Increasing Awareness and Participation in NCWorks Career Service Center Services

April 2023

NORTH CAROLINA ASSOCIATION OF
workforce development boards

Duke | SANFORD SCHOOL *of* PUBLIC POLICY

Joe Janey | Chase Ransdell | Nicole Stafford | Natalie Wong

Table of Contents

Executive Summary

The North Carolina Association of Workforce Development Boards (NCAWDB) is committed to fostering a highly qualified, motivated state workforce. The NCAWDB supports 22 local workforce development boards and 96 NCWorks Career Centers that provide career services to eligible youth and adults in North Carolina. In recent years, the NCAWDB has witnessed declining participation in NCWorks Career Center service offerings amidst the COVID-19 pandemic and structural changes in local labor markets. To address this, the Sanford Consulting Project (SCP) team has partnered with NCAWDB to answer the following policy question:

Why aren't eligible adults and youth using NCWorks Career Center services? How can NCAWDB help local boards improve awareness and participation in NCWorks Career Center services, specifically among youth?

The SCP team adopted a multipronged research approach that leveraged both quantitative and qualitative methods to answer this question. First, the SCP team analyzed quantitative data to understand each local board's unique challenges and opportunities. Secondly, the SCP team interviewed the directors and/or service providers of five local workforce development boards, chosen based on the results of the quantitative analysis and other relevant factors, to further garner insight into what is working well and what can be improved. Additionally, the SCP team conducted interviews with expert stakeholders to gain an understanding of statewide issues that currently impact the utilization of NCWorks Career Centers amongst youth and adults. Lastly, the SCP team conducted three case studies to analyze best practices that states and cities have implemented to engage youth in career services.

The SCP team recommends the following based on their findings:

#1

Align Educational and Workforce Development Strategies through a WIOA-Perkins Combined State Plan

#2

Create a Back-end Shared Service Model for Outreach Resources

#3

Develop and Strengthen Meaningful Partnerships with Governmental Agencies and Community-Based Organizations

#4

Prioritize Youth Involvement and Voice in Outreach and Programming

NORTH CAROLINA ASSOCIATION OF **workforce** development boards

Policy Background

North Carolina's Implementation of Federal Legislation and Policies

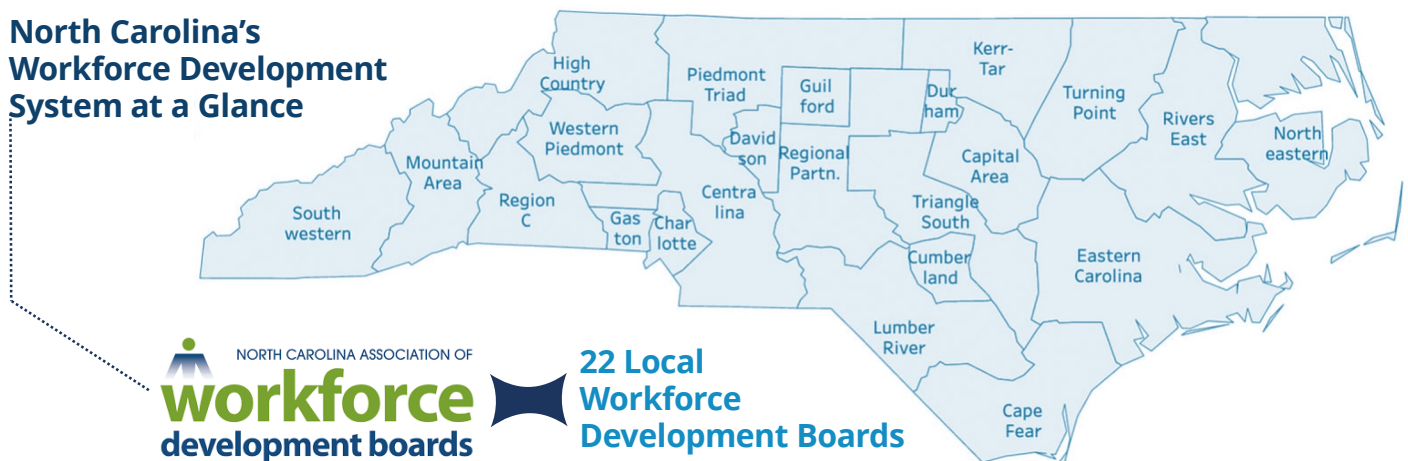**Workforce Innovation and Opportunity Act (WIOA) in North Carolina**

In 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA), which mandates that states create plans to improve their workforce development systems [1]. WIOA funding is broken down into workforce development activities for adults, dislocated workers, and youth (Title I), Adult Education and Literacy (Title II), Wagner-Peyser Act Amendments (Title III), vocational rehabilitation provisions (Title IV), and General Provisions (Title V). Additionally, WIOA directs states to create Unified State Plans and update them every four years. WIOA seeks to strengthen the public workforce system by promoting pathways to employment and providing access to education, training, and other support services. The scope of the project focuses on Title I services offered to adults, dislocated workers, and youth.

North Carolina fulfills WIOA requirements through the NCWorks Commission, which is housed within the NC Department of Commerce. The NCWorks Commission is North Carolina's state-level workforce development agency and liaises with other state agencies to fulfill WIOA requirements. The NCWorks Commission is composed of 37 members appointed by the Governor to recommend policies and strategies to the 22 local WDBs. The NCWorks Commission also ensures an equitable delivery of workforce services at NCWorks Career Centers across the state. Additionally, there are eight economic prosperity zones that are intended to align with local WDB economic efforts.

Local WDBs fall under the NCWorks Commission and are the "boots on the ground" when carrying out service delivery to their respective constituents. The local WDBs oversee the NCWorks Career Centers in their service area and work to ensure the services that are rendered are responsive to the community's needs. The map below shows the 22 WDB districts across the state.

North Carolina's Workforce Development System at a Glance

NORTH CAROLINA ASSOCIATION OF **workforce** development boards

22 Local Workforce Development Boards

NORTH CAROLINA ASSOCIATION OF **workforce** development boards

Policy Background

North Carolina's Implementation of Federal Legislation and Policies

The Strengthening Career and Technical Education for the 21st Century Act (Perkins V)

PERKINS V

In 2018, Congress reauthorized the Strengthening Career and Technical Education for the 21st Century Act of the Perkins Act [2]. The Act allocates $1.4 billion annually for career and technical education (CTE) programs. Perkins V is a unique federal law that explicitly links education to workforce reform through CTE programs. The Act promotes the development of both academic knowledge and employability skills with the goal of preparing students for high-skill, high-wage, and in-demand occupations.

Combined WIOA and Perkins V Plans

WIOA permits states to submit combined WIOA and Perkins plans to streamline workforce and education efforts. Following the reauthorization of Perkins V in 2018, Congress gave states the opportunity to update plans to align them with WIOA. Currently, nine states have combined WIOA and Perkins V plans [3]. North Carolina did not submit a combined plan for their 2020-2023 submission [4]. North Carolina's plan outlines a strategic vision of creating a skilled workforce and aligning efforts with NCWorks strategic plans but does not combine plans [5]. Despite acknowledging the importance of aligning CTE and workforce development, not submitting a combined plan undermines the state's ability to effectively do so.

> **We have to look at it from cradle to career.**
>
> *- Governor Roy Cooper (02/06/23) on the importance of aligning educational and workforce programming*

NCAWDB Organizational Structure and Mission

The NCAWDB is a 501(c)(6) non-profit collaborative of 22 local workforce development boards [6]. Each local WDB is represented by a board director, and together they make up the NCAWDB's Director's Council. NCAWDB's mission is "to enhance and support the work of the local workforce development [Boards] through strategic advocacy, partnership convening, and capacity building enabling businesses to prosper economically and remain competitive by providing a highly qualified, motivated workforce [7]."

Partnership Convening   **Strategic Advocacy**   **Capacity Building**

NORTH CAROLINA ASSOCIATION OF
Workforce
development boards

Policy Background

NCWorks NextGEN Program

NCWorks NextGen is a statewide program that connects youth to employment [8]. It serves youth who are between ages 16-24 and face at least one barrier to employment (e.g., no high school degree, low socioeconomic status, etc.), and need assistance with gaining employment. Each local WDB has a youth services wing that fulfills the five WIOA components and 14 youth training requirements through education, career pathways, career experience, leadership development, and wraparound services (e.g., childcare, transportation, etc.) [9].
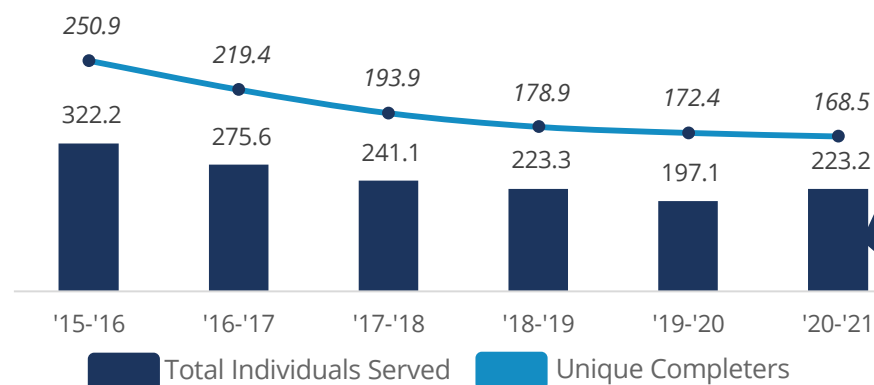
Opportunity Youth

Although youth do not have to be disconnected to qualify for NextGen services, there is a significant overlap between youth served by the NextGen program and opportunity youth. Opportunity youth are "young people who are between the ages of 16 to 24 years old and are disconnected from school and work, including incarcerated youth [10]." The pandemic significantly impacted this population, and the overall number of opportunity youth doubled from 2019 to 2020. This spike was in line with existing trends that show that youth are especially sensitive to economic downturns, with the highest rates of opportunity youth occurring in the wake of the 2001, 2008, and COVID-19 recessions. Disconnection rates for this age range are not homogenous. For example, rates of disconnection for youth ages 16-19 dropped after the height of the COVID pandemic but increased for youth ages 20-24 [11]. Appendix A provides additional historical context about the gap between the two age groups.

Youth disconnection poses major costs to both the individual and society. Opportunity youth are twice as likely to be impoverished than connected peers, almost four times more likely to become pregnant, nine times as likely to drop out of high school, and significantly more likely to develop mental health and substance abuse issues [12]. Opportunity youth often lack basic food, housing, internet, transportation, childcare, and healthcare. These barriers may prevent this population from participating in WDB programming and becoming connected [13]. Youth disconnection has also been shown to increase crime, social service use, and economic costs [14]. In 2011 alone, the 6.7 million opportunity youth cost American taxpayers $93 billion [15].

— NCWorks Service Delivery (thousands) —

	'15-'16	'16-'17	'17-'18	'18-'19	'19-'20	'20-'21
Unique Completers	250.9	219.4	193.9	178.9	172.4	168.5
Total Individuals Served	322.2	275.6	241.1	223.3	197.1	223.2

There has been a steady decline in the total number individuals (both adults and youth) and unique completers (individuals who completed a WDB training program) across the state since 2015.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Research Methodology

Methodology

The research methodology employed by the SCP team consisted of a multiple-methods approach, encompassing both quantitative and qualitative research. This allows the team to triangulate evidence from multiple sources. The process was divided into three main phases: (1) quantitative analysis, (2) interviews with WDBs and workforce development experts, and (3) case studies.

