

**North Carolina Department of Commerce  
The Division of Workforce Development**

***Guidelines to Apply for Planning Grants for  
Allied Health Regional Skills Partnerships***

**June 15, 2007**

**The Honorable Michael F. Easley  
State of North Carolina**



**NORTH CAROLINA**  
*the state of minds*

## Overview

The purpose of this planning grant opportunity is to support the foundational development of Regional Skills Partnerships in the allied health industry sector. Regional Skills Partnerships (RSPs) address workforce issues of a specific industry sector with a dual purpose of increasing that sector's competitiveness while creating employment and career advancement opportunities for workers. RSPs promote system change through realignment of public and private resources, expanded integration of services, leadership through workforce intermediaries, and development of career pathway strategies for low income/entry level workers.

Total funding for each grant awarded is \$55,000 for a 15-month period, beginning in October 2007.

The Planning Grant application process is divided into two phases:

1. A letter of intent to apply must be submitted by July 16, 2007.
2. Eligible applicants must submit a full application by August 31, 2007.

**To be eligible to apply for a planning grant, a letter of intent to apply (hard copy or electronic) of no more than three pages must be submitted to the North Carolina Commission on Workforce Development by 5:00 PM July 16, 2007.** The letter of intent to apply allows the state to assess the number of interested partnerships, determine the geographic regions partnerships propose to cover, and provide the opportunity to connect interested partnerships where more than one letter of intent is received within a region. Interested parties should submit a letter of intent that includes the following information:

- Identification of and contact information for the strategic partner submitting the letter of intent,
- Identification of, contact information for, and assurance from the Local Workforce Development Board (LWDB) that will serve as the fiscal agent,
- Names and contact information of other partners to be involved in the application submission,
- Description of the geographic region from which the partnership will plan, operate, and impact; and
- Anticipated challenges and technical assistance needs.

An LWDB is a business-led group of community leaders charged with planning, policy development, implementation, and oversight responsibilities for workforce development programs and services in their specified local area. Its role is to ensure that the local workforce development system is responsive and effective in meeting the needs of both employers and job seekers. Contact information for the LWDBs is located in Appendix D.

### Submit Letter of Intent to:

Laura Spivey  
The Division of Workforce Development  
313 Chapanoke Road, Suite 120  
Raleigh, North Carolina 27603  
[lspivey@nccommerce.com](mailto:lspivey@nccommerce.com)

All questions must be submitted in writing to Laura Spivey at [lspivey@nccommerce.com](mailto:lspivey@nccommerce.com)

**Applicants will be required to complete the full application for funding by 5:00 PM August 31. See Page 7 for the full planning grant application process.**

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## **North Carolina's Economic Reality**

For more than 50 years, manufacturing plants served as the economic lifeline of North Carolina's urban centers and rural communities. Today, this industrial landscape has been radically transformed. More than 200,000 North Carolinians have seen their jobs vanish during the past five years, as manufacturers and other employers have downsized or closed their doors forever. Worker dislocations caused by economic changes, business closures and business downsizing have had an adverse impact on communities and citizens around the state. Many of the displaced workers lack the skills to qualify for jobs in industry sectors that are experiencing worker shortages, and are working in jobs that pay considerably less than their previous employment. While many of the transitioning workers are taking advantage of training opportunities to upgrade their skills, the state will need to expose more workers to training and career development opportunities to increase the worker availability and close worker skills gaps.

"Our economy is undergoing a critical economic transformation. For decades, the state depended on agriculture and manufacturing industries for its middle-income, family-sustaining jobs. Increasingly, North Carolinians are finding those jobs subsumed by an economy that is much more globally oriented, knowledge-driven, and service-based. During the past several years, numerous studies and strategies have characterized these challenges and identified potential policy responses. The transformation occurring in North Carolina has significant implications for the state's businesses and workers, changing what they do and how they compete in a globally integrated economy." (*State of the North Carolina Workforce Report*, Page 1, Introduction)

Creating a competitive workforce to successfully transform North Carolina's economy will require new policy strategies across education, workforce development, human services, and economic development. The strategies must invest in today's education and work skills, and aid career shifts and advancement for older, less educated workers, and other low-income workers. The development of Regional Skills Partnerships in Allied Health is one initiative that will help North Carolina compete in a globally-integrated economy.

## **Why Focus On Allied Health As a Sector?**

Healthcare services are one of the largest industries in the country, with more than 11 million jobs. The increasing demand for healthcare workers is attributed to a number of factors: the aging population, increasing patient loads, advances in medical technology improving the survival rate of patients, new technologies enabling the diagnosis and treatment of conditions not previously treatable, and the shift from inpatient to outpatient care.

