AGENDA
Catawba County Board of Commissioners Meeting
Monday, November 6, 2017, 9:30 a.m.
Robert E. Hibbitts Meeting Room, 1924 Courthouse
30 North College Avenue, Newton, NC

1. Call to Order.
2. Pledge of Allegiance to the Flag.
3. Invocation.
4. Approval of the Minutes from the Board’s Special Meeting of October 13, 2017 and Regular Meeting of October 16, 2017.
5. Recognition of Special Guests.
6. Public Comments.
7. Presentations:
   b. Catawba County Hospice and Palliative Care Month Proclamation. Presented to Julie Packer, Director of Professional Relations, Catawba Regional Hospice.
8. Appointments.
9. Departmental Reports.
   A. Social Services.
   Work First County Plan (October 2019-September 2022). Presented by Social Services Director Karen Harrington and Economic Services Manager Beth Jones.
   B. Emergency Services
   Healthy, Safe Community: Emergency Services Study Scope Recommendation. Presented by Emergency Services Director Bryan Blanton.
10. Other Items of Business.
   b. Budget Transfers.

**PERSONS WITH DISABILITIES:** Individuals needing assistance should contact the County Clerk at 828-465-8990 within a reasonable time prior to the meeting. Access to the 1924 Courthouse for individuals with disabilities is at the south side (“A” Street). The elevator is located at the north end of the building. Participation in public meetings is without regard to race, ethnicity, religion, sex, age, or disability.

**CALENDAR:** The next Board of Commissioners Meeting will take place on Monday, November 20, 2017, at 7:00 p.m., in the 1924 Courthouse.
Memo

To: Catawba County Board of Commissioners
From: Cynthia Eades, Human Resources Director
Date: November 6, 2017
Re: Recognition of Graduates, Catawba County Mini-Course on County Government

I am pleased to present this list of employees who have successfully met the graduation requirements for Catawba County’s 24th Mini-Course Program.

This program has been in existence since 1985. The purpose of Mini-Course is to introduce employees to the wide variety of services each County department provides. County employees participate during their lunch hour at various locations throughout the County. This year’s course included 17 sessions, ranging from department presentations to tours of county facilities such as the Detention Center and the Catawba County History Museum.

These graduates will be recognized on November 6, 2017 at the Board of Commissioners meeting. They will also be honored at a luncheon on Tuesday, November 14, 2017 at Catawba Country Club. I hope you are able to join for lunch as we honor these graduates.

2017 Mini-Course Graduates

Jimmy Bennett – Social Services
Amanda Bentley – County Manager
Amy Bostian – Employee Health Connection
Jessica Bravo – Social Services
William Butler – Emergency Services
Maria Dubuque – Tax
David Fox – Finance
Jenny Gerami-Markham – Library
Sharyn Guthrie* – Public Health
Tania Harper – Public Health
Shaina Melcher* – Social Services

Lindsay Mitchell – Social Services
Mary Morrison – Technology
Edith Murray-Escuder – Library
Shelley Orr – Library
Carolyn Reitzel – Social Services
Lorraine Saporito* – Public Health
Joe Seechang – Technology
Kimberly Spaulding* – Public Health
Chue Vang – Finance
Jason Williams – Public Health

*Perfect attendance
Whereas, Catawba Regional Hospice and Life Transitions Palliative Care programs provide patients and families the highest quality care during life-limiting illness and at the end of life, through pain management and symptom control, caregiver training and assistance, and emotional and spiritual support, allowing patients to live fully up until the final moment of life, surrounded and supported by loved ones, friends, and committed caregivers; and

Whereas, last year, 1,458 hospice patients and 1,150 palliative care patients and their families, residing in the Catawba Valley, received care from Catawba Regional Hospice and the Life Transitions programs; and

Whereas, professional and compassionate hospice and palliative care staff including physicians, nurse practitioners, nurses, social workers, therapists, counselors, certified nurse assistants, and clergy provide comprehensive end of life care and bereavement care focused on the wishes of each individual patient and family member; and

Whereas, more than 490 trained volunteers contributed 13,461 hours of service to Catawba Regional Hospice last year; and

Whereas, providing high quality hospice and palliative care reaffirms our belief in the essential dignity of every person, regardless of age, race, or social status, and that every stage of human life deserves to be treated with the utmost respect and care; and

Whereas, Catawba Regional Hospice and Life Transitions Palliative Care programs encourage all people to learn about their options for future medical care and to share their wishes with family, loved ones, and their healthcare professionals.

Now, therefore, the Catawba County Board of Commissioners does hereby proclaim November 2017 as Catawba County Hospice and Palliative Care Month and encourages citizens of the Catawba Valley to increase their understanding and awareness of care at the end of life, of the local services that are available for those with life-limiting disease, and to request admission to the programs of Catawba Regional Hospice and Life Transitions for their loved ones, family members, and friends to assure their comfort and dignity at life’s end.

This the 6th day of November, 2017.

Randy Isenhower, Chair
Catawba County Board of Commissioners
APPOINTMENTS

BARBARA BEATTY – Volunteer Fire Department Fireman’s Relief Fund Trustees
Vice-Chair Beatty recommends the appointment of Jeff Barger to serve as the Volunteer Fire Department Fireman’s Relief Fund Trustee for the St. Stephens Fire Department. There is no expiration for this appointment.

KITTY BARNES (Upcoming) Town of Catawba Planning Board
11/30/17 Trent Cloninger Eligible for an 8th term
3-year terms
Commissioner Barnes recommends the reappointment of Trent Cloninger for an eighth term on the Town of Catawba Planning Board. This term will expire November 30, 2020.

KITTY BARNES (Upcoming) City of Claremont Planning Board
11/01/17 Gene Monday Eligible for a 2nd term
3-year terms
Commissioner Barnes recommends the appointment of Colby Bolick for a first term on the City of Claremont Planning Board. This term will expire November 1, 2020.
MEMORANDUM

TO: Catawba County Board of Commissioners
FROM: Social Services Director Karen Harrington and Economic Services Manager Beth Jones
DATE: November 6, 2017
IN RE: Work First County Plan (October 2019- September 2022)

REQUEST
Staff requests the Board of Commissioners approves the Work First Plan for submission to the North Carolina Department of Health and Human Resources.

BACKGROUND
In 1996, Congress ended the national welfare program known as Aid to Families with Dependent Children (AFDC) and crafted legislation to allow states to implement their own welfare programs. The new program Temporary Assistance for Needy Families (TANF) is known as Work First Family Assistance (WFFA) in North Carolina. This federal devolution of authority enabled the North Carolina General Assembly to go even further with welfare reform. The legislature took the next step: allowing counties to compete for “Electing County” status – in essence offering a limited number of counties the opportunity to have greater control over local welfare policies and available funding. There are seven electing counties in North Carolina. Catawba County has been an electing county since July 2007. Our current plan was approved by the Board of Commissioners July 2014 for FFYs 2016 – 2019.

On August 10, 2017, the Agency received notice that all counties must once again participate in the WFFA biennial planning process.

REVIEW
On September 18, 2017, the Catawba County Board of County Commissioners voted to pursue “Electing County” status and appointed a planning committee. The committee met on October 5, 2017. The committee discussed the current plan, reviewed conditions within Catawba County, and offered suggestions for the new plan. Current WFFA families were also given an opportunity to complete participant surveys and offer suggestions for the new plan. The plan is due to the State by December 15, 2017.