Quantitative Analysis		WDB and Expert Interviews		Case Studies
I	+	II	+	III

Phase I: Quantitative Analysis

The SCP team analyzed data from the North Carolina WDB Dashboard, NCWorks, the Commerce Department, and internal WDB reporting metrics. As presented in Appendix B, the team examined various county-level metrics such as population, average household income, and unemployment rates over time. Additionally, the team analyzed board-level metrics such as the number of individuals served, services provided, unique completers, and the number of youths served. The results of the quantitative analyses informed which local boards were interviewed as shown in the illustration below.

Interview Selection Based on Quantitative Analysis

Eastern Carolina
Southeast (Urban/Rural Mix)

- #9 in total individuals served per capita
- #14 in services provided per capita
- #8 in unique completers per capita
- 4.9 candidates/job (labor surplus)
- Youth service rate[1]: 2%

Capital Area
Mid-East (Urban)

- #21 in total individuals served per capita
- #20 in total services provided per capita
- #21 in total unique completers per capita
- 0.8 candidates per job (labor shortage)
- Youth service rate: 4.5%

Lumber River
Southeast (Rural)

- #1 in total individuals served per capita
- #1 in total services provided per capita
- #1 in unique completers per capita
- 8.3 candidates/job (labor surplus)
- Youth service rate: 3.7%

Charlotte
Southwest (Urban)

- #19 in total individuals served per capita
- #13 in total services provided per capita
- #19 in unique completers per capita
- 0.3 candidates/job (labor shortage)
- Youth service rate: 5.1%

Turning Point
Northeast (Rural)

- #2 in total individuals served
- #6 in total services provided
- #2 in unique completers
- 5.2 candidates/job (labor surplus)
- Youth service rate: 3.5%

(1) Defined as number of youth served divided by the number of opportunity youth. See Appendix B for additional context.

Research Methodology

Phase II: WDB and Expert Interviews

WDB Interviews:

Based on the results of the quantitative analyses, the SCP team chose to conduct interviews with the Eastern Carolina, Capital Area, Lumber River, Turning Point, and Charlotte WDBs. These boards provided a diverse representation of rural and urban populations, services provided, and individuals served relative to their population. Both local board directors and service providers were invited to participate in the interviews. An interview guide and key takeaways from these conversations can be found in Appendix E and F.
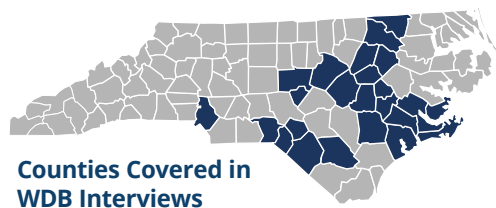
Expert Interviews:

The SCP team selected experts in the workforce development field based on their relevant knowledge and experiences. Expert interviews were conducted with a contingent from the NCWorks Commission (Annie Izod, James Bain, Jonathan Guarine, and Wendy Johnson); Philip Cooper, Practitioner-in-Residence at the Institute for Emerging Issues; Cecilia Holden, CEO of MyFutureNC; and Catherine Truitt, Superintendent of the North Carolina Department of Instruction. Following the interview, the SCP team compiled cross-cutting themes and significant findings into a coding document presented in Appendix D. A sample interview guide can be found in Appendix C.

Counties Covered in WDB Interviews

Phase III: Case Studies

In addition to WDB and expert interviews, the SCP team analyzed case studies from various states and cities to understand best practice initiatives from across the country.

Alignment of Workforce Development and Educational Strategies (Appendix G)

Minnesota is one of the nine states to have submitted a combined plan. Accordingly, the SCP team analyzed Minnesota's WIOA-Perkins Combined Plan to evaluate its efficacy and gauge whether a combined plan would be effective in North Carolina. This has allowed the state to augment its programming initiatives, align workforce and education strategies, and become a leader in its data sharing and transparency practices across governmental agencies.
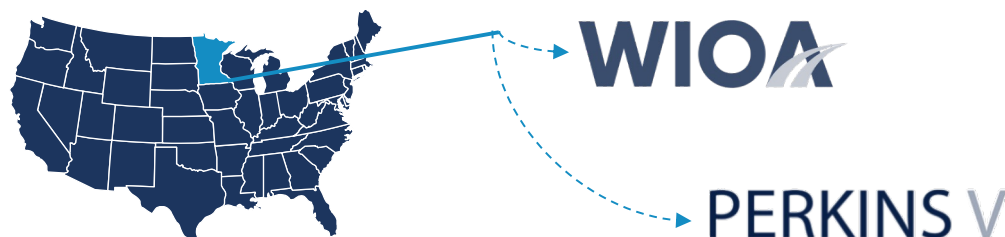
Research Methodology

Phase III: Case Studies (cont'd)

Urban Youth Outreach Case Study (Appendix H)

In 2022, Service, Employment, and Redevelopment (SER) National recognized Central States SER (CSS) and SERCO in Illinois for their successful opportunity youth engagement initiative. The initiative leveraged strategic partnerships and wrap-around services to strengthen education, training, and employment programs in inner-city Chicago. This case demonstrates the importance of strategic office space location and compassionate and knowledgeable staff to improve youth engagement.

Youth Outreach Best Practices Case Study (Appendix I)

Capital Workforce Partners (CWP) is the Workforce Development Board for the north-central region of Connecticut. CWP is a member of the Hartford Opportunity Youth Collaborative (HOYC), which is a strategic coalition of over 30 community members dedicated to improving the quality-of-life outcomes for opportunity youth. CWP and HOYC created a list of best practices to help organizations with outreach to young people. These included a robust social media plan, strategies to include young people in decision-making, and plans to foster partnerships with other youth organizations. They also piloted an innovative virtual tool to help young people navigate the wealth of services available to them.

Methodology Limitations

The SCP team reviewed three case studies to share best practices and successful outreach approaches in other states and cities. However, there are key differences in the political landscape, demographics, and unique population barriers that need to be considered before implementing any of these approaches.

This team conducted five WDB interviews and five expert interviews. Findings may include individual bias from WDB interviewees who may have been reluctant to share what is not working well in their outreach efforts. To minimize potential bias, the SCP team avoided negative question framing and consulted third-party experts for additional points of view.

Due to time constraints, the team was unable to directly interview the NCWorks Career Center customers or opportunity youth. The analysis relied on WDB staff testimonials, and therefore, recommendations only reflect the perspectives of these individuals. the SCP team used data to help select WDB interviewees, but due to time constraints, the SCP team was unable to conduct a more thorough quantitative analysis to support their recommendations.

Finding 1
Combining Workforce and Education Programs Has Improved Outreach

Strengthening the linkage between education and the workforce is paramount. Doing so enables states to bridge the gap between the skills and knowledge acquired through education and the real-world demands of employers. By fostering a strong connection between these two domains, North Carolina can ensure that its residents are equipped with the relevant skills and competencies needed for in-demand occupations, ultimately boosting the state's economic growth and competitiveness.

Benefits of a Combined Plan

| Alignment of Workforce and Education Goals | Enhanced Collaboration Among Stakeholders | Improved Data-Sharing and Performance Tracking | Streamlines Funding and Resource Allocation | Enhanced Support for Individuals with Barriers to Employment |
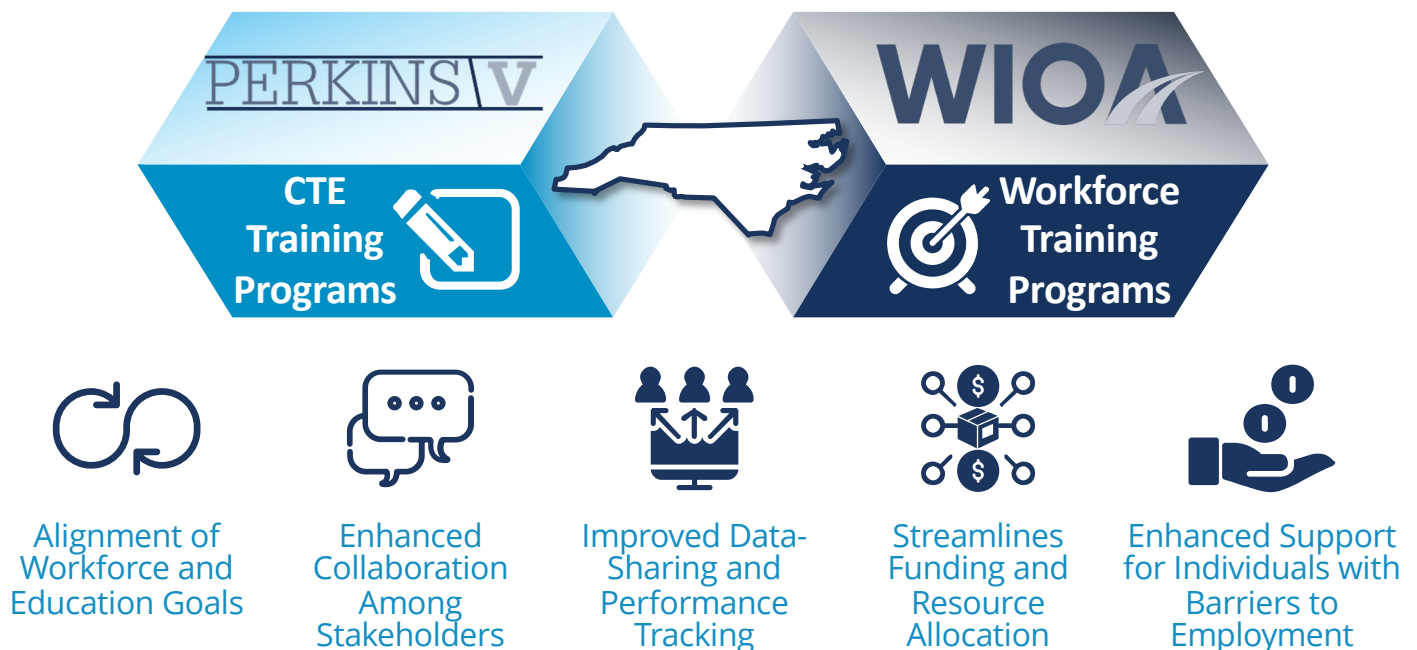
Alignment of Workforce and Education Goals

As presented in the Minnesota case study in Appendix G, submitting a WIOA-Perkins Combined Plan has allowed participating states to more effectively align workforce development and educational programs and strategies. A combined plan would align North Carolina's workforce development and CTE goals, allowing local boards to better meet the needs of employers and job seekers alike. Furthermore, aligning educational programs with workforce demands helps to ensure that classrooms equip students with the requisite skills to succeed after graduation and before employment.

Findings & Recommendations

Finding 1
Combining Workforce and Education Programs Has Improved Outreach

Enhanced Collaboration Among Local Stakeholders

A combined plan necessitates stronger partnerships among key stakeholders such as local WDBs, educational institutions, career service centers, and employers. Michael Williams, Turning Point WDB Director, emphasized the necessity of partnerships between career and college advisors, WDB customers, and employers (Appendix E). Such partnerships are essential to improve program delivery, maximize resources, and provide a more seamless experience for individuals accessing workforce development and CTE services.

Catherine Truitt, NC Department of Public Instruction Superintendent, noted that national associations work to inform CTE curricula design, but employers are often not included in the conversation (Appendix D). Furthermore, enhanced collaboration improves educational programs by developing a better understanding of the specific skills and competencies required in the local job markets. With regular communication and joint planning, educational institutions can align their curricula with industry needs to reduce skills gaps and job mismatches.

Improved Data-Sharing and Performance Tracking

Combined plans support better data-sharing practices between the agencies responsible for administering WIOA and Perkins V. The resulting cross-agency collaboration from Minnesota's combined plan was integral in allowing it to develop fully interoperable, enterprise-level data collection, reporting, and analysis systems. The introduction of Minnesota's repository of information that tracks student data from pre-K into the workforce (Appendix G) was critical to improving performance tracking, continuous improvement efforts, and efforts to understand program impacts on the economy. Shared data systems also mitigate the pitfalls of viewing data in a vacuum and allow stakeholders to better support students throughout their educational journey.