The healthcare industry has been one of the key drivers in North Carolina's economic recovery. As manufacturing employment in the state has declined, healthcare and social assistance jobs have experienced significant growth. Between 1995 and 2004 healthcare and social assistance occupations, as a percentage of the state's workforce,

increased from 10% of the total workforce to 13% of the total workforce. It is projected that 167,000 jobs will be created over the next ten years (NC Employment Security Commission data). Job growth and worker shortages are particularly pronounced in the healthcare category of Allied Health, where the Bureau of Labor Statistics identified a growth rate of 46% between 1999 and 2005.

The category of allied health includes healthcare professionals with a wide range of credentials -- from high school graduates working as pharmacy technicians in drug stores to physical therapists with doctoral training. For purposes of this planning grant opportunity, allied health is defined to include all healthcare occupations except nurses **(with the exception of nursing assistants)**, physicians, chiropractors, dentists, optometrists, pharmacists and podiatrists. (See Appendix C.)

Between 1999 and 2005, allied health employment in North Carolina grew by 46%. By contrast, total healthcare employment grew 20% and total employment in North Carolina increased just 0.2%. More than 69% of the total job growth in the healthcare sector between 1999 and 2005 was due to growth of allied health jobs. The increase in allied health employment is statewide, with rural areas experiencing a faster growth rate than urban regions. This is particularly important since rural areas have faced a disproportionate share of manufacturing layoffs.

Allied health jobs also represent a relatively stable employment base because they are widely distributed across the state and are less vulnerable to international competition and economic recession. The vast majority of allied health professions require direct, hands-on patient care and is much less likely to be outsourced to other locations.

**Total State, Healthcare and Allied Health Employment, North Carolina, 1999-2005**

	1999	2005	% Growth (1999-2005)
Total N.C. Employment	3,801,670	3,809,690	0.2%
Health care Jobs	251,550	302,270	20.2%
Allied Health Jobs	76,590	111,630	45.8%

**Source:** Bureau of Labor Statistics. *Occupational Employment Statistics. State Cross-Industry Estimates: 1999-2005.* URL: <http://www.bls.gov/oes/>. Accessed 06/28/2006.

Demand for allied health professions is projected to increase rapidly over the next decade, fueled by North Carolina's growing and aging population. Nine of the ten fastest growing occupations in the state (including all industries and all jobs) are allied health professions. Without appropriate interventions that positively impact on the availability of skilled allied health professionals at all levels, the quality of life experienced in many North Carolina communities will suffer, as will the potential of

North Carolina communities to attract and retain good jobs. These worker skills challenges can only be addressed through partnerships at the community level that leverage resources, integrate training and related service delivery, and innovatively engage industry in an expanded way.

## **What is a Regional Skills Partnership?**

A Regional Skills Partnership (RSP) connects employers, training providers, community organizations, workers, and other key stakeholders around specific industries to address the workforce needs of employers and the training, employment, and career advancement needs of workers.

North Carolina is committed to the development of Regional Skills Partnerships (RSPs) that reflect the following characteristics:

- ◆ Substantial employer engagement,
- ◆ Industry-driven education and training,
- ◆ Community connections,
- ◆ Career ladder opportunities leading to higher wage jobs,
- ◆ Integrated service delivery and support; and,
- ◆ Connected regionally-based networks.

The state strategy is to develop approaches to spur industry involvement in sectoral initiatives. RSPs focus on the needs of a single industry within a defined region and multiple employers in that industry. North Carolina intends to provide seed funding and support the creation of a statewide network of RSPs for allied health occupations that would impact the worker needs in that sector and serve as a model for the state's effort to support RSP development in other industry sectors.

Successful Regional Skills Partnerships have four key elements:

1. They focus intensively on a specific industry over a sustained time, customizing solutions for multiple employers in a region.
2. They aim to strengthen economic growth and industry competitiveness, benefiting low-income individuals by creating new pathways into the industry that lead to higher wage jobs.
3. They are led by a **Workforce Intermediary**, with a deep understanding of worker and employer issues in an industry.
4. They work to promote systemic change that achieves benefits for the industry, workers, and the community.

### ***The Workforce Intermediary***

Critical to successful RSPs is the role of Workforce Intermediaries. An Intermediary is an entity with expertise and credibility in the industry sector and in workforce issues. The Workforce Intermediary is a key organizer of the RSP and plays a strong role in

solving the workforce needs of the industry and addressing the need for good jobs for the community and its workers.

The Intermediary facilitates the convening of the appropriate partners to begin an on-going discussion of workforce needs and solutions including the following:

- a) Engaging key stakeholders to develop and implement industry-based workforce solutions,
- b) Coordinating service delivery,
- c) Participating in partnership governance,
- d) Securing financial support; and,
- e) Examining possible areas for expansion of the initiative and its sustainability.