The plan was available for public review and comments from October 11 – 18, 2017. Copies of the plan were placed at the Department of Social Services and posted on the Social Services Web Site. An article ran in the local newspaper informing citizens of where to go to gain more information on the proposed plan.

The philosophy of the WFFA plan incorporates quality values and organizational standards that reflect respect for the worth and dignity of each and every citizen. Catawba County’s plan takes personal responsibility to the next level and models the ‘real world of work.’ The primary focus of the plan is to have long-term successful family and child well-being outcomes for the WFFA population in Catawba County.
The planning committee agreed to keep the policies currently in our Electing Plan:

- **Benefit Diversion Requirements:**
  Applicants must cooperate with child support, apply or be receiving Food and Nutrition Services (FNS), and register with NC Works if not already employed.

- **Cooperation with Child Support is an eligibility requirement:**
  Applicants must cooperate with child support within 12 calendar days of applying for WFFA. If the applicant fails or refuses to do so without good cause, the application for WFFA is denied.

- **Evaluate for or be receiving Food & Nutrition Services (FNS):**
  Applicants must be receiving FNS or be evaluated for FNS within 12 calendar days of applying for WFFA. If applicants refuse to do so without good cause, their application for WFFA is denied.

- **Vocational Rehabilitation (VR):**
  All WFFA recipients referred to Vocational Rehabilitation as part of their Outcome Plan must complete the application and comply with all recommendations. Failure or refusal to comply without good cause will result in the case being terminated. Future eligibility is contingent upon completing the application and cooperating with VR.

- **Job Quit:**
  If adults who are included in the WFFA grant quit their jobs, refuse to accept bona fide job offers, request a reduction in hours, all without good cause, or are terminated with cause, they are no longer eligible to receive WFFA.

**Supportive Services to our Work First Families:**

- Work First Employment participants are priority for childcare and are provided with childcare assistance even when a waiting list is active.

- Participants are assisted with bus tickets or with mileage reimbursement in order to participate in their component. In addition, participants that move off WFFA due to employment will receive up to four months of transportation assistance (bus tickets or mileage reimbursement) after their cases close.

- Contract with Legal Aid to assist ‘child only’ WFFA families or appropriate ‘regular’ WFFA families with counsel and advice, education affidavits, health care consent forms and representation in custody, guardianship, and adoption proceedings.

- Retention Services- If a WFFA client remains employed for four consecutive months following termination of their WFFA benefits (and income is below 200% poverty level limit)- they will receive a one-time lump sum Employment Retention Bonus of $400.00.

In addition to the changes described above, the Planning Committee would like to add these additional Policies and Support Services:

1. **Eligible Household:**
Cases where all children in the household are receiving Social Security Insurance benefits will not be eligible for Work First Family Assistance, as there is no eligible child in the home. This does not apply to Benefit Diversion cases.

2. **Resource Requirements:**
   Eliminate the resources limits for Child Only Cases. The County will follow the state’s standard policy for all other cases.

3. **County Transfers:**
   When a WFFA case is transferred to Catawba County, an appointment will be made for a client to come to the office within ten business days to sign a new mutual responsibility agreement and be evaluated for any needed documentation. Failure to keep the appointment will result in the WFFA case being closed at the end of the current month (unless there is good cause).

4. **Reopen/Reapplication:**
   If a WFFA case is closed for any reason (without good cause), the case will not be eligible for re-open. The applicant/recipient may reapply for WFFA.

5. **Work Requirements/Services:**
   All adults in an Employment case must have a High School Degree or equivalent OR be enrolled in a GED or Adult High School classes unless there is good cause.

6. **Support Services:**
   A Child Enhancement fund will be created to work with families in providing financial assistance to enhance the quality of life for the child. Examples: band fees, uniform fees, dues for Girl Scouts/Boy Scouts, etc.

On October 23, 2017, Catawba County Social Services Board approved the Work First Electing Plan.

**RECOMMENDATION**
Staff recommends the Board of Commissioners approves the Work First Plan for submission to the North Carolina Department of Human Resources. The Work First Plan must be submitted to the State prior to December 15, 2017.
CATAWBA COUNTY
WORK FIRST PLAN
2019 - 2022

Submitted: November 2017
Karen Harrington, Director
Beth Jones, Program Manager
Catawba County Social Services
P O Box 669, Newton, NC  28658
Telephone: (828) 695-5636 or 695-5625
Fax # (828) 695-5709

Email Address:
KHarrington@Catawbacountync.gov
Bethjones@Catawbacountync.gov
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I. Condition within the County

* Only 427 of Catawba County’s 156,459 citizens receive Work First. That is less than 0.3% of the population ([http://quickfacts.census.gov](http://quickfacts.census.gov)).
* 170 families were receiving Work First in July 2017. Of these, 143 included no adult in the assistance payment (Monthly Staffing Report).
* 15 Families are Work Eligible which means they must comply with the Employment component of the program (Monthly Staffing Report).
* The racial heritage of families receiving Work First is 63.78% Caucasian, 31.27% African-American, 11.52% Hispanic and 3.70% Other (Work First Case Profile Summary).
* Work First recipients face many barriers to employment, some of these barriers are education, transportation, childcare or criminal background.
* 3.8% of all households in Catawba County have no vehicle available for personal use. Even if the family has a car, the car is often in poor repair. (2016 American Community Survey – US Census Bureau)
* Catawba County had an unemployment rate of 4.2% in July 2017 while the State’s rate was 4.5%. (NC Dept. of Commerce)
* There were 3,285 unemployed citizens in July 2017 ([www.ncesc.com](http://www.ncesc.com)).
* 52.6% of the job openings in Catawba County require a minimum education level of High School Diploma or equivalent.
* 10% of Catawba County’s citizens over the age 25 do not have a High School Diploma or equivalent. (2016 American Community Survey – US Census Bureau)
* In North Carolina, a minimum wage earner (earning $7.25 per hour) can afford a monthly rent of no more than $374. If the family only receives $735 per month in Social Security benefits, they can afford a monthly rent of no more than $220, while the Fair Market Rate for a one bedroom unit is $553. ([HUDUser.gov](http://www.HUDUser.gov))
* Approximately 83.69% of the children receiving TANF services in Catawba County have a valid child support order with an average support obligation of $82.50.
* 13% of the children in Catawba County were enrolled in either Medicaid or NC Health Choice as of July 2017. (19,253 for July 2017)
* FNS caseloads have decreased by approximately 8.7% from the end of FY 2016 to the end of FY 2017.

Recent statistics reveal that the top three employers in the county are Catawba County School Systems, Catawba Valley Medical Center and CommScope Inc. ([CatawbaCountyNC.gov](http://CatawbaCountyNC.gov)). Therefore, the majority of the available jobs are in the industries which involve night and weekend work, as well as rotating shifts. This type of scheduling makes childcare and transportation very difficult to coordinate.
Education and technical training continue to be high priorities for Catawba County. Catawba Valley Community College offers short term training and college transfer curriculum. Catawba County is also home to Lenoir Rhyne University, a four year liberal arts school. Catawba County possesses a diverse economy with extensive retail, service and manufacturing jobs.

Childcare options for rotating schedules have improved but options are still very limited as compared to those working a traditional work schedule (Monday – Friday 8am – 5pm). Three providers currently offer second shift care with an additional provider that stays open “late” but does not offer full second shift care. There are 5 providers that offer third shift care. There is only 1 provider that offers weekend care and they only offer it every other weekend. Helping families to locate safe and affordable childcare to meet the needs of irregular work schedules is imperative to continued success of the program. (The Children's Resource Center)

Public transportation is not available throughout the county. There is no public transportation available outside of the extended workday and buses do not run on Sundays. Many areas of the county are miles from the nearest employer and/or child care provider. For these families, the lack of transportation is a major barrier to self-sufficiency.