Streamlined Funding and Resource Allocation

A combined plan creates natural synergies that support streamlined funding and resource allocation processes. Shared administrative responsibilities would consolidate tasks and eliminate redundancies to allow North Carolina to dedicate more funds toward the actual implementation of workforce development and CTE programs. Leveraging complementary resources among various stakeholders, such as educational institutions, workforce development boards, and employers, can lead to a more holistic approach to workforce development. This maximizes the impact and overall service delivery of each program.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

#1 Findings & Recommendations

Finding 1
Combining Workforce and Education Programs Has Improved Outreach

Enhanced Support for Individuals with Barriers to Employment

Combining the WIOA and Perkins V plans can lead to a more coordinated and targeted approach to supporting jobseekers who face barriers to employment, such as individuals with disabilities, veterans, and low-income individuals. Under separate plans, these individuals are more likely to receive fragmented services due to inconsistencies in program objectives. A combined plan enhances the identification of individuals with barriers to employment and promotes superior service delivery. As illustrated in the Youth Outreach Best Practices case study in Appendix I, collaboration among education and training and career pathways committees was paramount in improving quality-of-life outcomes for opportunity youth, allowing for targeted interventions and support.

Recommendation 1
Align Educational and Workforce Development Strategies Through a WIOA-Perkins Combined State Plan

The SCP team recommends that NCAWDB advocate for North Carolina to join the nine other states that have submitted WIOA-Perkins Combined State Plans during the next plan submission period.

This recommendation capitalizes on the inherent synergies between the two programs to develop a more cohesive and comprehensive workforce development strategy, streamline processes, and promote better alignment and collaboration among stakeholders. As a result, the SCP team believes this initiative will create a more robust and effective workforce development ecosystem that supports job seekers, employers, and the broader state economy.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Finding 2
Sharing Staff and Virtual Tools Can Spread Limited Local WDB Budgets Further

Local Workforce Boards Lack a Robust Outreach Budget and Few Have Outreach Strategies

Every WDB that the SCP team interviewed mentioned limited budgets as a barrier to increasing outreach to both youth and adults (Appendix E). According to Wendy Johnson from the NCWorks Commission, WIOA funding has specific conditions that dictate how funds can be spent, thus limiting a WDB's ability to innovate new and effective ways to conduct outreach (Appendix D). Charlotte Works WDB, which has the highest youth service rate (5.1%) of the WDBs interviewed, was the only local board that had a designated outreach budget and youth outreach strategy (Table 1). Capital Area WDB, which has the second highest youth service (4.5%) of the WDBs interviewed, also had a youth outreach strategy, but not a designated outreach budget. Not every WDB receives the same amount of WIOA funding, which has been decreasing over the last decade [16]. For example, Capital Area was able to develop a youth outreach strategy in part because of its relatively larger WIOA budget and increased staff capacity to pursue additional non-WIOA grants for outreach (Appendix E).

Resource Sharing Amongst Rural WDBs

Rural WDBs share resources to stretch their budgets to reach more individuals eligible for their services. Turning Point WDB originally partnered with the Rivers East and Northeastern WDBs to fund and share three Career Pathways contractual positions (Appendix E). After those positions ended, they preserved a dedicated outreach special projects role. This role helps the three boards connect jobseekers to opportunities across neighboring communities. Pooling funding allows the boards to acquire staff that they would not have been able to afford individually.

The Future is Virtual and Proactive

Virtual services are becoming the norm. While WDBs used to rely on a steady stream of foot traffic in their physical spaces to serve new clients, the pandemic upended this traditional approach to service delivery. Not all current WDB staff have the capacity to effectively run social media campaigns or manage Zoom calls to coach customers [17]. Through monitoring WDB social media accounts, Wendy Johnson noticed that content produced in one region can differ dramatically in its look, feel, messaging, and how the NCWorks is credited (Appendix D). Several WDBs have a Facebook account, but only a few are regularly publishing content. Even fewer WDBs have an Instagram presence, which captures a much wider and younger audience than Facebook.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Finding 2
Sharing Staff and Virtual Tools Can Spread Limited Local WDB Budgets Further

Youth and Some Adults Prefer Virtual Services

High-quality virtual services are critical for connecting with all WDB customers, especially youth. The pandemic increased this trend, but virtual services were popular at community colleges prior to the pandemic. According to Tracey Price, WIOA Youth Career Advisor at Lenoir Community College, 90% of her interactions pre-pandemic were virtual through text messages and Facebook Messenger (Appendix E). Wendy Johnson confirmed how important it is to offer a virtual option for career advising [18]. She specifically advocates for video chat to help build and maintain connections with clients who face transportation barriers. Turning Point WDB has successfully engaged adults and youth through virtual job fairs, during the pandemic with its largest event attracting 340 individuals (Appendix E). In addition to increasing in-person foot traffic, it plans to continue offering virtual ways of connecting.

Online Navigational Tools can Help
Connect Clients to Services Across Broad Boundaries

As detailed in the Youth Outreach Best Practices case study, Capital Workforce Partners and Hartford Opportunity Youth Coalition in Connecticut launched an online tool in 2021 to help clients navigate services that are needed and increase engagement among young people looking for virtual services (Appendix I). The Training and Employment Navigational Tool starts with a survey that asks respondents about their educational needs, career interests, and desired services. Based on their responses, respondents are provided with a list of programs and services. After clicking the 'referral' button, they will be connected directly to a person in that program or service that is responsible for following up. There is even a map view of the relevant programs and services to aid the respondent's search process.

Recommendation 2
Create a Back-End Shared Services Model for Outreach Resources

NCAWDB should promote and facilitate the use of a shared services model for outreach resources. This could include a dedicated outreach role for each of North Carolina's eight prosperity zones [19]. This role could be responsible for creating social media templates for posts with a common look and feel, helping each WDB curate a schedule of unique content and offer training and support for Board staff learning these skills for the first time. Another shared resource could be a job matcher role that utilizes data analytics from NCWorks.gov to find and match candidates to roles across the state. Finally, an online navigational tool might be too expensive for one single WDB to create and manage, but all WDBs could collectively pool current funding or apply for outside funding to set this up.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Finding 3
Successful Organizations Partner with CBOs and Other Relevant Government Agencies

All of the WDBs interviewed emphasized the critical role that community partnerships play in delivering their youth and adult services. They cited these collaborations as pivotal to providing services given limited funding, staffing constraints, and other barriers that WDBs face. WDBs regularly partner with community-based and governmental organizations. For example, Eastern Carolina WDB partnered with Greene Lamp Community Action Center, local libraries and reentry councils.

Providing Supportive Services to Job Seekers

Many WDBs noted that demand for supportive services has increased due to the pandemic. Supportive services help meet jobseekers' basic needs, which help them obtain and retain employment. For example, Tammy Childers of the Eastern Carolina WDB partners with local homeless shelters, soup kitchens, and faith-based organizations to provide supportive and career services to their communities (Appendix E). According to Shaquita Hatcher from Wayne County Community College, most of the youth that she engages with are simultaneously trying to complete training and education while dealing with real-life problems like abusive relationships, drug abuse challenges, and mental health issues (Appendix E).

By acting as a liaison between job seekers and relevant agencies and CBOs, WDBs can help fulfill both the personal and career needs of eligible individuals. The Urban Youth Outreach case study exemplified CSS and SERCO's success in providing supportive services to its youth population in Chicago. CSS explained that many opportunity youth "need individual wrap-around services to prepare for today's workforce (Appendix H)." Cross-sector government agency and foundation collaboration was instrumental in connecting clients to over 100 social service programs. HOYC in Connecticut created a systematic way of identifying partner agency programs that could support youth services, contributing to their high levels of outreach and participation (Appendix I).

Improving Identification and Outreach to Eligible Participants

CBOs and government agencies play a crucial role in spreading awareness of Career Center services to eligible participants. These partnerships augment WDBs by spreading awareness of their services. Similarly, CBOs and agencies have services that WDBs can publicize to jobseekers. For example, Charlotte Work's Workforce Providers Council convenes 15 businesses, CBOs, and agencies like the NC Division of Vocational Rehabilitation Services to communicate opportunities for service referrals (Appendix E).
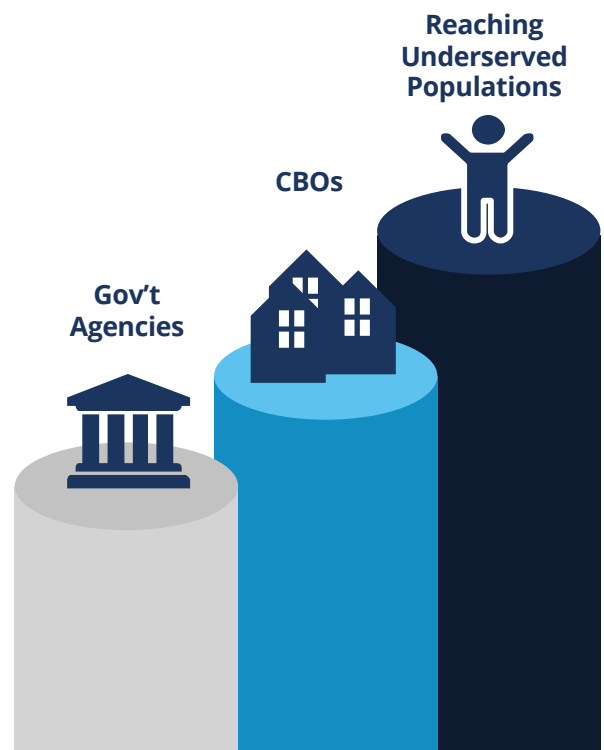
Finding 3
Successful Organizations Partner with CBOs and Other Relevant Government Agencies

Increased Resources and Funding

Partnerships with agencies and CBOs are also important to increasing the funding available for jobseeker programming. Adjacent governmental agencies may have more flexibility with money that can be allocated towards workforce development, which can fund WDB Career Center activities. CBOs often have existing partnerships with community leaders and local businesses that provide funding for WDB operations. Stakeholders from Capital Area WDB noted that relationships between local Boards and CBOs are often mutually beneficial (Appendix E). Since CBOs often have limited administrative capacities, partnerships with local WDBs can further benefit their mission. Pooling funding across agencies and organizations helps to amplify the impact of various services despite limited funding and tight budgets.

Increased Ability to Reach Underserved Populations

CBOs and government agencies also employ grassroots efforts to reach job seekers from underserved populations. CBOs and agencies have specialized resources and expertise to connect individuals with barriers to employment. Stakeholders from the Turning Point WDB described their partnerships with CBOs and faith-based organizations as the "glue to all that we do (Appendix E)." By working with partners who have established trust with community members already, local boards are able to better connect with eligible jobseekers. The Youth Outreach Best Practices case study also emphasized the importance of presence at community events in recruiting eligible jobseekers (Appendix I). Philip Cooper explained that leveraging relationships with trusted community partners improves outreach to historically marginalized communities that may distrust governmental institutions (Appendix D). Furthermore, the Charlotte Works WDB has provided career fairs and information sessions in the justice system through its partnership with the Mecklenburg County Detention Centers (Appendix E).

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Finding 3
Successful Organizations Partner with CBOs and Other Relevant Government Agencies

Coordinating Services and Resources

WDBs can efficiently allocate resources and avoid duplicative service offerings by collaborating with CBOs and government agencies. Effective inter-organizational partnerships leverage referrals between WDBs and agencies, coordinated service provision, and a consistent flow of communication to fill service gaps. Stakeholders from the Lumber River WDB noted the importance of maintaining regular communication with partners once jobseekers are enrolled in Career Center services to avoid duplicative services (Appendix E).