## **The Process: Applying for a Regional Skills Partnership Planning Grant**

The intent of this grant opportunity is to provide funding support for the creation of sustainable Allied Health Regional Skills Partnerships and an implementation plan that includes workforce solutions at the regional level to address employer and worker needs. **The definition of region, for purposes of this grant opportunity, is a combination of contiguous geographic areas that are partly or completely in a single labor market area and/or economic development area. A labor market is defined as an economically integrated geographic area within which citizens may reside and find employment within a reasonable commuting distance.**

Planning Grants of up to \$55,000 will be awarded to no more than eight (8) Regional Skills Partnerships for a period of 15 months, \$50,000 to support the development and related planning work of the RSPs, and \$5,000 to support the work of the project's fiscal agent. The first three months are considered ramp-up time to create and organize the RSP, with the last twelve months devoted to achieving outcomes as required by the state and identified in grantee applications.

### ***Schedule for Planning Grant Applications and Awards***

◆ Announcement of Planning Grant Opportunity	June 15, 2007
◆ Letter of Intent to Apply Received by Commission Staff	July 16, 2007
◆ Bidders' Conference	TBD
◆ Full Grant Applications Received by Commission Staff	August 31, 2007
◆ Grant Awards Announced	September 14, 2007
◆ Funds Available for Distribution	October 1, 2007
◆ Planning Grant Period Ends	December 31, 2008

### ***Eligible Applicants***

Applicants are not confined to any one specific organization. A designated applicant will submit the full application on behalf of the partnership, including the identification of the Workforce Development Board that must serve as the fiscal agent for grant funds. The Workforce Development Board may also be the Applicant. **The applicant does not have to be the designated Workforce Intermediary, whose identification will be required in the planning grant outcomes.**

Potential eligible applicants may consist of one of the following, but are not limited to:

- ◆ Healthcare Industry Associations
- ◆ Area Health and Education Centers (AHEC)
- ◆ Workforce Development Boards
- ◆ Community Colleges and Universities
- ◆ Private Training Providers
- ◆ Regional Economic Development Partnerships
- ◆ Chambers of Commerce
- ◆ Organized Labor
- ◆ Community Based Organizations
- ◆ Council of Governments

### ***Phase One: Letter of Intent to Apply for a Planning Grant***

To be eligible for consideration, letters of intent to apply for a Planning Grant must be received no later than **5:00 PM July 16, 2007**. (See Page 2 for Letter of Intent content requirements.)

### ***Phase Two: Final Planning Grant Application***

#### **Application Content**

The Application Package is due by 5:00 PM August 31, 2007 at the address listed on Page 2. The submission must include one complete original Application Package and six (6) copies.

The submitted Application Package should contain all of the following forms and materials in the order in which they are numbered below:

- 1. Applicant Contact Information Form (Part A):** Designated Applicants must complete this form and have it signed by an individual with signatory authority for the lead applicant. The Workforce Development Board/Fiscal Agent's signatory authority must also sign this document. **This form should be the cover page of the application package.**
- 2. Application Project Narrative Questions (Part B):** Applicants must respond to the question and items to complete and submit the narrative description of their project. Applicants must answer all of the questions and items in the order

of the numbering of the question. **The project narrative should not exceed 12 pages in a font 11 points or higher, with 1" margins.**

- 3. Budget and Budget Narrative (Part C):** Applicants must submit a budget/budget narrative request not to exceed \$55,000, \$50,000 to support the development and related planning work of the RSPs and \$5,000 to support the work of the project's fiscal agent. Other funds identified by the partnership that will be used during the planning period are to be included in the "Other Resources" column and the budget narrative. The budget must be as specific and complete as possible, and will be used to evaluate the application in terms of reasonableness, cost/benefit, and its impact on project success.

- 4. Letters of Commitment:** Attach letters of commitment from partners.

Web-based data/information sources to support the development of your project narrative can be found in Appendix A.

***Submit the Application Package to:***

Laura Spivey  
The Division of Workforce Development  
313 Chapanoke Road, Suite 120  
Raleigh, North Carolina 27603

*Applications submitted through email or FAX will **not** be accepted.*

All questions must be submitted in writing to Laura Spivey at [lspivey@nccommerce.com](mailto:lspivey@nccommerce.com).

***Application Review Process***

A committee will review all eligible application submissions. The review committee will examine applications based on the responses on the project narrative (Item 2 above), budget (Item 3 above), and partnership (Items 1 and 4 above).