**Mission Statement**
To enable Work First recipients and applicants to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

**Vision Statement**
All Catawba County families will demonstrate personal responsibility and will have the resources needed to meet their basic needs – food, clothing, shelter, and medical care.
II. Planning Process
   A. Planning Committee

The State of North Carolina submits a State TANF Plan to the federal Department of Health and Human Services. The State Plan describes North Carolina’s TANF Program, called Work First. The State Plan is an aggregate of the standard Work First Program and the various Electing County Plans.

The Social Services system in North Carolina is county-administered and state-supervised. The State Division of Social Services establishes the standard Work First Program according to guidelines contained in federal regulations and state law, allowing counties maximum local flexibility.

Electing counties develop a plan that describes their plans for administering the program in response to local needs and situations.

This plan will be for October 1, 2019 through September 30, 2022. The Board of County Commissioners approves county plans.

The planning process is an opportunity to take full advantage of local flexibility built into the Work First Program. It is the time to strengthen local partnerships and tap into local creativity to move low-income families into self-sufficiency.

On September 18, 2017, the Catawba County Board of County Commissioners voted for Catawba County to continue being an Electing County.

The Board of County Commissioners is required to appoint a committee to oversee the planning effort. The members of the Committee and the groups they represent are:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Group</th>
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<tbody>
<tr>
<td>Sherry Butler</td>
<td>Board of Social Services/Board of County Commissioners</td>
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<td>Felicia Culbreath-Setzer</td>
<td>Division of Workforce Solutions) (NCWorks Career Centers)</td>
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<td>Wendy Johnson</td>
<td>Workforce Innovative Opportunity Act (WIOA)</td>
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<td>Henry Steele</td>
<td>Vocational Rehabilitation Manager</td>
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<td>Titania Stockton</td>
<td>Head Start Agency</td>
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<td>Michael Smith</td>
<td>Partners Behavioral Health Management</td>
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<td>Rhonda Stikeleather</td>
<td>Public Health</td>
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<td>Dr. Matt Stover</td>
<td>Local School System – Catawba County Schools</td>
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<td>Dr. Robbie Adell</td>
<td>Local School System – Hickory Public Schools</td>
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<td>Dr. Rosana Whisnant</td>
<td>Local School System – Newton-Conover City Schools</td>
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<td>Jack Temple</td>
<td>Business Community</td>
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<td>Kathee Martin</td>
<td>Greater Hickory Cooperative Christian Ministry</td>
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<td>Robert Silber</td>
<td>Eastern Catawba Cooperative Christian Ministry</td>
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<td>Capt. Tim Delaney</td>
<td>Salvation Army</td>
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<td>Malla Vue</td>
<td>Goodwill Manager</td>
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<td>Pam Ussery</td>
<td>Child Care Service Provider</td>
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<td>Edith Tallent</td>
<td>Qualified Substance Abuse Professional (QPSA)</td>
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B. Public Comment

The plan was made available for public review from October 11, 2017 through October 18th, 2017. An article in the local newspaper informed citizens that copies of the plan were available to review at Social Services and on the Social Services web page. Accepting the input from local citizens and with the recommendation of the Planning Committee, the plan was formally approved by the Catawba County Board of Commissioners.

C. Planning Development

On October 5, 2017, the Planning Committee meeting was held. At this meeting, local Social Services staff gave the committee members an overview of the current Work First Program, demographic information on the current Work First population was shared with the group and a time line was developed for the project.

During the month of August and September, Work First participant and applicants were surveyed. The survey asked:

- What barriers are keeping you from becoming employed?
- What do you need in order to become employed?
- What services do you currently use from Social Services?
- What would you change about the Work First Program?
- What benefits/services of the Work First Program have helped you?
- If employed, what has helped you in keeping your job?
- What services do the children in the Work First grant need to help them be the best they can be?
- Any other comments

Catawba County’s demonstrated record of commitment to children and families, collaborative strategic planning, risk taking and successful implementation of
innovations makes this community a natural choice to continue being an Electing County. The successful track record includes efforts such as Catawba County TANF Housing Initiative, Work First Demonstration Grant, Work and Ride, Career Center, and Job Boost. Catawba County has used the many lessons learned from previous efforts to design this project for families in need.

Welfare reform continues to be a work in progress. The Board of County Commissioners and Social Services will continue to monitor and evaluate the impact of the Work First Program on children and families in Catawba County and to recommend adjustments and refinements to the collaborative effort as needed. Members of the committee have pledged their support of the proposal and its implementation.

Catawba County will follow the State Work First Non-Discrimination Policy and Grievance Procedures found in Section 002. The flyer DID YOU KNOW? (DSS 5333) is posted and given to customers as requested. Catawba County Social Services will inform all LEP (Limited English Proficiency) persons of the right to receive free interpreter services and encourage them to identify themselves as persons needed language assistance (Posted signs, statements in pamphlets, on the website, etc.) The language of the LEP person will be noted in his/her record so that all staff can identify the language assistance needs of the client. Bilingual staff and/or the Contract Telephone Interpreting Service will be used for effective communication between the Agency Staff and the LEP persons.
III. Goals and Performance Measures

The Goal of the Catawba County Work First Program is to move Work First applicants and recipients to self-sufficiency by either empowering them to secure and maintain employment or by securing disability benefits.

A. Statewide Work First Goals
Catawba County will adopt the goals established by the state. Those goals are currently:

1. Meeting Federal Work Participation Rates for All Families. Active participants in employment services and activities will lead to full time employment. Counties must ensure that at least 50% of all Work Eligible individuals, as defined by Federal Rule, complete the required number of hours of federally countable activities.

2. Meeting Federal Work Participation Rates for Two-Parent Families. Active participation in employment services and activities will lead to full time employment. Counties must ensure that at least 90% of all two-parent families with Work Eligible individuals, as defined by Federal Rule, complete the required number of hours of federally countable work activities.

B. County Performance Measures

1. Employment: Self sufficiency will be realized primarily through the employment of Work First citizens. Catawba County will ensure that an average of 7 participants per fiscal year will become employed and will use the statistics from the staff's monthly spreadsheet. Catawba County had 10 participants become employed for FY 2016 – 2017.

2. Meeting Federal Participation Rates: Active participation in federal countable work activities will lead to full time employment.

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**Currently, there are no WF Participation Rate reports available to counties.

3. Providing Employment Services: Active participation in intensive employment services for all families is necessary in order to meet the participation rate and to ensure families are served adequately before the end of five years. One measure of success in Work First is the percentage of families who are subject to work requirements that counties are assisting with job preparation and job placement. Catawba County will provide 100% of the Able Bodied adults with employment services.
4. **Staying Off Welfare:** Efforts to reduce welfare rolls, help adults find jobs, and increase self-sufficiency are undermined when families return to welfare. Families leaving Work First because of a job are tracked to determine if they return to cash assistance. Case Manager will provide case management, counseling and problem solving. Case Manager will evaluate former Work First participants for 200% of poverty services. Referrals to appropriate community resources will be made. (i.e. NCWorks, Salvation Army, Goodwill, Greater Hickory Cooperative Christian Ministries, Eastern Catawba Cooperative Christian Ministries, Family Care Center, etc.)