Recommendation 3
Develop and Strengthen Meaningful Partnerships with Governmental Agencies and CBOs

The SCP team recommends that NCAWDB further promote and facilitate meaningful partnerships between local WDBs, relevant government agencies, and local CBOs. This can be achieved by encouraging boards to join interagency councils, establishing recurring meetings with stakeholders from relevant CBOs, and strengthening participant referral mechanisms between boards and partners.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Finding 4
Youth Empowerment Creates Buy-In

Increasing rates of disconnection among opportunity youth pose a significant threat to the future of North Carolina's workforce. However, identifying and connecting with opportunity youth can be challenging since they are not actively enrolled in school or working. Increasing youth voice and partnership are integral at the local board level to prevent an increase in the opportunity youth rate.

Lack of a Formal Youth Body

While some local WDBs have youth councils, they consist of adults that are focused on resolving youth-related matters. The Youth Outreach Best Practices case study in Connecticut in Connecticut represents an effective and culturally responsive approach to working alongside youth (Appendix I). The case highlights the work of HOYC, a collaborative consisting of 30 community organizations including the local workforce development agency, Capital Workforce Partners. HOYC puts youth "center-stage" through Peer-to-Peer Relationship Building and Youth Ambassadors/Peer Mentors. HOYC emphasizes that the key to relationship building is attending community events and creating spaces for youth to share their experiences.

HOYC compensates youth ambassadors for their time and professional development. Youth ambassadors are "young leaders who provides support for multiple activities critical to positive youth development and outreach (Appendix I)." HOYC includes at least one youth ambassador at meetings and frequently checks in to ensure they are on a pathway to employment. During the SCP team's interview with Cecelia Holden, she shared similar opportunities that are available for high schoolers in Surry and Yadkins County in North Carolina. Surry-Yadkins Works is a program that offers paid internships, opportunities to earn high school and college credit, and professional credentials to high school students in Surry and Yadkin Counties [20]. The initiative is funded by the Surry and Yadkins' County Commissioners' offices. Its Board is chaired by the Surry Community College President, Dr. David Shockley, and consists of four local superintendents [21]. This conglomerate of local community colleges, school systems, and local businesses provides an excellent blueprint of how to mesh valuable workplace training for youth and bridge the divide across governmental institutions.

> **"You can't get it done in the cubicles, [boards] have to be in the community at basketball games, in churches, and representing their organization."**
>
> *- Philip Cooper, IEI Institute*

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

#4 Findings & Recommendations

Lack of Regular Feedback

Collecting youth feedback is equally important as elevating youth voices. The SCP team was unable to find data regarding how youth learned about NCWorks Career Centers. This insight could have provided valuable information on what outreach strategies have been successful. In line with Finding #2, a shared services model could lend itself to analyzing social media insights in the form of impressions, views, and the target audience that was reached.

Youth Economic Attitudes

Gathering feedback about youth attitudes and economic behaviors is important because of the emergence of the gig economy. Many of the WDBs the SCP team interviewed felt that youth may not be interested in NCWorks Career Center services because they can find a better-paying job immediately in the gig economy (e.g., Uber or Lyft) or at restaurants than through an internship or apprenticeship program (Appendix E). This focus on short-term gratification over longer-term career-advancing activities may be preventing some young people from realizing their full potential. Turning Point WDB specifically mentioned difficulties with getting youth to commit to longer-term career plans. Young people may attend an event or a contract experience but may not return after that. WDBs are finding that it's difficult to keep youth focused on long-term career goals when "they get distracted by the latest shiny and new experience" (Appendix E).

Recommendation 4
Prioritize Youth Involvement in Outreach and Programming

NCAWDB should encourage local WDBs to collect more robust data on outreach and incorporate youth perspectives in decision-making. First, local WDBs should establish working relationships with high school student councils to garner feedback about outreach strategies and inform them of NCWorks Career Center opportunities. Secondly, local WDBs should use surveys to measure who is visiting the NCWorks Career Centers. WDBs should analyze demographic information such as age, gender, sex, and race to see if NCWorks Career Centers visitors are reflective of the community and if there are gaps in coverage. Additional questions about how youth heard about the NCWorks Career Centers would be especially valuable to inform future marketing and outreach efforts. There are several survey tools that can be used such as Qualtrics surveys, Google Forms, and SurveyMonkey.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Future Considerations

Opportunities for Future Research

In addition to the recommendations presented herein, the SCP team identified several other topics that may warrant future research. For one, the SCP team found that the physical location of the NCWorks Career Centers could be a barrier for some youth and adults. Some WDBs rely on free space provided by community colleges, but these spaces may be difficult to locate [22].

Additionally, the absence of a dedicated youth space may be keeping young people from visiting the NCWorks Career Centers in person. For example, Capital Area WDB has a dedicated youth center. Pat Sturdivant from Capital Area WDB noted that youth traffic is significantly lower in Lee and Chatham County, where youth services are delivered out of Career Centers, than in the counties that have a dedicated youth center (Appendix E). This concern was corroborated in Wendy Johnson's 2022 NCWorks Career Center Continuous Improvement Report which found that "in many NCWorks Career Center there are spaces and furniture that is outdated, dim lighting, gray walls, overall, not inviting to customers, especially youth [18]."

Due to data constraints and potential legal concerns, the team was not able to investigate location strategy for the NCWorks Career Centers, but the team believes this to be an important research topic to consider in the future. The SCP team recommends leveraging Wendy Johnson's 2022 NCWorks Career Center Continuous Improvement Report as a starting point.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix A: Opportunity Youth Rates

Year	NC Opportunity Youth Rate by Age Group [11]		
	16-19	20-24	16-24
2006	8.4%	15.6%	12.4%
2007	9.3%	17.4%	13.7%
2008	8.7%	17.0%	13.1%
2009	10.4%	18.9%	15.1%
2010	9.6%	20.0%	15.4%
2011	9.2%	21.8%	16.2%
2012	8.6%	20.5%	15.3%
2013	9.6%	18.4%	14.7%
2014	6.5%	18.7%	13.4%
2015	8.7%	16.4%	13.1%
2016	7.2%	15.2%	11.6%
2017	7.1%	16.0%	12.0%
2018	7.0%	14.6%	11.1%
2019	6.9%	14.5%	11.0%

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix B: Quantitative Analyses

North Carolina Local Board - Total Individuals Served

Rank	Local Board	Population Total	Pop Rank	Pop v Service Δ	O/U 300k	Total Individuals Served 2019	2020	2021	Total ('19-'21)	Total / Population
1)	Capital Area	1,461,949	1	- - -	+	19,937	17,425	21,402	58,764	4.02%
2)	Charlotte Works	1,100,984	2	- - -	+	15,153	14,253	23,691	53,097	4.82%
3)	Centralina	956,854	3	- - -	+	16,539	15,428	16,529	48,496	5.07%
4)	Lumber River	278,756	13	+9	-	17,808	14,259	11,624	43,691	15.67%
5)	Eastern Carolina	635,961	5	- - -	+	17,027	13,419	12,149	42,595	6.70%
6)	Guilford County	537,113	7	+1	+	12,887	11,315	15,631	39,833	7.42%
7)	Piedmont Triad Regional	690,039	4	--3	+	10,919	11,353	13,205	35,477	5.14%
8)	Regional Partnership	584,805	6	--2	+	9,971	8,533	11,252	29,756	5.09%
9)	Cape Fear	470,402	8	--1	+	12,214	8,551	8,643	29,408	6.25%
10)	Turning Point	290,289	12	+2	-	11,175	8,752	8,506	28,433	9.79%
11)	Rivers East	277,826	14	+3	-	7,953	6,854	8,909	23,716	8.54%
12)	Western Piedmont	364,877	10	--2	+	7,398	6,968	7,512	21,878	6.00%
13)	Foothills	227,430	16	+3	-	7,314	6,286	6,481	20,081	8.83%
14)	Mountain Area	436,842	9	--5	+	5,278	6,389	7,784	19,451	4.45%
15)	Southwestern	202,977	19	+4	-	5,974	6,527	6,321	18,822	9.27%
16)	Durham	320,146	11	--5	+	4,989	4,712	6,257	15,958	4.98%
17)	High Country	208,975	18	+1	-	5,651	5,065	3,862	14,578	6.98%
18)	Kerr-Tar	228,990	15	--3	-	4,726	4,131	5,110	13,967	6.10%
19)	Gaston County	226,097	17	--2	-	4,563	4,039	4,888	13,490	5.97%
20)	Northeastern	171,584	20	- - -	-	4,359	3,486	3,925	11,770	6.86%
21)	DavidsonWorks, Inc.	168,002	21	- - -	-	3,543	3,274	3,314	10,131	6.03%

North Carolina Local Board - Total Services Provided

No.	Local Board	Population Total	Pop Rank	Pop v Service Δ	O/U 300k	Total Services Provided 2019	2020	2021	Total ('19-'21)	Total / Population
1)	Capital Area	1,461,949	1	- - -	+	357,509	256,718	294,735	908,962	62.17%
2)	Charlotte Works	1,100,984	2	- - -	+	354,350	214,794	336,010	905,154	82.21%
3)	Centralina	956,854	3	- - -	+	261,214	207,802	213,234	682,250	71.30%
4)	Eastern Carolina	635,961	5	+1	+	213,185	144,884	146,729	504,798	79.38%
5)	Guilford County	537,113	7	+2	+	165,393	125,022	193,461	483,876	90.09%
6)	Piedmont Triad Regional	690,039	4	--2	+	155,841	128,497	156,907	441,245	63.94%
7)	Lumber River	278,756	13	+6	-	169,297	133,716	129,331	432,344	155.10%
8)	Cape Fear	470,402	8	- - -	+	176,705	122,764	123,005	422,474	89.81%
9)	Regional Partnership	584,805	6	--3	+	149,534	111,703	137,379	398,616	68.16%
10)	Turning Point	290,289	12	+2	-	140,063	91,888	98,495	330,446	113.83%
11)	Western Piedmont	364,877	10	--1	+	135,820	96,081	79,894	311,795	85.45%
12)	Mountain Area	436,842	9	--3	+	94,580	104,067	108,623	307,270	70.34%
13)	Southwestern	202,977	19	+6	-	100,951	101,039	98,564	300,554	148.07%
14)	Rivers East	277,826	14	- - -	-	113,557	77,947	93,633	285,137	102.63%
15)	Foothills	227,430	16	+1	-	117,175	81,002	83,493	281,670	123.85%
16)	Kerr-Tar	228,990	15	--1	-	122,446	79,109	65,529	267,084	116.64%
17)	Durham	320,146	11	--6	+	89,552	72,459	81,369	243,380	76.02%
18)	Gaston County	226,097	17	--1	-	91,405	65,418	72,978	229,801	101.64%
19)	DavidsonWorks, Inc.	168,002	21	+2	-	111,418	70,548	44,282	226,248	134.67%
20)	Northeastern	171,584	20	- - -	-	61,739	43,866	51,807	157,412	91.74%
21)	High Country	208,975	18	--3	-	67,829	49,448	37,171	154,448	73.91%