The scoring rubric used to choose successful applicants is as follows:

- I. The identification of the region on which the RSP will focus its efforts. 5 points
- II. The identification of regional problems and challenges affecting the Allied Health sector (including Allied Health occupations targeted) – 25 points
- III. Strength of Partnership – 20 points
- IV. Goals, outcomes and work plan – 45 points
- V. Budget and Budget Narrative – 5 points

## Grantee Outcomes and Expectations

### *Outcomes*

The expected outcomes of this planning grant are:

- The identification and designation of the **Workforce Intermediary** for the Regional Skills Partnership **by March 31, 2008**.
- The development and submission of an **implementation plan by November 1, 2008**.

The implementation plan must include the following components, *at a minimum*:

1. Designation of the RSP's Workforce Intermediary.
2. Description of the infrastructure and operations that institutionalize the RSP, to include an organizational chart and staff support.
3. Description of the plan for sustaining the RSP, including resources and funding opportunities to support the deployment of strategies identified during the planning grant period.
4. Action plan for further development, deployment, and evaluation of allied health sector strategies that includes workforce solutions at the regional level to address employer and worker needs.

Refer to the Appendix for information on data resources, sector initiative considerations, allied health occupations, and other resources.

### ***Performance/Evaluation/Technical Assistance***

These Planning Grants are intended to be learning opportunities for the grant recipients as well as to serve as laboratories for future sector strategies in North Carolina. To that end, grant recipients must agree to participate in two organized learning exchange events – one at the beginning of the grant period and another midway through the grant. The last event will focus on sharing tangible products and outcomes developed during the grant period. The learning exchange events will run for two days each. They will be structured opportunities for the Allied Health Regional Skills Partnerships to make presentations on their grant activities and to engage in discussions of what has been learned about the issues and the process. The events will be facilitated. Participating areas will be given frameworks to work from in making their presentations and will be required to do a limited amount of preparation and post-event activities. Local partnerships should budget for participation in these events in their grant applications to cover travel and per diem for four days of participation in the learning events. Staff time to participate should not be part of the budget.

**Grant recipients will also, upon request, be provided technical assistance on an individual partnership level as needs are identified.**

### ***Grant Reporting***

Grant recipients will be required to submit quarterly status reports and financial updates during the life of the grants. Reports will cover such areas as processes developed, challenges encountered, lessons learned and expenditures. Quarterly report formats for both types of reporting will be provided after the planning process is underway and will require submission to the NC Commerce Division of Workforce Development. Detailed reporting requirements will be provided to grantees.

# Application

*Allied Health Regional Skills Partnership  
Planning Grant*

**North Carolina Allied Health Regional Skills Partnership  
Planning Grant Application  
August 31, 2007**

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**Part A: Applicant Contact Information**

**Designated Applicant** (Individual Name/Title)

\_\_\_\_\_

Applicant Organization Name \_\_\_\_\_

Address \_\_\_\_\_

Telephone Number \_\_\_\_\_

Fax Number \_\_\_\_\_

E-mail Address \_\_\_\_\_

Authorized Signature/Date \_\_\_\_\_

**Fiscal Agent** (Individual Name/Title) \_\_\_\_\_

Fiscal Agent Organization (Must be Local Area Workforce Development Board/Their  
Fiscal Agent)

\_\_\_\_\_

Address \_\_\_\_\_

Telephone Number \_\_\_\_\_

Fax Number \_\_\_\_\_

E-mail Address \_\_\_\_\_

Authorized Signature/Date \_\_\_\_\_

## Part B: Application Project Narrative

Applicants must address all sections below. Do not skip or change the order of any sections. The application should not exceed 12 pages in a font 11 points or higher, with 1" margins, to complete the Application Form. (The title page, budget and budget narrative, as well as the letters of commitment, are not part of the 12-page limit)

1. Identify the geographical **region** in which the RSP will focus its efforts. Explain why this geography has been chosen as the region and what data sources were used to identify it.
2. Describe the **problems and challenges** affecting employers and workers **in the allied health sector** in the defined region. Describe how the development of a Regional Skills Partnership and the potential development of an allied health sector strategy implementation plan can address the needs of the region's employers and workers.
3. Identify the current members of the **partnership** (industry, employers, and others) and describe what role they will play in the success of the planning grant and achievement of the desired outcomes. Attach letters of commitment from the partners that describe their level of involvement in the initiative. Describe other organizations the RSP should include and how they will be identified and recruited.
4. Outline the **goals, work plan and outcomes** for the period of the planning grant. Include proposed activities, a timeline for each activity, and individuals or organizations responsible for carrying out the activities. The goals, work plan and outcomes for the period of the planning grant should result, at a minimum, in the outcomes described on Page 10 of the guideline section of this document.
5. Create a 15-month **budget and budget narrative** that outlines how the grant funds will be spent. (See Part C, Page 15.)