5. **Job Retention:** Families who leave Work First for employment and continue to be employed 6 to 12 months after leaving the program show evidence of keeping their income and increased job stability, which impacts a family’s well-being. Families that remain employed for four months will receive the County's retention bonus. The State does not track and/or provide this data to the counties; therefore it will be a manual tracking of how many recipients receive the county's retention bonus.

6. **Benefit Diversion:** The most successful outcome for an applicant for public assistance is to avoid the need to become a recipient. This is also recognized in the federal law, which specifies diversion from public assistance as a desired outcome. Catawba County will offer Benefit Diversion when appropriate and other supportive services. Benefit Diversion will be assessed if appropriate prior to placement on public assistance.
IV. Plans to Achieve the Outcomes and Goals
A. Activities
1. Employment: Work is the focus of the Work First Program. On the day of application, the case manager begins laying the foundation and ground rules for this program in Catawba County. The citizen is informed that Work First Cash Assistance is considered a short-term assistance and full time employment is the goal of the program.
   a. Activities: Job Development and Placement provided by the NC Works, CVCC's Human Resources Development, English as a Second Language, GED (Graduate Equivalency Degree), Adult Basic Education, Short term skills training, CRC (Career Readiness Certificate) and Community Work Experience opportunities. Work First will continue to collaborate and partner with Catawba Valley Community College, NC Work, WIOA, Vocational Rehabilitation, Goodwill and Local Staffing Agencies.
   b. Supportive Services: Counseling, case management, daycare, transportation, and participation expenses (mileage reimbursement, uniforms, tuition and books, etc.) child support and food assistance.
2. Meeting Federal Participation Rate: The rate will be met through a combination of efforts.
   a. Activities: Employment services are offered to all able-bodied adults. Catawba County case managers will provide Work First participants with the full array of services, including developing appropriate Mutual Responsibility Agreements and closely monitoring progress as the citizen moves towards self-sufficiency. Case Managers will place all mandatory participants in appropriate countable Work First activities such as Employment, Vocational Education Training, Work Experience, Job Search/Job Readiness, etc. Job Ready participants will be referred to all Staffing Agencies in the area and to NC Works. All cases will be staffed with the supervisor at a minimum of once per month. Case managers will also make referrals to community resources. The case managers will assure that all applicable cases are opened in NC FAST and supervisor will monitor the employment services case management report and follow up if needed. Work First benefits will not be released if the participant is out of compliance with their Mutual Responsibility Agreement unless there is good cause and all cases out of compliance will be staffed by the unit to determine if good cause exists. Work First will continue to collaborate and partner with Greater Hickory Cooperative Christian Ministries, Eastern Catawba Cooperative Christian Ministries, Safe Harbor Rescue Mission, Salvation Army, Catawba Valley Community College, NC Work, WIOA, Vocational Rehabilitation, Goodwill and Local Staffing Agencies.
b. **Supportive Services:** Counseling, case management, daycare, transportation, participation expenses (mileage reimbursement, uniforms, tuition and books, etc.) are provided to ensure that participants are able to complete the required number of hours in their assigned component(s).

3. **Providing Employment Services:** Citizens seeking employment will find a full array of services available to assist them.
   a. **Activities:** Employment services are provided to all able-bodied adults. Case managers will assess the participant's job readiness and if appropriate place the participant in the NCWorks Employability Class before beginning the job search component. If appropriate, the participant will be required to obtain their CRC (Career Readiness Certificate). The case manager and participant will partner with NC Works, WIOA (Workforce Investment Opportunity Act), Vocational Rehabilitation, Employers and other appropriate programs to assist in the participant becoming employed.
   
b. **Supportive Services:** Counseling, case management, daycare, transportation, and participation expenses (mileage reimbursement, uniforms, tuition and books, etc.)

4. **Staying off Welfare:** Catawba County is using a multi-faceted approach to keep citizens on the job and off of welfare.
   a. **Activities:** Case management services will be provided after the Work First participant becomes employed. Case managers will evaluate the former Work First participant for 200% of Poverty Services, Emergency Assistance, Retention service and bonus, and Economic Crisis Services in the county. Referrals to appropriate community resources will be made.
   
b. **Supportive Services:** Counseling, case management, daycare, transportation, Job Bonus, Transitional Medicaid, retention bonus, child support, food assistance, and community referrals.

5. **Job Retention:** Families who leave Work First for employment and continue to be employed six to twelve months after leaving the program show evidence of keeping their income and increases job stability, which impacts a family’s well-being.
   a. **Activities:** Case manager will provide case management, counseling and problem-solving. Case manager will refer former participants to appropriate agencies, such as Employment Security Commission, JobLink Career Center, and Employers. The case manager will evaluate former Work First recipients for 200% of Poverty Services, Emergency Assistance, and Retention Services.
   
b. **Supportive Services:** Counseling, case management, daycare, transportation, Job Bonus, Transitional Medicaid, retention bonus, child support, food assistance, and community referrals.

6. **Benefit Diversion:** The culture of Catawba County Social Services has changed. The focus is on employment, not processing entitlements. For many citizens in a short-term crisis, Benefit Diversion is an obvious solution.
a. **Activities:** The case manager will assess each applicant’s situation to determine if Benefit Diversion is appropriate and if so, will offer it to them. The case manager will consider previous public assistance and employment histories. The applicant’s ability to find employment within a brief period of time, maintain current employment, or obtain sufficient income from other sources will also be considered.

b. **Supportive Services:** Counseling, case management, Child support, and food assistance.

(Please see the section on Innovative County Strategies -- page 22)
V. Administration

A. Authority
The Catawba County Board of County Commissioners retains full authority for the Work First Program.

B. Organization
Catawba County Social Services is responsible for administration of the Work First Program. From the moment the citizen makes first contact with the agency, he/she is informed that the Work First Program is a temporary assistance program and the goal for each citizen is full time employment and self-sufficiency. The case managers in this unit are blended doing both eligibility and employment functions. The Case Managers serve on Intake approximately twice a week. They take and process the applications and maintain the on-going cases which enables them to build a solid working relationship with the families that are being served.

C. Child Care
When the availability of child care funding is less than the amount needed to serve all eligible children, Catawba County Social Services has the option to give some children priority for services. The names of all children who cannot be served will be maintained on a waiting list. When funds become available to reduce the waiting list, children will be removed in the order of priority. Within each priority group, families will be served on a first come, first serve basis.

Families in the following categories will be exempt from the waiting list:

- Priority #1 – Child Protective Services
- Priority #2 – Teen Parents enrolled the local school system
- Priority #3 – Foster Parents
  - Full or part time employed
  - Full or part time post-secondary education
- Priority #4 – Work First parents who are participating in mandatory activities (including Post-Secondary Education) to fulfill their Work First Employment and Training requirements and are in full compliance with their Mutual Responsibility Agreement.

Families will be served in the following order:

- Full time employment or full time training leading to employment
- Education
  - Full time post secondary
  - Full time vocational, skills training, GED, ABE, ESL
- Child Welfare Services
- Part time employment
Part time education
Development needs

D. Transportation
Approximately $12,000 from the Work First Block Grant will be allocated for transportation services for state fiscal year 2019-2020. Strategies included the utilization of:
- Public Transportation: Western Piedmont Regional Transit Authority – Greenway Public Transportation
- Mileage reimbursement – Work First families are reimbursed 21 cents per mile in order to participate in their component with a cap of $100.00 per month
- Transportation for Work First recipients during their retention period – A maximum of four months transportation assistance is provided for all Work First customers that are working (20 hours or more per week), no longer receiving Work First cash assistance and, as long as their income is below the 200% of poverty level.