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

North Carolina Local Board - Total Unique Completers

No.	Local Board	Population				Total Unique Completers				Total /
		Total	Pop Rank	Pop v Service Δ	O/U 300k	2019	2020	2021	Total ('19-'21)	Population
1)	Capital Area	1,461,949	1	- - -	+	16,519	15,270	16,174	47,963	3.28%
2)	Charlotte Works	1,100,984	2	- - -	+	12,965	12,390	16,902	42,257	3.84%
3)	Centralina	956,854	3	- - -	+	13,835	13,937	12,937	40,709	4.25%
4)	Eastern Carolina	635,961	5	+1	+	13,654	11,807	9,475	34,936	5.49%
5)	Lumber River	278,756	13	+8	-	13,594	12,250	8,718	34,562	12.40%
6)	Guilford County	537,113	7	+1	+	10,429	9,941	11,910	32,280	6.01%
7)	Piedmont Triad Regional	690,039	4	--3	+	9,050	10,008	10,109	29,167	4.23%
8)	Cape Fear	470,402	8	- - -	+	10,301	7,647	6,800	24,748	5.26%
9)	Regional Partnership	584,805	6	--3	+	8,142	7,539	8,722	24,403	4.17%
10)	Turning Point	290,289	12	+2	-	8,827	7,821	6,361	23,009	7.93%
11)	Rivers East	277,826	14	+3	-	6,258	6,089	6,911	19,258	6.93%
12)	Western Piedmont	364,877	10	--2	+	5,867	6,128	5,998	17,993	4.93%
13)	Foothills	227,430	16	+3	-	5,868	5,523	5,169	16,560	7.28%
14)	Mountain Area	436,842	9	--5	+	4,379	5,459	6,268	16,106	3.69%
15)	Southwestern	202,977	19	+4	-	4,589	5,439	4,769	14,797	7.29%
16)	Durham	320,146	11	--5	+	3,818	4,059	4,727	12,604	3.94%
17)	High Country	208,975	18	+1	-	4,399	4,516	2,991	11,906	5.70%
18)	Gaston County	226,097	17	--1	-	3,933	3,623	3,763	11,319	5.01%
19)	Kerr-Tar	228,990	15	--4	-	3,694	3,605	3,888	11,187	4.89%
20)	Northeastern	171,584	20	- - -	-	3,470	2,878	2,928	9,276	5.41%
21)	DavidsonWorks, Inc.	168,002	21	- - -	-	2,797	2,912	2,587	8,296	4.94%

North Carolina Local Board - Summary Metrics

Local Board	2016	2021	Q1 2023	Q1 2022	Nov-22	
	HH Income	Population (2021)	Candidates/Jobs	Annual Wage	# Employees	Unmployment %
Cape Fear	45,754	470,402	2.4x	46,852	225,854	4.1%
Capital Area	56,889	1,461,949	0.8x	55,016	772,664	3.3%
Centralina	50,382	956,854	2.8x	50,499	474,754	3.6%
Charlotte Works	59,268	1,100,984	0.3x	90,428	623,415	3.8%
DavidsonWorks, Inc.	44,469	168,002	4.7x	50,700	78,025	3.7%
Durham	54,093	320,146	0.6x	89,128	175,617	3.3%
Eastern Carolina	41,466	635,961	4.9x	42,513	250,228	4.1%
Foothills	40,066	227,430	5.5x	44,291	97,339	4.4%
Gaston County	44,288	226,097	2.5x	44,460	109,433	4.0%
Guilford County	46,896	537,113	0.8x	58,760	250,576	4.4%
High Country	37,506	208,975	9.6x	41,295	91,855	3.7%
Kerr-Tar	40,906	228,990	8.2x	46,446	101,782	4.4%
Lumber River	33,390	278,756	8.3x	42,141	102,961	6.2%
Mid-Carolina	43,161	526,124	2.4x	45,500	200,732	5.2%
Mountain Area	44,842	436,842	1.6x	45,448	211,080	3.2%
Northeastern	46,348	171,584	15.2x	42,250	74,321	4.3%
Piedmont Triad Regional	42,102	690,039	2.7x	45,871	315,836	3.9%
Rivers East	36,765	277,826	4.0x	43,202	127,285	4.4%
Regional Partnership	46,808	584,805	2.7x	52,385	273,441	3.7%
Southwestern	37,561	202,977	7.1x	42,009	86,917	3.7%
Turning Point	36,091	290,289	5.2x	45,895	113,258	6.2%
Western Piedmont	40,683	364,877	3.3x	47,034	165,569	3.7%

NORTH CAROLINA ASSOCIATION OF
workforce development boards

North Carolina Local Board - Rankings

Local Board	2016 HH Income	2021 Population (2021)	Q1 2023 Candidates/Jobs	Q1 2022 Annual Wage	Nov-22 # Employees	Nov-22 Unemployment %
Cape Fear	8	9	16	9	8	10
Capital Area	2	1	19	4	1	20
Centralina	4	3	12	7	3	19
Charlotte Works	1	2	22	1	2	13
DavidsonWorks, Inc.	10	22	9	6	21	15
Durham	3	12	21	2	11	21
Eastern Carolina	14	5	8	18	7	9
Foothills	17	17	6	16	18	6
Gaston County	11	18	15	15	15	11
Guilford County	5	7	20	3	6	5
High Country	19	19	2	22	19	17
Kerr-Tar	15	16	4	10	17	7
Lumber River	22	14	3	20	16	1
Mid-Carolina	12	8	17	13	10	3
Mountain Area	9	10	18	14	9	22
Northeastern	7	21	1	19	22	8
Piedmont Triad Regional	13	4	13	12	4	12
Rivers East	20	15	10	17	13	4
Regional Partnership	6	6	14	5	5	18
Southwestern	18	20	5	21	20	14
Turning Point	21	13	7	11	14	2
Western Piedmont	16	11	11	8	12	16

North Carolina Local Board - NextGEN (New Enrollments)

Rank	Local Board	PY19	PY20	PY21	Total ('19-'21)	Average ('19-'21)
1)	Charlotte Works	240	167	222	629	210
2)	Guilford County	236	250	125	611	204
3)	Capital Area	113	136	130	379	126
4)	Cape Fear	92	135	141	368	123
5)	Turning Point	87	154	116	357	119
6)	Eastern Carolina	122	72	142	336	112
7)	Piedmont Triad Regional	125	111	69	305	102
8)	Lumber River	111	44	77	232	77
9)	Rivers East	59	86	59	204	68
10)	Centralina	89	53	59	201	67
11)	Kerr-Tar	55	52	84	191	64
12)	DavidsonWorks, Inc.	34	69	85	188	63
13)	Southwestern	63	50	55	168	56
14)	Mountain Area	67	29	62	158	53
15)	Western Piedmont	61	33	56	150	50
16)	High Country	62	14	52	128	43
17)	Regional Partnership	33	40	53	126	42
18)	Durham	48	33	30	111	37
19)	Northeastern	33	44	19	96	32
20)	Foothills	NA	23	34	57	29
21)	Gaston County	16	6	10	32	11
22)	Mid-Carolina	NA	NA	NA	0	NA

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix B:
Quantitative Analyses (cont'd)

North Carolina Local Board - NextGEN (Total Youth Served)

Rank	Local Board	PY19	PY20	PY21	Total ('19-'21)	Average ('19-'21)
1)	Charlotte Works	638	400	468	1,506	502
2)	Capital Area	582	455	329	1,366	455
3)	Guilford County	366	372	232	970	323
4)	Piedmont Triad Regional	272	302	245	819	273
5)	Turning Point	228	263	213	704	235
6)	Cape Fear	231	224	237	692	231
7)	Eastern Carolina	257	203	211	671	224
8)	Lumber River	273	161	149	583	194
9)	Centralina	351	116	110	577	192
10)	Kerr-Tar	242	117	121	480	160
11)	Rivers East	163	129	121	413	138
12)	Northeastern	117	143	110	370	123
13)	Mountain Area	129	59	182	370	123
14)	Regional Partnership	119	116	132	367	122
15)	Durham	156	87	112	355	118
16)	High Country	144	71	76	291	97
17)	Western Piedmont	108	88	81	277	92
18)	Southwestern	97	89	90	276	92
19)	DavidsonWorks, Inc.	64	88	115	267	89
20)	Gaston County	69	25	37	131	44
21)	Foothills	NA	44	58	102	51
22)	Mid-Carolina	NA	NA	NA	0	NA

North Carolina Local Board - NextGEN (Credentials Earned)

Rank	Local Board	PY19	PY20	PY21	Total ('19-'21)	Average ('19-'21)
1)	Charlotte Works	80	76	117	273	91
2)	Piedmont Triad Regional	81	68	74	223	74
3)	Mountain Area	73	30	62	165	55
4)	Guilford County	54	51	27	132	44
5)	Eastern Carolina	54	48	28	130	43
6)	Capital Area	51	43	33	127	42
7)	Western Piedmont	47	28	41	116	39
8)	Cape Fear	31	28	27	86	29
9)	Regional Partnership	24	18	41	83	28
10)	Lumber River	32	26	22	80	27
11)	DavidsonWorks, Inc.	18	16	38	72	24
12)	High Country	37	15	12	64	21
13)	Turning Point	18	0	40	58	19
14)	Kerr-Tar	21	20	7	48	16
15)	Centralina	23	11	11	45	15
16)	Northeastern	14	13	17	44	15
17)	Foothills	NA	10	25	35	18
18)	Durham	17	3	6	26	9
19)	Rivers East	9	9	6	24	8
20)	Gaston County	11	4	7	22	7
21)	Southwestern	0	1	3	4	1
22)	Mid-Carolina	NA	NA	NA	0	NA

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

North Carolina Local Board - Youth Service Rates*

Rank	Local Board	Youth Service Rate
1)	High Country	5.6%
2)	Northeastern	5.3%
3)	Guilford County	5.2%
4)	Kerr-Tar	5.2%
5)	Durham	5.2%
6)	Charlotte Works	5.1%
7)	Capital Area	4.5%
8)	Southwestern	4.0%
9)	Lumber River	3.7%
10)	Turning Point	3.5%
11)	Cape Fear	3.1%
12)	Rivers East	3.0%
13)	Centralina	2.9%
14)	Mountain Area	2.8%
15)	Piedmont Triad Regional	2.5%
16)	DavidsonWorks, Inc.	2.4%
17)	Gaston County	2.1%
18)	Eastern Carolina	2.0%
19)	Foothills	1.7%
20)	Regional Partnership	1.6%
21)	Western Piedmont	1.6%
22)	Mid-Carolina	NA

*Number of opportunity youth 5-year ACS 2015-2019 from NC Demography divided by the number of youth served from NCAWDB's PY2019 NextGEN Report

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Below is a sample expert interview guide. Due to the unique expertise of our subjects we had to slightly tailor each interview but used the below guide as a base model. Italicized questions indicate the most important questions to ask.

Expert Interview Questions and Script

Interviews are scheduled for 30-minutes, and will consist of pre-planned questions, however in-depth follow-up questions may be asked during the interview to learn more about a topic.

My name is _____ and I am a student at Duke University's Sanford School of Public Policy. We are partnering with the North Carolina Association of Workforce Development Boards to examine a decline in North Carolinians accessing their services. Thank you for taking the time to meet with our team today. We appreciate you sharing your experiences and insight into the current challenges and opportunities of North Carolina's workforce.

1. Can you share your experience in the workforce development space and a little about yourself?

2. *From your perspective, why aren't eligible adults and youth using NCWorks Career Center services?*

3. *How can local boards improve awareness and participation in NCWorks Career Center services specifically among youth?*

4. What barriers exist for Career Centers that limit their ability to reach out to eligible populations?

5. What are some obstacles urban youth and adults face when accessing career services? Rural youth and adults?

6. North Carolina has experienced a significant influx of businesses, however there is a problem of not enough people for available jobs. How do you think Career Centers sell themselves as talent brokers?