## **Part C: Full Application Budget Outline**

The following provides an outline for the budget:

- A. Contracted Services
- B. Travel (To include Learning Exchange expenses)
- C. Materials and Supplies
- D. Space/Utilities
- E. Staff Salaries
- F. Staff Fringe Benefits
- G. Other Expenses

The format on the following page is to be used for budget completion. The “Costs” column should include the budget for the grant funds and total \$55,000, \$50,000 to support the development and related planning work of the RSPs, and \$5,000 to support the work of the project’s fiscal agent. The “Other Resources” column should include any additional resources the RSP has identified and will use during the planning period.

The budget narrative is required and should describe how the planned expenses support the overall development of the RSP. It should also include an explanation of “Other Resources” identified on the budget form and how they will be used.

The following should be carefully considered before including them in the budget:

- Staff salaries: Applicant must provide strong justification if grant funds are budgeted to support staff salaries. Justification in the budget narrative must describe what part grant funds used for staff salaries will play in achieving the purposes of this initiative.
- Equipment: Use of funds for equipment related purposes are discouraged because of the intent of these funds. However, if it is necessary to include an expense for this, there should be a compelling case for using the funds in this manner. The cost should be included in the “Other Expense” category.

## Regional Skills Partnership Planning Grant Application Budget

Category	Costs	Other Resources
A. Contracted Services		
B. Travel (Include Learning Exchange Expenses)		
C. Materials/Supplies		
D. Space/Utilities		
E. Staff Salaries		
F. Staff Fringe Benefits		
G. Other Expenses		
<b>TOTAL</b>		

**Attach budget narrative as described in application guidelines.**

Organization serving as Fiscal Agent: \_\_\_\_\_

Fiscal Agent Contact Information:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

FAX: \_\_\_\_\_

Email: \_\_\_\_\_

For Internal Use Only:

Approved: \_\_\_\_\_

Date: \_\_\_\_\_

# Appendix

## Data Resources

The following provides data sources and other resources for use in completing the letter of intent and the full application. This is not an exhaustive list of resources, rather it is meant to serve as a starting point.

### **Background Information**

- This National Governor's Association Report provides information on how other states have implemented similar sector strategy initiatives.  
<http://www.nga.org/Files/pdf/06STATESECREG.PDF>
- National Network of Sector Partners: <http://www.nedlc.org/nnspp/index.htm>
- Workforce Strategy Center (creating career pathways):  
[www.workforcestrategy.org/publications/WSC\\_howto\\_10.16.06.pdf](http://www.workforcestrategy.org/publications/WSC_howto_10.16.06.pdf)
- National Network of Sector Partners: [www.nedlc.org/nnspp](http://www.nedlc.org/nnspp)
- Aspen Institute (employer feedback, WF intermediaries):  
[www.aspenwsi.org/BVAToolkit.asp](http://www.aspenwsi.org/BVAToolkit.asp)

### **Allied Health Workforce Resources**

North Carolina Health Professions Data System at The Cecil G. Sheps Center for Health Research, University of North Carolina at Chapel Hill: <http://www.schsr.unc.edu/hp>

- **PowerPoint Presentations**
  - *The State of the Allied Health Workforce in North Carolina 2007:*  
[http://www.shepscenter.unc.edu/hp/presentations/CAHNC\\_050207.pdf](http://www.shepscenter.unc.edu/hp/presentations/CAHNC_050207.pdf)
  - *Creating a Healthy Economy and a Healthy Population: Why We Need to Pay Attention to the Rising Demand for Allied Health Workers in North Carolina:*  
[http://www.shepscenter.unc.edu/hp/presentations/Econ\\_Dev\\_Seminar\\_082206.pdf](http://www.shepscenter.unc.edu/hp/presentations/Econ_Dev_Seminar_082206.pdf)
  - *The State of Allied Health in North Carolina (Brief):*  
[http://www.shepscenter.unc.edu/hp/AlliedHealthBrief\\_2005.pdf](http://www.shepscenter.unc.edu/hp/AlliedHealthBrief_2005.pdf)
- **Allied Health Job Tracking Vacancy Reports**
  - April 2007:  
[http://www.shepscenter.unc.edu/hp/alliedhealth/AHvacancy\\_fall06.pdf](http://www.shepscenter.unc.edu/hp/alliedhealth/AHvacancy_fall06.pdf)
- **Data available for select licensed allied health professionals** (*dental hygienists, occupational therapists, occupational therapy assistants, physical therapist assistants, physical therapists, physician assistants, psychological associates, psychologists, respiratory therapists*)
  - Longitudinal data from 1993-2005, counts by county and profession:  
<http://www.shepscenter.unc.edu/hp/profprof.htm>
  - Annual professional profiles 2000-2005, includes data and maps (latest year 2005) <http://www.shepscenter.unc.edu/hp/profiles.htm>
  - Regional data available, 2000-2005:  
<http://www.shepscenter.unc.edu/hp/reg.htm>
  - State and county profiles, 1996-2005:  
<http://www.shepscenter.unc.edu/hp/stco.htm>