E. Substance Use/Mental Health
It can be anticipated that many of the Work First participants with substance use, mental health issues, and/or disabilities will have difficulty meeting the goal of the Work First program.

Work First and The Cognitive Connection have committed to work together in order to craft a plan that addresses local community needs. As part of the Work First – Substance Abuse Initiative, The Cognitive Connection provides one FTE Qualified Professional Substance Abuse (QPSA) stationed on site at Social Services to conduct initial substance abuse screenings and assessments for the Work First population. The QPSA screens and makes appropriate referrals of other mental health issues. Substance abuse services provided by this program include, but are not limited to the following: Screenings, Assessments, Treatment Planning, Referral to Treatment Services and Case Management services. (MOA Attached)

Substance Use Screening: All Applicant/Recipients applying for the Work First program will be given an initial substance abuse screening by the Work First case manager – the Audit/Dast. If the results of this screening detect a possible substance issue, the QPSA or Licensed Professional will conduct a complete assessment.

Substance Use Assessments: The QPSA or Licensed Professional will conduct a substance abuse assessment, which will include an in-depth clinical interview and the use of a statewide-approved assessment tool.
Treatment Planning and Referral to Treatment Services: When the QPSA identifies a Work First participant as having a substance abuse issue, the QPSA begins the treatment planning process with the identified person. The QPSA and customer will develop a Mutual Responsibility Agreement addressing these issues and appropriate referrals are made for treatment.

Community Support Services: The QPSA stationed at Social Services provides ongoing care coordination, including tracking of progress.

F. Family Violence Option
Violence in the family may be a substantial barrier to self-sufficiency for many families. Catawba County, recognizing the impact that violence can have on families, has a Memorandum of Agreement with Family Guidance in order to determine services needed and provide appropriate services to participants, as well as to determine the extent to which the violence is an impediment to self-sufficiency. Family Guidance will provide the following services:
- Individualized assessments for each participant referred by the Work First case manager. Based on the assessment, the participant may receive ongoing counseling, psychological testing, and/or supportive services.
- Case consultation with the Work First case manager.

Catawba County Social Services – Work First and Family Guidance agrees to closely coordinate activities in order to assure a coordinated plan and no duplication of services. Family Guidance and Work First agrees to maintain said information in a strictly confidential manner as defined in the MOA.

If a participant is unable to participate in work activities or comply with other Work First requirements at the time of assessment, the participant may request a waiver. The Work First case manager will use the assessment report from Family Guidance in conjunction with other information concerning the case, to determine if a waiver should be granted and for how long.

G. Other Services
Vocational Rehabilitation: When a participant presents with a disability, the Work First case manager will make a referral to Vocational Rehabilitation. All Work First applicants and recipients referred to Vocational Rehabilitation must complete the VR application and comply with all of their recommendations. Work First and Vocational Rehabilitation agree to closely coordinate activities in order to assure a coordinated plan and no duplication of services. (MOA attached)
H. Maintenance of Effort (MOE)

The following activities, staff and services will be funded using Maintenance of Effort (MOE) funds:
- Work First Staff
- TANF Fraud Investigative Staff
- Work First Participant Expenses
- Work First Child/Adult Care
- Work First Transportation Expenses
- Retention Services
- Enrichment Services
- Group Support
- Contract – Legal Aid
- Work First Cash – Emergency Assistance
- Others as needed

I. Child Welfare Services

Seventy-five (78%) of the Work First Block Grant will be devoted to Child Welfare Services/ TANF CPS/FC/Adoption per fiscal year.
VI. Emergency Assistance

Catawba County will continue to address the emergency needs of families with a combination of resources. Three non-profit assistance Agencies have a long history of serving the needs of families in crisis: Salvation Army, Greater Hickory Cooperative Christian Ministry (Hickory Area) and Eastern Catawba Cooperative Christian Ministry (serving the Eastern end of the county). A number of smaller programs and agencies also serve families in need: including the Red Cross, Christian Community Outreach Ministries and Family Care Center. Many area churches maintain crisis funds for families in need, in addition to supporting the efforts of the above-referenced Faith-based ministries.

Catawba County Social Services will continue to appropriate a portion of its TANF allocation to the Emergency Assistance Program.

To be eligible for Emergency Assistance, the family must:

1) Have a child that meets the Work First Family Assistance guidelines in the home who is related to the specified relative
   or be preparing for the return of a child (i.e. child being returned to home from foster care) within the next 60 days
   or be the legal custodian or guardian for a minor child in their care (Per Work First Manual)

2) Be a US citizen or an eligible alien.

3) Be in an emergency situation caused by circumstances beyond the control of the family (loss or significant decrease in income, fire, unusual medical expenses that have left the family unable to meet their normal living expenses, etc.)

4) Have total countable reserve equal to or below $3000. Liquid assets are limited to $300. Vehicles are not counted in reserve. Liquid assets are cash on hand, current savings account balance, checking account balance (except what is needed to pay bills), stocks, bonds, mutual fund shares, savings certificates and revocable trust funds.

5) Have a monthly total countable income equal to or below 200% of the federal poverty level. Countable income is the same as for Work First Family Assistance. Use a base period of the month prior to the month of application. Convert income to a monthly amount (by using conversion factors of 4.3, 2.15). Add together the countable earned and unearned income. Compare to the income chart to determine if income eligible.

6) Cannot have received EA within the past twelve months.

7) Must apply for EA in the county in which they live.

8) Is eligible for a 30-day period, once approved. Payments may not exceed $300 in a 30-day period. Benefits may not be provided under EA more than one time in a twelve-month period.

9) Must cooperate with Child Support, if there is not already an open child support case and if there is no cost, before the EA application can be approved (within 5 days).
10) Must be evaluated for Food and Nutrition Services, if not already receiving before the EA application can be approved (within 5 days).

The Agency must:
1) Make a decision to approve or deny the EA application within five workdays from the date of application.

Evaluation of Emergencies
1) EA cannot be used to improve the family’s standard of living.
2) Explore whether any member of the family will have income that can be used to meet the emergency. (Will they get paid again before the power bill is due?)
3) Explore with them the steps they have taken to alleviate the emergency.
4) Evaluate whether or not the family has experienced a sudden change that has led to a decrease in income or created an extra expense
5) Evaluate to determine if they caused their own emergency. Do they have a history of being in a crisis situation? If so, explore other options.
6) Determine if EA will prevent recurrence of the emergency. Will they be able to maintain on an ongoing basis if we alleviate this emergency or will they have the same problem next month?
7) If the family has been penalized for failure to comply with WFFA program requirements, and the emergency could have been prevented had they complied, deny the EA application.
8) Catawba County will allow for medical services such as prescriptions, eyeglasses, and doctor visits if the expense is not covered by the Medicaid Program and the individual is receiving Medicaid. (MOE)
9) TANF funds will not be used to assist with rent if the applicant is already receiving other federal, state, local subsidized rent.

The following services will be provided with TANF Emergency Assistance:
- To assist with rent in order to maintain the shelter, unless family is already receiving other federal, state, local subsidized rent.
- Assistance with utilities if not related to Heating or Cooling.
- Medical services such as prescriptions, eyeglasses, and doctor visits if the expense is not covered by the Medicaid Program and the individual is receiving Medicaid (see #8 above)
VII. Services to Low Income Families (under 200% of Poverty)

Catawba County will provide services to families with income at or below 200% of poverty when: the family is a former Work First family, the adult is working, the custodial parent is cooperating with child support, the adult is receiving or has applied for Food Assistance and Family Medicaid, and the services provided will assist the adult in maintaining employment which will keep the family from reentering the traditional Work First Program.

