for grants. This data will be collected from individual staff members and reported to Commerce Public Affairs. It can be verified by reviewing staff Outlook calendars. We will gather by FY. Data will be available any time throughout the year.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	N/A	TBD	TBD

Milestone 2.5.2 – Increased engagement with public via digital media per Communications staff (FTE)

Commerce Public Affairs will monitor engagement and track participation of the public on our website and social media channels, including Facebook and Twitter. These are useful vehicles in telling our audiences about the work we do to improve the economic well-being of all North Carolinians. This data will be gathered by Google Analytics and other available SM monitoring devices. It will be gathered by FY and available any time.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	N/A	TBD	TBD

Milestone 2.5.3 – Number of media mentions per Communications staff (FTE)

Commerce Public Affairs will begin to track media mentions and earned media coverage with the assistance of metrics and data from Cision, the media monitoring software platform used by state government agencies. It will be gathered by FY and available any time. Internal only for FY 17-18. Internal only for FY 17-18.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	N/A	TBD	TBD

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 BLNC

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**.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
96%	100%	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

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**.

FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	85%	86%	87%
Objective 3.3 – Provided high-quality services to the public, partners and communities				
Milestone 3.3.1 – LEAD customer satisfaction				
<i>The Labor and Economic Analysis Division is a leading provider of labor market and workforce information, research and analysis. The Division launched an annual online customer satisfaction survey in 2018 which will report the percentage of customers rating their overall satisfaction as “good” to “excellent.” The Division will strive to maintain a satisfaction level of at least 90% in subsequent years. Data provided by the Labor and Economic Analysis Division.</i>				
FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	N/A	90%	90%
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Current	FY 18-19 Target	FY 19-20 Target
N/A	N/A	N/A	Meet all performance targets at 90% of goal	Meet all performance 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 15-16 Actual	FFY 16-17 Actual	FFY 17-18 Current	FFY 18-19 Target	FFY 19-20 Target
85.5%	81.2%	79.3%	75.0%	75.0%

4. Highlights and Opportunities

Agency Highlights and Best Practices

- The Department and the Governor's Office announced approximately 20,000 jobs in 2017, the largest number of jobs announced since 2006. Announcements included some of the largest rural manufacturing projects in North Carolina history with the announcement of 800 jobs by Triangle Tyre in Edgecombe County and 770 jobs by Egger Corp. in Davidson County.
- The Department's leadership worked with the Governor's Office and legislative leadership to return stability to economic development in the state and forge a strong partnership on economic development related issues.
- In October 2018, the Division of Employment Security successfully modernized the state's unemployment insurance benefits system. The new system is part of a tri-state alliance between South Carolina, North Carolina, and Georgia named the Southeast Consortium for Unemployment Benefits Integration or SCUBI. This system is improving how unemployment claims are handled within the Division by significantly reducing the use of paper associated with unemployment claims, benefit charge statements, benefit wage audits, appeals, etc. It also provides an electronic means for employers to respond to DES regarding unemployment claims.
- Since 2017, the Department has fulfilled more than 300 public records requests, producing over 60,000 pages of responsive document with an average turnaround time of 13 days – a significant improvement from previous years. The Department has been identified as an agency with best practices for handling public records requests and have shared processes with other Cabinet Agencies.
- Through the work of the Department's management and fiscal teams, along with the support of the new board of directors, the **Wanchese Seafood Industrial Park returned to a budget surplus position for the first time in several years.**

Potential Initiatives

- **Create the Community Innovation Fund (CIF) to award competitive funds to communities across the state to build upon the successful work completed in InnovateNC initiative (2015-2017), which helped five cities across North Carolina modernize their business models, develop vibrant innovation ecosystems, and increase their resilience in the innovation-based economy. CIF awards would be administered by the Office of Science, Technology & Innovation.**
- **Complete a supply chain study to better understand and articulate the state's supply chain assets for a prospective automotive or aerospace manufacturing operation. The purpose of the effort would be to address any concerns for megasites under consideration in North Carolina and to improve the state's competitive position for these types of manufacturing facilities.**
- **Update the NC Certified Sites program by improving technology, marketing tactics and processes associated with state certification, as well as securing expertise to provide more advice and consultation to local communities about business expectations and requirements for developing competitive sites for economic development opportunities.**

Collaborative Opportunities

- The Department of Commerce looks forward to continuing to collaborate with the Division of Emergency Management, the newly created Office of Recovery and Resiliency, the Golden LEAF Foundation and other partners on programs associated with Hurricanes Matthew and Florence.
- The NCWorks Commission, staffed by the Department's Division of Workforce Solutions, will work with local workforce development boards and educational institutions to implement a new paradigm in preparing and matching talent with available career opportunities. Such efforts will include the recently launched NCWorks Local Innovation Fund, which is a new competitive grant program to pilot innovative programs or replicate successful program models that address a local or regional workforce issue.