7. What role does social media play in outreach, specifically to youth 16-24?

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix D:
Expert Interview Coding

Wendy Johnson

Sr. Workforce Development Analyst
NCWorks Commission

NCWorks Interview

March 1, 2023

Key Quotes/Take-Aways	Code	Theory
"Limited staff, staff that understands how to drive outreach, market through social media"	Knowledge Gap and Limited Staffing	Inadequate public outreach measures
"Lack of staff that has the capacity to get out of the office to market and spread awareness"	Limited Staffing	Importance of strategic partnerships
"Lack of uniformity for marketing pieces"	Knowledge Gap	Inadequate public outreach measures
"Broadband is still an issue across the state, specifically for rural areas. Hurts virtual services"	Equity and Knowledge Gap	Inadequate public outreach measures

NORTH CAROLINA ASSOCIATION OF
workforce development boards

Philip Cooper

Practitioner-in-Residence
NCSU Institute for Emerging Issues

Personal Interview

March 3, 2023

Key Quotes/Take-Aways	Code	Theory
"Leverage community-based organizations -Accelerate Buncombe – use community health workers to spread the word -TikTok, t-shirts, basketball games, churches	Limited Staffing	Importance of strategic partnerships
"Lack of trust in systems within the Black community - Referenced CLASP WIOA racial disparities report	Equity	Importance of strategic partnerships
"Conduct field based recruiting" "Mobile career centers"	Limited Staffing	Inadequate public outreach measures
"A lot of Black people from the community [when they came into the center] were coming to see me"	Equity	Importance of Strategic Partnerships
"STEP – Skills Training Employment Program [federal grant funded program at Asheville-Buncombe Tech Community College], 100% of training paid for if you receive SNAP benefits [To be eligible to enroll in the STEP Program, you must be: Receiving or eligible to receive Food and Nutrition Services/Supplemental Nutrition Assistance Program (SNAP) in Buncombe County, At least 16 years old, and Not receiving Work First/TANF Monthly]"	Equity	Importance of Strategic Partnerships
"Accelerate Buncombe" "Reaching out to [actively] incarcerated populations to share job training"	Equity	Importance of Strategic Partnerships

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Cecelia Holden

Chief Executive Officer
MyFutureNC

Personal Interview

March 7, 2023

Key Quotes/Take-Aways	Code	Theory
"We have a small, but mighty team, and less than 20 people on staff. But we have one person that is located in each of the 8 economic prosperity zones."	Limited Staffing	Importance of strategic partnerships
"They have a very successful program in Yadkin and Surry counties, and it's called Surry-Yadkins works. It's paid internships and the goal is for K-12 students to stay connected."	Equity	Importance of strategic partnerships
"Workforce development boards have an incredible opportunity to play a critical role.. [especially in the K12 realm], but I think if there could be intentional partnerships then it could especially powerful."	Limited Staffing	Importance of strategic partnerships
"If you ask a high school superintendent or principal, are you aware of WIOA at-risk dollars? I'm often told the answer is no."	Knowledge Gap	Importance of strategic partnerships
"If you go to a high school principal or superintendent, and go with ideas and proven best practices, the doors will open for opportunity."	Knowledge Gap	Importance of strategic partnerships

NORTH CAROLINA ASSOCIATION OF
**workforce
development boards**

<u>Catherine Truitt</u>

Superintendent
NCDPI

<u>Personal Interview</u>

March 27, 2023

Key Quotes/Take-Aways	Code	Theory
"The pandemic shed light on limitations of our testing and accountability in K-12 public education systems... and something I've really believed for a long time. Our system hasn't prepared students to be in the workforce. It has prepared students to go to college, and if you're not going to college then you're relegated to CTE courses which come to an end your senior year, and so [in the past] we've sold parents on the idea that the path to the middle class is through college, and that's just not true.	Knowledge Gap, Equity	Further integrating workforce development into education
"More and more the economic development partnership of North Carolina... is asking K-12 to be at the table, and to me that says is that we've made a lot of progress [preparing students for giving students a choice]"	Knowledge Gap	Further integrating workforce development into education
"Partnerships between local WDBs and schools will vary, I could give you 115 different answers, however what we do is the state's educational attainment goal, and that includes representation from [intergovernmental institutions]	Knowledge Gap	Importance of strategic partnerships
"Where we see the most impact from local WDBs, would be in those high schools that start CTE programs aligned to local workforce needs."	Knowledge Gap	Further integrating workforce development into education
"The immediate way to prevent students from becoming opportunity youth is for businesses to host students."	Equity	Importance of strategic partnerships
"We are very close to seeing legislation passed this session, that would require all middle school students to have a career development plan that would follow them to high school.... kids aren't' deciding their career, but learning what it means to what work in agriculture or agriculture science."	Equity	Further integrating workforce development into education

NORTH CAROLINA ASSOCIATION OF
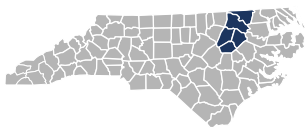**workforce**
development boards
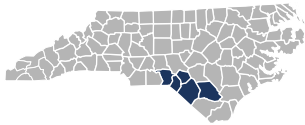
Lumber River
Workforce Development Board

Members of the Sanford consulting team met with Patricia Hammonds, Alice Williams, and Katrina Harbison of the Lumber River Workforce Development Board. They explained that as a WDB serving rural counties, transportation is a major barrier for their jobseekers. To mitigate this, they provide supportive services such as public transportation vouchers and travel reimbursement for school and work. They also noted that strong partnerships with CBOs and dedicated staff are critical pillars of their outreach to youth and adults. The Lumber River WDB has also established robust partnerships with local public schools, including alternative schools, to increase youth outreach.
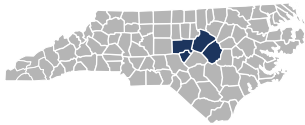
Capital Area
Workforce Development Board

The team met with Pat Sturdivant of the Capital Area Workforce Development Board. One notable strategy of the Capital Area WDB is the fact that they have a dedicated outreach specialist position, which we had not encountered through our other interviews or other research. They also emphasized that providing services and outreach to high school students before they graduate is crucial considering that a significant number of graduating seniors don't plan to go to college. They also noted that they have noticed a shift towards gig jobs and other shorter term jobs that have made it difficult to attract youth towards long term career training and planning. Similar to other WDBs, they also explained that their outreach strategy has had to shift towards more community-based research throughout the pandemic.

Turning Point
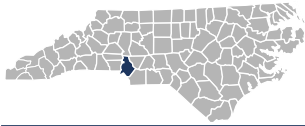### Workforce Development Board

The SCP team met with Michael Williams and Carisa Rudd of Turning Point Workforce Development Board. This WDB has established a collaboration with Rivers East and Northeastern WDB to combine funding and strategies for outreach. This collaboration has allowed them to pool funding, maximize shared budgets, and utilize funding strategically. Their outreach strategy has allowed them to reach over 700 community members at some of their career events during the pandemic. Their Board was also the first to have established Career Pathway, which is strengthened through working with CTE advisors and community colleges. By working with other boards and across geographic regions, Turning Point WDB has been able to "think regionally, but work globally."

NORTH CAROLINA ASSOCIATION OF
**workforce
development boards**
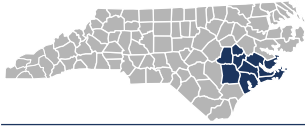
Eastern Carolina
Workforce Development Board

The SCP team met with Tammy Childers, Shaquita Hatcher, and Tracey Price from the Eastern Carolina Workforce Development Board. They emphasized the importance of strong partnerships and relationships with local community colleges, which their board established in the 1990s. They told the SCP team about the OurFutureNC initiative, which is a local collaborative between ECWDB, nine public schools, and seven community colleges. Furthermore, they also emphasized that there needs to be increased coordination between local WDBs and CTE advisors at local schools. They also explained the various outreach challenges they've encountered, including a lack of evaluation data for social media, and limited funding for innovative methods like radio and social media campaigns.

Charlotte
Workforce Development Board

The SCP team interviewed Danielle Frazier, the Director of the Charlotte WDB. Danielle explained that a Harvard "Land of Opportunity" study ranked Charlotte last place out of other major cities for economic mobility. In response, local stakeholders created a task force in February 2017 to address this issue. The Charlotte-Mecklenburg Workforce Providers Council was established in 2011 to convene local employers, governmental agencies, and community-based organizations to collectively improve economic development in the region. Specifically, the WDB has successfully provided career services to incarcerated individuals by partnering with Mecklenburg County Detention Centers. Furthermore, the Charlotte Executive Leadership Council convenes local employers to provide direct support to the WDB. Charlotte is one of the few WDBs the SCP team interviewed with a designated outreach budget of $50,000. The WDB also partners with the nonprofit MeckEd to improve outreach to local high school students. Most importantly, Danielle emphasized the importance of trustful relationships to maximize the WDB's capacity and success.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix F:
Local Board Interview Questions and Script

Below is a sample expert interview guide.

Local Interview Questions and Script

Interviews are scheduled for **45-60-minutes**, and will consist of pre-planned questions-however, in-depth follow-up questions may be asked during the interview to learn more about a topic.

My name is _____ and I am a student at Duke University's Sanford School of Public Policy. We are partnering with the North Carolina Association of Workforce Development Boards to examine changes in service usage amongst eligible North Carolinians. Thank you for taking the time to meet with our team today. We appreciate you sharing your experiences and insight into the current challenges and opportunities of North Carolina's workforce.

General Questions

1. Tell us about OurFutureENC. What successes has the initiative had thus far? Challenges?
2. What are the unique conditions of being a WDB that serves mostly rural counties? Are you doing anything differently to serve the urban counties that fall under your jurisdiction? It looks like you've rebounded enrollment numbers back to pre-COVID levels. What approaches, partnerships or programs helped you accomplish this?
3. What do you think has been the most impactful aspect of your WDB's outreach strategy so far?
4. Can you tell us more about what the Board's partnership with Two Hawk Workforce Solutions looks like? What barriers does the partnership address? (limitations on staffing, outreach, etc.)
5. Are there any other ideas, initiatives, etc. that the Board has tried to implement but has not been able to due to lack of resources, staffing, etc.?
6. Would you be willing to share your Board's budget for the past 3 years? Is there a way that you track how much you're spending on outreach activities?

Youth Specific Questions

7. How impactful has the WDB's partnership with local community colleges been for eligible youth?
8. Several success stories highlight in your Board's NextGen report from 2022 highlights young people looking to complete a High School Equivalency Diploma/Credential and 43% were enrolled in Alternative Secondary school services or dropout recovery services. How have these individuals found your services? Are you partnering with local high schools to identify youth at risk of dropping out? If so, what does that look like?
9. How has your Board worked with community-based organizations to improve outreach amongst youth? What worked well and what didn't?

Adult Specific Questions

10. How impactful has the WDB's partnership with local community colleges been for eligible adults?
11. From your perspective, why aren't more eligible adults using NCWorks Career Center services? What have the barriers been before and after COVID?
12. How can local boards improve awareness and participation in NCWorks Career Center services specifically among adults?
13. How has your WDB worked with community-based organizations to improve outreach amongst adults? What worked well and what didn't?

As discussed in the policy recommendations section, combining the WIOA and Perkins V plans can lead to better integration, targeted programs, improved data-sharing, and ultimately, enhanced outcomes for stakeholders, students, and the local economy. Minnesota's successful integration of WIOA and Perkins V provides valuable insights for North Carolina's workforce development system. As a state with a strong commitment to aligning education, training, and workforce development initiatives, Minnesota offers an excellent case study for exploring the benefits of streamlined collaboration between stakeholders, efficient resource allocation, and a focus on equity.

Key Objectives of Minnesota's WIOA-Perkins Combined State Plan

➢ **CTE and WIOA partnership.** CTE is actively involved in workforce development planning, coordination, and alignment as part of Minnesota's Combined State Plan. Key representatives from both Minnesota State and the Minnesota State Department of Education serve on the Governor's Workforce Development Board ("GWDB"), which advises the Governor on the state's workforce system.

➢ **Perkins and local workforce board collaboration.** At the regional and local levels, Perkins leadership and regional workforce personnel work closely together, serving on each other's boards and leadership teams to promote cross-planning, alignment, and coordination.