The following services may be provided:
- Short term housing;
- Child and Family Enrichment Activities;
- Transportation;
- Child Care;
- Parenting training/services;
- Work-related expenses; and
- Case management.
- Other appropriate services that can be funded by TANF and MOE that would prevent the family from losing employment and returning to Work First.

Eligibility for services will be determined per state policy:
- Family’s total gross monthly income is at or below 200% of the federal poverty level (accept family’s statement, unless it is questionable);
- Same definition of a family as used for current Work First participants;
- At least one child in the family must be under 18 and meet the same kinship and living with rules as current Work First families; and
- Complete and maintain the eligibility worksheet.

All Work First citizens who are subject to the work requirements will be served before offering or providing the above listed services to “families with children at or below the 200% federal poverty level.” Catawba County will ensure that all Work First citizens are served first through the organization of the Work First unit. In Catawba County, it is the responsibility of the Work First Case Manager to implement the entire Work First Program -- cash assistance and employment. Therefore, from the moment the applicant presents her/himself for any of the Work First services, the focus is on helping the family meet their financial needs through employment and child support. On the day of application, the case manager begins to lay the foundation and ground rules for the program.
VIII. Services to Non-Custodial Parents (optional)

Catawba County will not offer services to non-custodial parents.
IX. Exemption from the Work Requirements
Catawba County will follow the State Policy regarding exemptions from the Work Requirement.
X. Innovative County Strategies
Catawba County has historically demonstrated creative and highly effective collaborative efforts combining the skills and resources of multiple agencies and programs. The same is true of this effort. Several successful initiatives are currently in place to protect children and strengthen families. These projects include:

Legal Services for Child Only Cases: Catawba County has a contract with Legal Aid of North Carolina to provide legal services to ‘child only’ Work First Family Assistance citizens and, if applicable and appropriate, to ‘regular’ Work First Family Assistance citizens to increase the family stability for the children. The legal services provided included:
- Counsel and Advice
- Preparation of documents such as education affidavits, health care consent forms
- Representation in custody, guardianship, and adoption proceedings

Catawba County Career Center: Catawba County’s Career Center is located at the Division of Workforce Solutions - NC Works office. The center’s partners include:
- Social Services – Work First
- Catawba Valley Community College
- Division of Workforce Solutions
- Vocational Rehabilitation
- Goodwill Industries
- Cognitive Connection
- Senior Community Service Employment Program

The services offered at the center include:
- Career Testing/Assessment
- Mock Interviews
- Job Referral and Listings
- Labor Market Information
- Referrals for Supporting Services
- Resume Preparation

Retention Services: Catawba County provides a one-time lump sum Employment Retention Bonus of $400 to Work First participants whose Work First check terminates due to earned income and who remain employed:
- With the same employer (unless the change is an improvement), and
- Employed full time (30+ hours per week) for four consecutive months following termination of their Work First Cash benefit, and
- Income eligible based on the 200% level of poverty worksheet
XI. Special Issues

Catawba County had an unemployment rate of 4.2% in July 2017 while the State's rate was 4.5%. 10% of Catawba County's citizens over the age of 25 do not have a high school degree or equivalent while over half of the jobs available in Catawba County require a minimum of a high school degree or equivalent.

Another concern is the number of children in the Child only/Caretaker caseload where the child is a US citizen, but the parent in the home is undocumented. Currently, there are 10 cases where the US born child of an undocumented parent is receiving benefits. These cases are not subject to the employment component, however are subject to the 60 month state time clock for the family once the Work First case is in NC FAST.
XII. Eligibility

Catawba County will follow criteria established and implemented by the State regarding for the following:

- Definition of Relationships;
- Payment levels (EA, 200% services, child welfare);
- Countable Income;
- Sanctions;
- Time Limits and Extensions;
- Exemptions, and exceptions to requirements;

Applicants must apply for Medicaid or be receiving Medicaid before applying for Work First.

Catawba County proposes changes to the following policies. These changes will be implemented once the State and Catawba County’s plan has been approved.

1. Benefit Diversion Requirements:
   Catawba County will follow the State regarding benefit diversion with the following exceptions:
   Applicant must cooperate with Child Support, apply or be receiving Food Assistance, and the applicant must register with Division of Work Force Solutions - NC Works if not already employed or job being held for the applicant and if monetarily eligible for Unemployment Benefits (UIB) must apply for the UIB prior to approval of the Benefit Diversion application.

2. Cooperation with Child Support is an eligibility requirement:
   Applicant must cooperate with child support within 12 calendar days of applying for WFFA. If the applicant fails or refuses to do so without good cause, deny the application for WFFA and notify the Medicaid worker (applicants must apply for Medicaid before applying for WFFA).

3. Evaluate for or be receiving Food Assistance:
   Applicant must be receiving Food Assistance or be evaluated for Food Assistance within 12 calendar days of applying for WFFA. If the applicant fails or refuses to do so without good cause, deny the application for WFFA and notify the Medicaid worker (applicants must apply for Medicaid before applying for WFFA).

4. Vocational Rehabilitation:
   All Work First recipients referred to Vocational Rehabilitation as part of their Outcome Plan (MRA) must complete the application and comply with all recommendations. Failure or refusal to comply without good cause will result in the case being terminated. Future eligibility is contingent upon completing the application and cooperating with Vocational Rehabilitation.

5. Job Quit:
   Job quit (treated the same as non-compliance with the MRAs) will be applied to (all cases that an adult is included in the grant) that have been informed of the
Job Quit Policy at any time in their history of receiving Work First and who voluntarily quit a job, refuse to accept a bona fide job offer, request a reduction in hours, all without good cause or are terminated with cause. The following statement from the MRA-B will be added to MRA-A “I will accept and keep any reasonable job offered to me. I will not quit a job, refuse an offer of employment or fail to follow up on job referrals without good cause.”

6. Eligible Household:
Cases where all children in the household are receiving SSI benefits will not be eligible for Work First as there is no eligible child in the home. This does not apply to Benefit Diversion cases.

7. Resource Requirements:
Eliminate the resources limits for Child Only Cases. The county will follow the state’s standard policy for all other cases.

8. County Transfers:
When a Work First case is transferred to Catawba County, an appointment will be made for a client to come to the office within ten business days to sign a new MRA and be evaluated for any needed documentation. Failure to keep the appointment will result in the WF case being closed at the end of the current month (unless there is good cause).

9. Reopen/Reapplication:
If a Work First case is closed for any reason (without good cause), the case will not be eligible for re-open. The applicant/recipient may reapply for Work First.

10. Work Requirements/Services:
All adults in an Employment case must have a High School Degree or equivalent OR be enrolled in a GED or Adult High School classes unless there is good cause.

11. Support Services:
A Child Enhancement fund will be created to work with families in providing financial assistance to enhance the quality of life for the child. Examples: band fees, uniform fees, dues for Girl Scouts/Boy Scouts, etc.
XIII. Community Service

Catawba County will not utilize the Community Service Component
XIV. **Appeals Process**

Catawba County will have a two-tier appeals process that substantially complies with state law (G.S. 108A-79).

A line supervisor in the Family Support Division who has not had any involvement with the family or the case will conduct the first tier of the hearing process. Unless the family requests an extension with good cause, this hearing must be held within five workdays of the request. A written statement of the decision must be served by certified mail to the appellant within five working days of the first tier hearing. The first-tier hearing follows all of the time frames and conditions of state/standard county policy.