- Annual health professions fact sheets, 2003-2004, includes demographic and practice information on professions:  
<http://www.shepscenter.unc.edu/hp/factsheets.htm>

### **Labor Market Resources**

- Employment and wages for industry can be searched by geography, industry classification, and employment size. These data can help determine total employment and the current average wage in a particular profession or group of industries.
  - Log onto *Labor Market Information* section of the Employment Securities Commission web site: <http://www.ncesc.com/lmi/default.asp>
  - Under *Industry Information* select *Employment and Wages by Industry*
  - Select *Employment and Wage Data by Industry, 1990 to Most Recent*
  - Select the year and then the most recent quarter
  - Select the geographic area
  - For the drop down box *Ownership Type* select *Aggregate of All Types*
  - For industry level you can use the North American Industry Classification System (NAICS) codes for a particular industry sector; click on *click here to Search for a NAICS Code*, then type in the code
  - Data can be downloaded to an Excel spreadsheet
- Projections of occupations can be searched for many geographic areas. This can help to determine projected areas of growth.
  - Log onto *Labor Market Information* section of the Employment Securities Commission web site: <http://www.ncesc.com/lmi/default.asp>
  - Under *Occupational Information*, select *North Carolina Projections 2004 – 2014*
  - Select *Projections*
  - Select the *Employment by Major Industry Group* box at the top left
  - From here data can be viewed by occupational area or by workforce development board (WDB) region (for list of counties in WDBs, go here: <http://eslmi23.esc.state.nc.us/oeswage/>)
  - Data can be downloaded to an Excel spreadsheet
- Occupational employment and wages (OES) data allows for comparison of employment and wages by occupation, industry, and skill level.
  - Log onto Occupational Employment and Wages section of the Employment Securities Commission web site:  
<http://www.ncesc.com/lmi/occupational/occupationMain.asp>
  - Select *Employment and Wages in North Carolina by Occupation*
  - Select timeframe for data
  - Select geography
  - Select occupation group
- *Occupational Outlook Handbook*: <http://www.bls.gov/oco/home.htm>
  - The Occupational Outlook Handbook has, for different types of jobs, information on what that professional does, the training and education needed, earnings, expected job prospects, and working conditions. Other information, such as job search tips and links to information about the job market in each state are also available.

## Sector Initiative Considerations

The following should be taken into account when completing the full application for the Planning Grant. These items should also be considered during the 15-month planning time frame as decisions are being made. This list is not all inclusive.

### Allied Health Industry Sector

- Is there job growth? Are the jobs stable?
- Is there high need to fill the jobs (if so, the jobs also need to meet job quality criteria)?
- Are growth, stability, and/or high need supported by State's secondary data?
- Are growth, stability, and/or high need supported by region's primary data?
- Have regional discussions identified current or emerging labor market issues, or will they?

### Occupation

- Are there good jobs (at least average wages/job quality, hopefully better)?
- Does occupation provide career ladders/career lattices?
- Do provider data and population demographic ratios support targeting the occupation?
- Is the occupation recognized as important to the local economy and people, does it provide attractive wages and benefits, and is it affordable to the employer?
- Does the occupation only establish a pipeline to feed other occupations (if so, don't rule out because of this)?
- Are only specifically entry-level positions addressed?

### Labor market

- Will regional labor market needs be met (not political jurisdiction, and be careful to incent the use of local funding to meet the needs of the labor market, rather than "pulling" funding that "belongs" to local jurisdictions.)

### Intermediaries

- Does the intermediary have administrative and programmatic capacity and political influence?
- Is there agreement by all partners to collaborate with the intermediary and each other?

### Regional Capacity

- Do training and other resources (such as childcare, community colleges and other support services) exist or are they coming?

### Meet Community Needs

- Does the workforce mirror the population?
- Does the area of state have significant conditions to consider, such as high layoffs?

### Sustainability and Opportunity to Take to Scale/Replicate

- Promotes average wage/job quality; keep wages and benefits attractive yet affordable to employer.
- Sector initiatives should have potential for sustainability without special resources. They will be flexible and able to respond to market demand.