➢ **Aligning state education and skills training investments.** Minnesota seeks to ensure that state investments in education and skills training are aligned with the vision, goals, and strategies of the GWDB and Minnesota's Strategic Plan, as well as local and regional workforce development systems' plans. This alignment helps maintain Minnesota's leadership in employment, skills training, education, and economic growth.

➢ **Dual Training Grant.** The Dual Training Grant promotes collaborations between employers and instruction providers across Minnesota to combine on-the-job training with relevant educational programs. Furthermore, employer grants facilitate employee attainment of industry-recognized degrees, certificates, and credentials.

Data-Sharing

➢ Minnesota has developed a fully interoperable, enterprise-level data collection, reporting, and analysis system that stores student data from pre-K through completion of postsecondary and into the workforce. The system brings together data from the Department of Education and the Department of Employment and Economic Development

➢ The system allows for continuous identification and evaluation of the four collective "Ps" of Minnesota's education and workforce system:

- Pathways: The movement of individual students between K-12, higher education, and workforce
- Progress: The benchmarks transition points students meet or fail to meet
- Predictors: The characteristics or patterns that help explain which students succeed and which do not
- Performance: The alignment of education and workforce for individual success

Partnerships to Drive Outreach

➢ Industry associations and partnerships. Minnesota hosts various industry associations and partnerships, such as the Minnesota Precision Manufacturing Association, Health Education Industry Partnership, Central MN Manufacturing Association, and Minnesota State College and Universities Centers of Excellence. These partnerships facilitate outreach, coordination, and alignment within the workforce and education sectors, helping to identify industry-recognized credentials that lead to meaningful employment.

Leveraging Resources to Increase Educational Access

➢ **Pathways to Prosperity Program ("P2P").** P2P leverages and combines funding from federal, state, philanthropic, and local sources to align and coordinate customized training and academic programs at Minnesota State community colleges.

➢ **Department of Employment and Economic Development ("DEED"), Department of Labor and Industry ("DLI"), and Higher Education.** DEED and DLI collaborate as stage agency partners in a Department of Labor-funded apprenticeship initiative, which streamlines and maximizes resources in higher education and various workforce programs.

➢ **Reaching out-of-school-youth.** Collaboration between workforce development agencies, local technical colleges, universities, adult basic education ("ABE") centers, and other partners ensures that out-of-school youth are identified and can benefit from WIOA Youth services. Furthermore, LWDB's co-enroll WIOA youth participants in other federally funded programs outside of the Department of Labor. By leveraging these additional resources, it increases the potential for shared positive outcomes in youth and adult programs at the state and local levels.

> The integration of WIOA and Perkins has proven effective in improving the workforce development ecosystem in Minnesota. By aligning education, training, and workforce development systems, Minnesota has taken a key step in ensuring that learners acquire the skills needed for in-demand occupations. Furthermore, through enhanced collaboration, streamlined processes, and a focus on equity, the state has made significant strides in terms of learner access, program quality, and workforce development.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Appendix H – Urban Youth Outreach Case Study: Chicago States SER and SERCO in Illinois

SER (Service, Employment, and Redevelopment) is a national network of Community Based Organizations (CBOs) dedicated to developing and advocating initiatives in education, training, employment, business, and economic opportunity with a special emphasis on the Hispanic population in the United States [23]. Central States SER (CSS) is a CBO that serves the Greater Chicago area including Cook and Kane County in Illinois. SERCO in Illinois is South Suburban American Jobs Center operator in the community of North Riverside and is a training partner for the Kane County Workforce Board. In 2022, CSS and SERCO in Illinois were recognized by SER National as a success story for engaging opportunity youth in inner-city Chicago where gang activity is prevalent. CSS and SERCO in Illinois offer services for both adults and youth including after-school tutoring and mentoring, GED, and vocational and pre-apprenticeship training.

Elements of Success

➢ **Strategic Partnerships and Wrap-around Services.** CSS and SERCO Illinois partnership with major stakeholders locally and across the state including the State of Illinois, the Chicago Cook County Workforce Partnership, the City of Chicago, the Illinois Department of Health and Human Services, the Kane County Workforce Board, and several other government agencies and foundations. Through these partnerships, CSS and SERCO in Illinois can connect clients to over 100 social service programs. They have a financial education program that is offered to the broader community and oversees the incorporation of financial literacy into every service and program offered. "In this program, we take a deep dive into the participant's financial needs and explore additional economic supports they might need. We then qualify our participants for the most suitable services: financial aid, public support, and a comprehensive financial education package offered in partnership with partner financial institutions while working towards their self-sufficiency."

➢ **Compassionate and Knowledgeable Staff.** CSS and SERCO in Illinois staff attribute their success in reaching out to youth "to understanding firsthand what residents need and the services that can help address those needs". Caring is at the heart of this work and helps staff not only look at the immediate needs of clients but how they can help open up additional opportunities for them. CSS staff, in particular, are intimately knowledgeable about serving the youth in Little Village and have the language skills and lived experience to empathize with their clients.

➢ **Strategic Location.** CSS offices are not located on State Street or Michigan Ave in Downtown Chicago. CSS is embedded in Little Village, a neighborhood in Chicago, with 90,000 residents most of whom are immigrants. Little Village is considered one of the most diverse inner-city neighborhoods in the Midwest. CSS in Little Village is making a dramatic impact, particularly on the opportunity youth in the area. CSS describes opportunity youth as 16-24-year-olds "who dropped out of school, are unemployed or underemployed, and need individual wrap-around services to prepare for today's workforce." The fact that they are physically present where the people they serve work and live and could be seen every day was critical to its success.

Appendix I –Youth Outreach Best Practices Case Study: Capital Workforce Partners and the Hartford Opportunity Youth Collaborative

Capital Workforce Partners (CWP) is the Workforce Development Board for the north-central region of Connecticut. CWP is a member of the Hartford Opportunity Youth Collaborative (HOYC). HOYC is a strategic coalition of over 30 community members dedicated to improving the quality-of-life outcomes for Opportunity Youth.

Navigation Tool Success Story

CWP and HOYC launched an online tool in 2021 to help clients navigate services that are needed and increase engagement among young people increasing looking for virtual services. The call is called the Training and Employment Navigational Tool and is accessible through the north-central region's 211 site. The tool starts with a survey that asks respondents about their educational needs, career interests, and desired services. Based on their responses, they are provided with a list of programs and services. Many of these programs and services are directly linked to the system. A respondent just needs to click the 'referral' button and they'll be connected directly to a person in that program or service that is responsible for following up to get the respondent registered or providing a warm hand-off to other relevant service providers. Where programs and services are not directly linked, there is contact information and location information available. There is even a map view of the relevant programs and services to aid the respondent's search process.

Best Practices for Hartford Opportunity Youth Collaborative Outreach Toolkit

HOYC created a toolkit called Youth Outreach Definition and Strategies for Practice [25]. It was developed by two HOYC sub-committees: the Education and Training Committee and the Career Pathways Committee. Best practices were agreed upon by the entirety of the group. To maintain fidelity to the HOYC's work, everything after this is directly quoted from the HOYC Toolkit and represents a subsection of the full toolkit.

Overview

The purpose of youth outreach is to introduce youth to resources and services that can lead to positive life outcomes such as education enrollment, increased work experience, permanent employment, and credential attainment. Youth outreach strategies should include the following:

➢ Relentless and persistent contact with youth.

➢ Elevating youth voice at multiple tables, and opening positions for them to take on outreach roles.

➢ A mutual understanding that we will be working together toward positive life outcomes for the youth.

➢ In a timely manner assessing their interests, needs, aspirations, and levels of work readiness.

➢ Realizing that one organization may not be able to provide all that the youth needs and therefore, warmly transitioning a youth from one provider to the next.

NORTH CAROLINA ASSOCIATION OF
Workforce
development boards

Social Media Outreach

Use different social media platforms to stay in contact with youth. Use access to social media platforms to assure youth contact information is collected and therefore agencies can connect with youth outside of the social media platform. Examples include:

➢ Community Youth Facebook Page for Opportunity Youth or utilizing platforms such as Instagram/TikTok/Discord/Snapchat/Twitter to cast a wide net which will engage more youth.

➢ Utilizing the power of texting to continue connecting with youth (in both automated and manual formats).

Putting Youth Center Stage

Youth-Peer to Peer Education/Relationship Building

1. Create more opportunities to hear collective youth voices in a variety of places and times within the community.

2. Agencies should be present at community events in order for youth to continue to build trust with agency staff.

Youth Ambassadors/Peer Mentors

1. Provide compensation for time and professional development opportunities for youth ambassadors. A Youth Ambassador is a young leader who provides support for multiple activities critical to positive youth development and outreach.

   ➢ For example, incorporate a stipend structure to compensate youth ambassadors for participating in meetings, taking active roles in recruitment, outreach, colleague support and assistance, event planning, agenda development, and other member focus related activities.

2. Ensure that youth ambassadors are on a quality career pathway and have access to employment opportunities.

3. Include youth ambassadors on the agenda and in any group HOYC planning.

4. A system of coordination should be established to ensure that Youth Ambassadors are working together.

   ➢ Peer Mentors:

   • Organizations should ensure a structured plan for the peer mentor to follow with their mentees including best practices that will lead to engagement and participation.

   • Organizations should ensure peer mentors receive opportunities for professional development, leadership, and have clear expectations for their role in the program.

   • At the end of the program, mentors should leave their mentorship with an updated resume and at least 3 completed job applications.

   • A system of coordination should be established to ensure peer mentors are meeting regularly to discuss best practices as well as meeting with their supervisor regularly to ensure they are on target with their goals and expectations.Youth-Peer-to-Peer

NORTH CAROLINA ASSOCIATION OF
Workforce development boards

Putting Youth Center Stage

Opportunities for Youth to Be Included at All Tables of Youth Outreach Activities

1. Organizations will follow up on youth intake forms to ensure they are targeting what the youth interests are.
2. Organizations will provide opportunities for youth to share their voice and opinions often.
3. Fully Support Consistent Youth Participation

Fostering Partnerships

Increasing Interactive Opportunities Between Youth Serving Agencies (i.e., events)

1. Presence at community events in order to coordinate information sharing and recruitment between youth serving agencies.
2. Utilize the Employment and Training and Career Pathways Committee Programs and Services Chart (Inventory of HOYC Programs) to identify programs and services to help young adults reach their goals. For example, utilize the chart to build relationships and collaborative working opportunities with colleagues by referring youth to partner agency programs where appropriate.

Real-Time Partnership Agency to Agency Communication (i.e., Updated Inventory of Real Time Youth Programming)

1. Review and update the Employment and Training and Career Pathways Committee Programs and Services Chart (Inventory of HOYC Programs) often so that members are aware of all OY programs that are currently available. This provides an opportunity for relationship building and collaborative opportunities among partner organizations through understanding how each organization serves the OY population in Hartford.
2. Utilize HOYC Navigation Tool to effectively connect OY in Hartford with current program opportunities.

Overarching Guiding Questions to Improve Outreach

This list of questions was created by the Center for Apprenticeship & Work-based Learning in response to CWP and HOYC's work with youth and can provide a guide for reflection for outside organizations to use.

How does your program identify and recruit opportunity youth?

➢ Directly, through partner networks, or both? How could these approaches be improved to ensure that no young people fall through the cracks?

➢ What is your social media strategy? Who owns it? When was the last time it was updated? Is it mobile-first? Multilingual?

Overarching Guiding Questions to Improve Outreach

This list of questions was created by the Center for Apprenticeship & Work-based Learning in response to CWP and HOYC's work with youth and can provide a guide for reflection for outside organizations to use.

Does your organization collaborate with other groups that provide services to young people when trying to identify their needs and revise recruiting strategies to reflect changes in those needs?

➢ What organizations (faith-based groups, food banks, etc.) stepped up during the pandemic in ways that might make them good outreach partners for your program?