If the family wishes to appeal the decision rendered by the first tier appeal, the family must notify Catawba County Social Services within 15 days of the date the initial decision was mailed to the appellant. If the appellant withdraws their request for the second-tier appeal prior to the hearing date the decision of the first-tier hearing stands. The second tier hearing will take place within ten workdays and will be recorded. A supervisor who has not had any involvement with the family or the case will conduct the second-tier hearing. The hearing officer will render his/her decision within 45 days.

Catawba County policy will differ from G.S. 108A-79 in that the Hearing Officer who conducts the second tier hearing has only 45 days to render a decision and that decision will be considered final.

Any applicant/recipient who is dissatisfied with the final decision of the Department may file, within 30 days of receipt of notice of such decision, a petition for judicial review in Superior Court of Catawba County. Failure to file a petition within the time stated shall operate as a waiver of the right of such party to review.
XV. **Review Prior to Expiration of Time Limits**
Catawba County will continue to follow criteria established and implemented by the State for reviewing cases prior to the expiration of time limits. In addition, the supervisor will review and monitor weekly/monthly state reports regarding families time limits. The supervisor will continue to complete monthly staffing with the Work First case managers to review the time used by each participant to discuss actions that are needed to be taken to empower the family to move towards self-sufficiency.

Each time a Mutual Responsibility Agreement is developed, the Eligibility Tracking Update screen will be reviewed, discussed and signed by the case manager and participant to ensure that both parties are aware of the months left on the time clock.
XVI. Funding Requirements

Amount of the county block grant earmarked for Child Welfare Services is 78% for all fiscal years.

Amount of the county block grant designated for Work First Diversion Assistance, Work First Family Assistance, Work First Services and Maintenance of Effort contribution:

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<th></th>
<th>WFBG</th>
<th>MOE</th>
<th>Total</th>
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<td>Child Welfare Services</td>
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<td>TANF</td>
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<td>Total WFBG for Children</td>
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<tr>
<td>WF Administration</td>
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<td>WF Child Enhancement</td>
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<td>WF Other Purchased Svcs</td>
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Grand Total $2,645,415.00 $1,584,850.00 $4,230,265.00
XVII. **Certification**

As Chairman of the Catawba County Board of Commissioners, I hereby certify that during each fiscal year to which this plan is applicable:

- This program will be known as the Catawba County Work First Program;
- The provision described in this plan will be carried out in accordance with state and federal law;
- This plan was developed based upon recommendations of the Planning Committee, current Work First participants, and Social Service/Work First Staff.

I also certify that:
- The citizens of Catawba County have been given an opportunity to review this plan.
- The Catawba County Board of County Commissioners has approved this plan and is the entity responsible for the Catawba County Work First Program.

________________________________
C. Randall Isenhower, Chair
Catawba County Board of Commissioners

________________________________
Date
MEMORANDUM

TO: Catawba Board of County Commissioners

FROM: Bryan D. Blanton, Emergency Services Director

DATE: November 6, 2017

RE: Healthy, Safe Community: Emergency Services Study Scope Recommendation

REQUEST

Staff requests the Board of Commissioners accepts a recommended scope of services for the Emergency Services Study, moving towards solicitation of qualified consultants through a formal Request for Qualifications (RFQ) process and eventual contract negotiation.

BACKGROUND

As part of the Healthy, Safe Community component of the Board of Commissioners’ strategic planning process, the concept of Right Care, Right Place, Right Time emerged as a priority focus area within that component. Right Care, Right Place, Right Time is a phrase that has come to mean aligning the most appropriate resources with the identified needs. One potential strategy in making progress towards Right Care, Right Place, Right Time is conducting a study of existing Emergency Services service levels, policies, and some operational protocols to identify opportunities for improvement or refinement, as informed by industry best practice and peer research.

Staff proposes that any study undertaken adhere to a budget of $100,000 or less, and produce the following deliverables categorized by key issues currently facing Emergency Services:

1. Emergency Medical Services (EMS) Staff Safety
   a. Enhancements to EMS Injury Prevention / Reduction Program
   b. Recommendations on acquisition of safety-enhancing equipment
   c. Recommendations on enhancements to existing safety-related policies and procedures

2. EMS Response Time and Staff Workload Analysis
   a. Workload analysis to yield staffing plan and recommended shift structure, incorporating projections of demographic trends into the future
   b. Recommendations on optimal base locations
   c. Recommendations on potential funding / realignment strategy to support identified investments

3. Right Care, Right Place, Right Time
   a. Recommendations on provision of first response and back-up ambulance service
In an effort to make efficient use of local funds, and in recognition of the breadth of services provided by Emergency Services and other local response agencies, staff worked to develop a tightly focused scope to concentrate County resources in the areas of greatest opportunity. Through the vendor selection process, it will be important to identify a consultant to partner with the County in customizing a solution for the County’s specific issues, avoiding a one size fits all cookie-cutter approach.

Through the process of compiling this recommended scope, staff has conducted a thorough inventory of available data sets and program documentation, with intentions of working in partnership with the consultant selected to produce the necessary data in the required format to allow the consultant to focus on substantive, value-added analysis rather than data compilation and manipulation. Staff envisions a process that involves the selected consultant engaging with the Board of Commissioners, County Management, and Emergency Services leadership and staff to gain perspective on provision of service.

**RECOMMENDATION**

Staff recommends the Board of Commissioners accepts the recommended scope of services for the Emergency Services Study, moving towards solicitation of qualified consultants through a formal Request for Qualifications (RFQ) process and eventual contract negotiation.
<table>
<thead>
<tr>
<th>Key Issue</th>
<th>Deliverables</th>
<th>Current / Recent Initiative to Address</th>
<th>County Staff Role</th>
<th>Consultant Role</th>
</tr>
</thead>
</table>
| **EMS Staff Safety** | • Enhancements to EMS Injury Prevention / Reduction program  
• Recommendations on acquisition of safety-enhancing equipment  
• Recommendations on enhancements to existing policies and procedures | • EMS Injury Prevention / Reduction Program  
• Ballistic vests (awaiting suggestion of staff committee)  
• PFDs on Trucks  
• Power lift / power stretchers on new trucks  
• EMS OT Analysis (ongoing) | • Provide existing policies and procedures related to staff training and safety requirements  
  o Workers’ Comp data by unit  
  o Safety-related training protocols  
  o Background on EMS Injury Prevention / Reduction Program  
  o Current shift structure and schedule(s) | • Review existing policies and procedures  
• Recommend best practice-driven enhancements to existing policies and procedures  
• Conduct small group discussions with EMS staff to gather perspectives on safety program |
| **EMS Response Time Analysis and Staff Workload** | • Workload analysis to yield staffing plan incorporating projections of demographic trends into future  
• Recommendations on optimal base location  
• Recommendations on potential funding / realignment strategy to support identified investments | • Conover Crew Expansion Request  
• EMS OT Analysis  
• GIS-based predictive response time model to optimize unit deployment  
• Future: Hickory base relocation  
• Future: Catawba base relocation  
• Future: Newton base replacement | • Provide data in requested format  
  o Emergency vs. Non-Emergency Call Breakdown  
  o Transport Trends and Spikes  
  o Call Volume by Hour, Day, Response Area, Shift, Unit  
  o EMS Deployment Schedule  
  o Benchmarks / Peer Comparisons  
  o Community Demographics  
  o FY12/13 Benchmarking  
  o 2014 & 2016 EMS Trends Reports  
  o Call volume drivers / most common complaints  
  o Response Times by Base, Shift, Response Area, etc.  
  o 1st on Scene  
  o Frequent callers data | • Review data and trend information  
• Project trend information forward  
• Recommend best practice-driven enhancements to existing policies and procedures  
• Provide current and future staffing plan and recommended shift structure, identifying areas for investment in priority order  
• Recommend potential strategies for funding identified investments / optimizing resource investment  
• Interview BOC and staff to gain perspective on provision of service  
• Recommend optimal base locations and phased plan for achieving realignment |
| Right Care, Right Time, Right Place (Apply most appropriate resource for the need) | Recommendations on provision of first response and backup ambulance service | HUB (ER diversion) exploration  
Hickory Rescue Scope Change | Provide data in requested format  
- Frequent Patients Data  
- List of Services by Agency  
- 1st on Scene  
- Specific rescue member response patterns  
- Map of current agency (EMS, Fire, Rescue) service areas  
- Cost per call (all EMS / Rescue Squads)  
- Budget inputs  
- Be available to answer emergent questions | Recommendation on provision of first response and backup ambulance  
- Interview BOC to gain perspective on current and future service level  
- Recommend best practice-driven enhancements to existing policies and procedures  
- Recommend potential strategies for funding identified investments / optimizing resource investment |
TO: Catawba County Board of Commissioners
FROM: Mick Berry, County Manager
DATE: November 6, 2017
SUBJECT: Appropriation for Newton-Conover High School Site Plan