### Right Partners in the Collaborative

- Industry-driven

## Allied Health Occupations

The following represent the occupations defined as Allied Health. Applicants should review this list for the occupations that will be focused on by the Partnership.

Art Therapist	Music Therapist
Athletic Trainer	Nuclear Medicine Technologist.
Audiologist	Occupational Therapist
Blood Banker Technology Specialist	Occupational Therapy Assistant
Cardiovascular Technologist	Perfusionist
Clinical Laboratory Manager	Pharmacy Technician
Cytotechnologist	Phlebotomy Technician
Dental Assistant	Physical Therapist
Dental Hygienist	Physical Therapy Assistant
Dietetic Technician	Physician Assistant
Dietitian	Polysomnography Technician
Electroneurodiagnostic Technologist	Prosthetist/Orthotist
Emergency Medical Technician	Radiation Technologist
Health Information Administration	Radiation Therapist
Histopathology Technologist	Recreational Therapist
Horticulture Therapist	Rehabilitation Counselor
Massage Therapy	Respiratory Care Practitioner
Medical Assistant	Radiologic Technologist
Medical Coding Specialist	Speech- Language Pathologist
Medical Laboratory Technician	Speech-Language Pathology Assistant
Nuclear Medicine Technologist	Surgical Technologist
Nutritionist	Ultrasound Technician

## Contact Information for Local Workforce Development Board Administrators

A Workforce Development Board (WDB) located within the defined region must serve as the fiscal agent for the grant funds. Contact information for North Carolina's 24 WDBs is below.

<b>Workforce Development Board</b>	<b>Director</b>
Cape Fear Workforce Development Consortium 1480 Harbour Drive Wilmington, NC 28401 Counties Served: Pender, New Hanover, Columbus, Brunswick	Margie Parker Director (910) 395-4553 ext. 213 (910) 395-2684 (fax) mparker@capefearcog.org
Capital Area Workforce Development Consortium Post Office Box 550 Raleigh, NC 27602 Counties Served: Johnston, Wake	Regina Crooms Director (919) 856-6040 (919) 856-6038 (fax) rmcrooms@co.wake.nc.us
Centralina Workforce Development Consortium 1300 Baxter Street Post Office Box 35008 Charlotte, NC 28235 Counties Served: Union, Stanly, Rowan, Lincoln, Iredell, Cabarrus, Anson	David Hollars Director (704) 348-2717 (704) 347-4710 (fax) dhollars@centralina.org
Charlotte/Mecklenburg Workforce Development Consortium 700 Parkwood Avenue Charlotte, NC 28205 County Served: Mecklenburg	Deborah L. Gibson Director (704) 336-3952 (704) 336-7259 (fax) dgibson@ci.charlotte.nc.us
Cumberland County Local Area Post Office Box 1829 410 Ray Avenue Fayetteville, NC 28302 County Served: Cumberland	Pat Hurley Director (910) 323-3421 ext. 2121 (910) 323-5755 (fax) patrick.hurley@ncmail.net
Davidson County Local Area Post Office Box 1067 915 Greensboro St. Lexington, NC 27293 County Served: Davidson	Nancy Borrell Director (336) 242-2065 (main) (336) 242-2068 (direct) (336) 248-5410 (fax) nborrell@co.davidson.nc.us
Durham Local Area 101 City Hall Plaza Durham, NC 27701 County Served: Durham	Kevin Dick Director (919) 560-4965 (919) 560-4986 (fax) kevin.dick@durhamnc.gov