➢ Are there any new community events or activities (such as organized recreation or sports meetups in public parks) that emerged during the pandemic that might provide venues for connecting with opportunity youth in a community setting?

➢ What kind of information-gathering efforts (such as surveys or regional youth summits) have emerged that could provide data that strengthens your outreach and programming efforts?

➢ Do you engage current participants in your opportunity youth programs in efforts to design or implement engagement efforts? If so, how?

➢ What alternative schools and high school equivalency programs in your region have shown success in recruiting and education young adults without a high school credential and might serve as a springboard for an apprenticeship pathway?

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Endnotes

[1] DOL. "Workforce Innovation and Opportunity Act." Accessed April 2, 2023. http://www.dol.gov/agencies/eta/wioa.

[2] "PCRN: Perkins V." Accessed April 2, 2023. https://cte.ed.gov/legislation/perkins-v.

[3] Perkins Collaborative Resource Network. "Perkins State Plans and Data Explorer." Perkins Collaborative Resource Network. Perkins Collaborative Resource Network. Accessed April 15, 2023. https://cte.ed.gov/dataexplorer/build.

[4] North Carolina State Board of Education. "State Plan, Program Year 2020–2021 North Carolina." North Carolina State Board of Education, n.d. https://s3.amazonaws.com/PCRN/docs/stateplan/NC_2020_State_Plan.pdf.

[5] ibid

[6] NCAWDB. "About Us Page." Accessed January 14, 2023. https://www.ncawdb.org/about-us-page/.

[7] NCAWDB. "NCAWDB - North Carolina Association of Workforce Development Boards." Accessed January 14, 2023. https://www.ncawdb.org/.

[8] "NCWorks NextGen Program | NC Careers.Org." Accessed April 2, 2023. https://nccareers.org/ncworks-nextgen-program.

[9] NCAWDB Director's Council. "Workforce Innovation and Opportunity Act: Youth Program Report." North Carolina Association of Workforce Development Boards, June 2022.

[10] NC Educational Attainment Dashboard | MyFutureNC. "North Carolina Opportunity Youth Rate." Accessed April 2, 2023. https://dashboard.myfuturenc.org/workforce-alignment/opportunity-youth/.

[11] Carolina Demography. "NC Opportunity Youth Rate Higher with Inclusion of Ages 20-24," September 24, 2021. https://www.ncdemography.org/long-description/nc-opportunity-youth-rate-higher-with-inclusion-of-ages-20-24/.

[12] Mason, Diana. "Engaging 'Disconnected' Youths to Prevent Lives of Isolation, Poverty, and Ill Health*." JAMA Forum Archive A8, no. 1 (March 14, 2019). https://doi.org/10.1001/jamahealthforum.2019.0011.

[13] Ibid

[14] Lewis, Kristen. "A Decade Undone: 2021 Update." Measure of America: A Program of the Social Science Research Council, July 29, 2021. https://measureofamerica.org/youth-disconnection-2021/.

[15] Carrington, Nicholas. "5 Things to Know about Youth Not Employed or in School," February 20, 2015. https://www.childtrends.org/publications/5-things-to-know-about-youth-not-employed-or-in-school.

[16] Izod, Annie, Wendy Johnson, Jonathan Guarine, and James Bain. Duke University Sanford School Consulting Team and NCWorks Commission Interview. Microsoft Teams, March 1, 2023

[17] Izod, Annie, Wendy Johnson, Jonathan Guarine, and James Bain. Duke University Sanford School Consulting Team and NCWorks Commission Interview. Microsoft Teams, March 1, 2023

NORTH CAROLINA ASSOCIATION OF
Workforce
development boards

Endnotes

[18] Izod, Annie, Wendy Johnson, Jonathan Guarine, and James Bain. Duke University Sanford School Consulting Team and NCWorks Commission Interview. Microsoft Teams, March 1, 2023

[19] "N.C. Prosperity Zones | NC Commerce." Accessed April 2, 2023. https://www.commerce.nc.gov/about-us/nc-prosperity-zones.

[20] Surry-Yadkin Works. "Surry-Yadkin Works." Accessed April 2, 2023. https://www.surryyadkinworks.org/.

[21] Surry-Yadkin Works. "Our Organization." Accessed April 2, 2023. https://www.surryyadkinworks.org/our-organization.html.

[22] Izod, Annie, Wendy Johnson, Jonathan Guarine, and James Bain. Duke University Sanford School Consulting Team and NCWorks Commission Interview. Microsoft Teams, March 1, 2023

[23] "SER National | An Economic Equity Corporation." Accessed April 2, 2023. https://ser-national.org/.

[24] "Promising Approaches: Recruiting and Engaging Youth." Accessed April 2, 2023. https://info.jff.org/recruiting-engaging-youth.

[25] Diaz, Steve, Arnaldo Perez, and Morgan Wilderman. "Tool-Kit: Youth Outreach Definition and Strategies for Practice." Hartford Opportunity Youth Collaborative, n.d.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Admin, Web. "Reaching Out to Help Opportunity Youth: CSS Forges a Success Story in Chicago | SER National." Accessed April 2, 2023. https://ser-national.org/reaching-out-to-help-opportunity-youth-css-forges-a-success-story-in-chicago/.

"Apply for Unemployment | DES." Accessed April 2, 2023. https://des.nc.gov/individuals/apply-unemployment.

Carolina Demography. "NC Opportunity Youth Rate Higher with Inclusion of Ages 20-24," September 24, 2021. https://www.ncdemography.org/long-description/nc-opportunity-youth-rate-higher-with-inclusion-of-ages-20-24/.

Carrington, Nicholas. "5 Things to Know about Youth Not Employed or in School," February 20, 2015. https://www.childtrends.org/publications/5-things-to-know-about-youth-not-employed-or-in-school.

CNBC. "North Carolina Is America's Top State for Business, According to CNBC Exclusive Study," July 13, 2022. https://www.cnbc.com/2022/07/13/north-carolina-is-americas-top-state-for-business-according-to-cnbc-exclusive-study.html.

Childers, Tammy. Eastern Carolina WDB + Duke Sanford. Zoom, March 20, 2023.

Cooper, Philip. Duke University Sanford School Consulting Team. Zoom, March 3, 2023.

Diaz, Steve, Arnaldo Perez, and Morgan Wilderman. "Tool-Kit: Youth Outreach Definition and Strategies for Practice." Hartford Opportunity Youth Collaborative, n.d.

DOL. "Workforce Innovation and Opportunity Act." Accessed April 2, 2023. http://www.dol.gov/agencies/eta/wioa.

"From Disconnection to Opportunity: Youth Labor Force Engagement in North Carolina," August 16, 2022. https://www.commerce.nc.gov/blog/2022/08/16/disconnection-opportunity-youth-labor-force-engagement-north-carolina.

Hammonds, Patricia, Alice Williams, and Katrina Harbison. Lumber River WDB + Duke Sanford. Zoom, March 23, 2023.

Hatcher, Shaquita, and Tracey Price. Eastern Carolina WDB + Duke Sanford. Zoom, March 19, 2023.

Holden, Cecelia. Duke University Sanford School Consulting Team and MyFutureNC Interview. Zoom, March 7, 2023.

Institute for Emerging Issues. "Talent First Economics." Accessed April 2, 2023. https://iei.ncsu.edu/talent-first-economics/.

Institute for Emerging Issues. "Task Force Recommendations." Accessed April 2, 2023. https://iei.ncsu.edu/task-force-recommendations/.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards

Bibliography

Izod, Annie, Wendy Johnson, Jonathan Guarine, and James Bain. Duke University Sanford School Consulting Team and NCWorks Commission Interview. Microsoft Teams, March 1, 2023

Lewis, Kristen. "A Decade Undone: 2021 Update." Measure of America: A Program of the Social Science Research Council, July 29, 2021. https://measureofamerica.org/youth-disconnection-2021/.

Mason, Diana. "Engaging 'Disconnected' Youths to Prevent Lives of Isolation, Poverty, and Ill Health*." JAMA Forum Archive A8, no. 1 (March 14, 2019). https://doi.org/10.1001/jamahealthforum.2019.0011.

NC Educational Attainment Dashboard | MyFutureNC. "North Carolina Opportunity Youth Rate." Accessed April 2, 2023. https://dashboard.myfuturenc.org/workforce-alignment/opportunity-youth/.

NC Educational Attainment Dashboard | MyFutureNC. "North Carolina Opportunity Youth Rate." Accessed April 2, 2023. https://dashboard.myfuturenc.org/workforce-alignment/opportunity-youth/.

"N.C. Prosperity Zones | NC Commerce." Accessed April 2, 2023. https://www.commerce.nc.gov/about-us/nc-prosperity-zones.

"NC State Youth Advisory Council | NC DOA." Accessed April 2, 2023. https://ncadmin.nc.gov/boards-commissions/state-youth-advisory-council.

NCAWDB Director's Council. "Workforce Innovation and Opportunity Act: Youth Program Report." North Carolina Association of Workforce Development Boards, June 2022.

"NCWorks NextGen Program | NC Careers.Org." Accessed April 2, 2023. https://nccareers.org/ncworks-nextgen-program.

North Carolina State Board of Education. "State Plan, Program Year 2020–2021 North Carolina." North Carolina State Board of Education, n.d. https://s3.amazonaws.com/PCRN/docs/stateplan/NC_2020_State_Plan.pdf.

Perkins Collaborative Resource Network. "Perkins State Plans and Data Explorer." Perkins Collaborative Resource Network. Perkins Collaborative Resource Network. Accessed April 15, 2023. https://cte.ed.gov/dataexplorer/build.

"PCRN: Perkins V." Accessed April 2, 2023. https://cte.ed.gov/legislation/perkins-v.

Pogarcic, Anna. "State Superintendent Catherine Truitt Declares 2022 'the Year of the Workforce.'" EducationNC, January 7, 2022. https://www.ednc.org/2022-01-07-state-superintendent-catherine-truitt-declares-2022-the-year-of-the-workforce/.

"Portrait of a Graduate | NC DPI." Accessed April 2, 2023. https://www.dpi.nc.gov/districts-schools/operation-polaris/portrait-graduate#Tab-Resources-4802.

"Preparing North Carolina Students for Post-Secondary Success: Future Focused. Career Ready." North Carolina Department of Public Instruction , n.d.

"Promising Approaches: Recruiting and Engaging Youth." Accessed April 2, 2023. https://info.jff.org/recruiting-engaging-youth.

NORTH CAROLINA ASSOCIATION OF
Workforce development boards

Bibliography

"Scorecard." Accessed April 2, 2023. https://www.oxfamamerica.org/explore/countries/united-states/poverty-in-the-us/best-states-to-work-2022/scorecard/.

"Scorecard." Accessed April 2, 2023. https://www.oxfamamerica.org/explore/countries/united-states/poverty-in-the-us/best-states-to-work-2022/scorecard/.

"SER National | An Economic Equity Corporation." Accessed April 2, 2023. https://ser-national.org/.

Sturdivant, Patricia. Capital Area WDB + Duke Sanford. Zoom, March 22, 2023.

Surry-Yadkin Works. "Our Organization." Accessed April 2, 2023. https://www.surryyadkinworks.org/our-organization.html.

Surry-Yadkin Works. "Surry-Yadkin Works." Accessed April 2, 2023. https://www.surryyadkinworks.org/.

Truitt, Catherine. Duke University Sanford School Consulting Team and North Carolina Department of Public Instruction. Zoom, March 27, 2023.

Williams, Michael. Turning Point WDB + Duke Sanford. Zoom, March 27, 2023.

"Workforce Innovation and Opportunity Act | NC Commerce." Accessed April 2, 2023. https://www.commerce.nc.gov/jobs-training/workforce-professionals-tools-resources/workforce-innovation-and-opportunity-act.

NORTH CAROLINA ASSOCIATION OF
workforce
development boards