<p>Eastern Carolina Workforce Development Board  1341 South Glenburnie Road  New Bern, NC 28562  Counties Served: Pamlico, Lenoir, Jones, Greene, Duplin, Craven, Carteret, Onslow, Wayne</p>	<p>Tammy Childers  Director  (252) 636-6901  (252) 638-3569 (fax)  childers@ecwdb.org</p>
<p>Gaston County Local Area  330 N. Marietta Street  Gastonia, NC 28052  County Served: Gaston</p>	<p>Julie Armstrong  Director  (704) 862-7931  (704) 862-7939 (fax)  jarmstrong@co.gaston.nc.us</p>
<p>Greensboro/High Point/Guilford County Workforce Development Consortium  342 North Elm Street  Greensboro, NC 27401  County Served: Guilford</p>	<p>Lillian Plummer  Director  (336) 373-8041  (336) 373-8629 (fax)  lillian.plummer@greensboro-nc.gov</p>
<p>Kerr-Tar Interlocal Cooperative Consortium for Job Training  1724 Graham Avenue  Post Office Box 709  Henderson, NC 27536  Counties Served: Caswell, Vance, Warren, Person, Granville, Franklin</p>	<p>Vincent K. Gilreath  Director  (252) 436-2047  (252) 436-2055 (fax)  vgilreath@kerrtarcog.or</p>
<p>Lumber River Job Training Consortium  4721 Fayetteville Road  Lumberton, NC 28358  Counties Served: Scotland, Hoke, Bladen, Robeson</p>	<p>Dana Powell  Director  (910) 618-5533  (910) 618-5614 (fax)  dana.powell@1rcog.dst.nc.</p>
<p>Mid-Carolina Local Workforce Investment Area  Post Office Drawer 1510  Fayetteville, NC 28302  Counties Served: Sampson, Lee, Chatham, Harnett</p>	<p>Denise Day  Director  (910) 323-4191 ext. 30  (910) 323-9330 (fax)  deniseday@mccog.org</p>
<p>Mountain Local Area  Post Office Box 729  Asheville, NC 28802  Counties Served: Transylvania, Madison, Henderson, Buncombe</p>	<p>Helen Beck  Director  (828) 250-4760  (828) 255-5833 (fax)  helen.beck@ncmail.net</p>
<p>Northeastern Workforce Investment Consortium  Post Office Box 646  Hertford, NC 27944  Counties Served: Washington, Tyrrell, Perquimans, Pasquotank, Hyde, Gates, Dare, Currituck, Chowan, Camden</p>	<p>Carter Dozier  Director  (252) 426-5753 ext. 229  (252) 426-8482 (fax)  ccdozier@ncjoblink.org</p>

<p>Northwest Piedmont Job Training Consortium Workforce Development Board  400 West Fourth Street, Suite 400  Winston-Salem, NC 27101  Counties Served: Rockingham, Yadkin, Surry, Stokes, Davie, Forsyth</p>	<p>Althea Hairston  Director  (336) 549-2105 (MWF)  (336) 761-2111  (336)761-2112 (fax)  ahairston@nwpcog.org</p>
<p>Pee Dee Region Workforce Consortium  Post Office Box 1883  Asheboro, NC 27204  Counties Served: Richmond, Moore, Montgomery</p>	<p>Janice Scarborough  Director  (336) 629-5141  (336) 629-1290 (fax)  jscarborough@regionalcs.org</p>
<p>Region C Workforce Development Consortium  111 West Court Street  Post Office Box 841  Rutherfordton, NC 28139  Counties Served: Rutherford, McDowell, Cleveland, Polk</p>	<p>Bill Robertson  Director  (828) 287-0262 ext. 1245  (828) 287-2735 (fax)  brobertson@regionc.org</p>
<p>Region D Workforce Development Consortium (High Country)  Post Office Box 1820  719-A Greenway Road  Boone, NC 28607  Counties Served: Yancey, Mitchell, Avery, Ashe, Alleghany, Watauga, Wilkes</p>	<p>Carole Coates  Director  (828) 265-5434 ext. 130  (828) 265-5439 (fax)  ccoates@regiond.org</p>
<p>Region Q Workforce Investment Consortium  Post Office Drawer 1787  1385 John Small Avenue  Washington, NC 27889  Counties Served: Pitt, Martin, Bertie, Beaufort, Hertford</p>	<p>Walter Dorsey  Director  (252) 974-1815  (252) 948-1861  wdorsey@mideastcom.org</p>
<p>Regional Partnership Consortium  Post Office Box 1883  221 South Fayetteville Street  Asheboro, NC 27204  Counties Served: Randolph, Alamance, Orange</p>	<p>Janice Scarborough  Director  (336) 629-5141  (336) 629-1290 (fax)  jscarborough@regionalcs.org</p>
<p>Southwestern Workforce Development Consortium  125 Bonnie Lane  Sylva, NC 28779  Counties Served: Swain, Jackson, Clay, Cherokee, Graham, Haywood, Macon</p>	<p>Vicki Greene  Director  (828) 586-1962 ext. 210  (828) 586-1968 (fax)  vicki@regiona.org</p>

<p>Turning Point Workforce Development Consortium  1309 South Wesleyan Blvd.  Post Office Drawer 2748  Rocky Mount, NC 27802  Counties Served: Wilson, Nash, Edgecombe, Halifax, Northampton</p>	<p>Pamela Whitaker  Director  (252) 446-0411 ext. 238  (252) 446-5651 (fax)  pwhitaker@turningpointwdb.org</p>
<p>Western Piedmont Jobs Training Consortium  Post Office Box 9026  Hickory, NC 28603  Counties Served: Catawba, Burke, Alexander, Caldwell</p>	<p>Sheila Dotson  Director  (828) 485-4218  (828) 322-5991 (fax)  sheila.dotson@wpcog.org</p>