Requested:
Newton-Conover City Schools requests the Board of Commissioners (BOC) appropriates $10,000 to fund the Newton-Conover High School site plan, as requested by the BOC during the FY17/18 budget process.

Background:
During Fiscal Year 2017/18 budget deliberations, the Board of Commissioners instructed Newton-Conover Schools to provide site planning at Newton-Conover High School in conjunction with its request to renovate and expand the cafeteria. At the October 9, 2017 Finance and Personnel Subcommittee, Dr. David Stegall presented the site plan proposal by Woolpert North Carolina, PLLC. The Subcommittee requested some changes to the contract to more clearly specify the scope of work.

The contract has been updated to incorporate assessment of various site constraints such as slope and current zoning, as well as review of locations and age of existing infrastructure (storm drainage, drainage tiles, gas, water, sanitary sewer, electrical, etc.). Additionally, the project team will review the maximum capacity (build-out) of the current school campus property, including a conceptual scenario of space planning of buildings based upon current and future needs. The contract amount for this scope of services is $10,000.

Recommendation:
Staff recommends the Board of Commissioners appropriate $10,000 in Schools’ Capital Fund Balance to fund the Newton-Conover High School Site Plan.

Revision:
Appropriation:
420-750100-864200-33102-3-27 N-C High School Site Plan $10,000

Revenue:
420-750050-690100 Fund Balance Applied $10,000
October 12, 2017

Dr. David Stegall  
Superintendent  
Newton-Conover City Schools  
605 North Ashe Avenue  
Newton, NC 28658

RE: Conceptual Campus Master Plan - Proposal Agreement

Dear Dr. Stegall:

We are pleased to offer the following revised proposal to assist with a conceptual campus master plan for campuses of Newton-Conover High and Discovery High Schools. Please find attached our proposal that covers our standard scope of work, design fee and terms and conditions for the project.

If you have any questions, please do not hesitate to contact me. Please date the top of page 2 and sign and date on page 3 for our authorization. This will allow this proposal to act as a letter of agreement between Woolpert and the City. Please also indicate any purchase order or reference numbers required for our invoicing of this project.

We appreciate this opportunity and look forward to working with you on this and future projects.

Sincerely,

Woolpert North Carolina, PLLC

[Signature]

Andrew R. Pack, PLA, ASLA  
Vice President  
Education | Athletics Practice Leader
THIS AGREEMENT, is entered on _____day of______________, 2017, between Woolpert North Carolina, PLLC, 11301 Carmel Commons Boulevard, Suite 300, Charlotte, NC 28226 ("Woolpert") and Newton-Conover City Schools ("Client"), and intends to describe Woolpert’s Professional Services ("Services") to be furnished for the Conceptual Campus Master Plan ("Project"), all as described below:

1. **Scope:** Woolpert and Client agree the intended scope of service is limited to and described within Attachment A, as may be supplemented from time to time by separate Task Orders, which will always intend to reference and incorporate this Agreement. Client agrees that Woolpert is entitled to additional fees for any additional service Woolpert furnishes for the benefit of the Project, provided that such service is not required due to Woolpert’s error or omission. Woolpert agrees to inform Client of any additional service it deems necessary, and to receive Client’s written authorization before furnishing any additional service. Both parties agree to timely determine the need for any additional service, including the calculation of the additional fee in accordance with the labor schedule identified within Woolpert’s proposal.

2. **Schedule:** Client acknowledges that Woolpert has developed and proposed a specific plan and project fee to furnish and complete its scope of professional services based upon the schedule described within Client’s request and/or solicitation for services. Client understands that modifications to the Project’s schedule may reasonably impact Woolpert’s anticipated performance, and that additional service and/or fee may be required to achieve a schedule change, which Woolpert and Client agree to mutually consider and equitably resolve. It is anticipated that this scope will be completed at the end of October 2017.

3. **Budget:** Client acknowledges that Woolpert has developed and proposed a specific plan and project fee to furnish and complete its scope of professional services based upon the Project budget and/or Programming described within Client’s request. Client understands that a modification to the budget may reasonably impact Woolpert’s planned resource allocation, and that additional service and/or fee may be required to achieve the contemplated budget variance or value-engineered savings.

4. **Fees:** Client agrees the total compensation due Woolpert for its professional service demonstrated in Attachment A. Client agrees that Woolpert’s compensation is not dependent or conditional upon Client’s funding for the project. Client and Woolpert agree that Woolpert will submit monthly invoices that reasonably demonstrate the services furnished or completed, and that Client will issue payments within 30 days of any invoice. Client agrees that if it fails to make payment as provided, Woolpert may suspend its service or terminate this Agreement, without subsequent consequence, and may suspend its services or terminate its agreement on any other project with Client, its subsidiary, or related entity.

5. **Insurance:** Woolpert maintains an insurance program, at its sole cost and discretion, which includes continual coverage for both professional and commercial liability. When required by a written document, and if permitted by applicable law and/or industry regulation, Woolpert will accommodate specified terms and condition and/or afford additional insured status upon its applicable policies. Client shall be responsible for the costs of insurance required by the project that is beyond Woolpert’s typical insurance program. A project-responsive copy of Woolpert’s ACORD specimen is available upon Client’s request.

6. **Communication:** Woolpert and Client agree to designate representatives that will be responsible for managing the project and authorized to make timely decisions that promotes and enables the successful administration, coordination, and delivery of scope and/or service described within this Agreement.

7. **Coordination:** Woolpert and Client agree to professionally collaborate with the other (inclusive of those for whom each is responsible) concerning project-based circumstances, decisions, and/or issues that affect the other’s scope and/or obligations, or the project’s schedule, budget or quality.
8. **Change Management:** Woolpert and Client acknowledge that project change is typical, for one reason or another. Each party agrees to cooperate with the other to reasonably determine the cause(s) of such change and to render a timely solution in the best interest of the Project, as then evaluated by the circumstances, information and belief available.

9. **Documentation:** Woolpert and Client agree to reasonably maintain and store Project documentation that adequately describes the contemporaneous milestones, circumstances, and/or decisions related to the applicable scope and/or obligations required of this Agreement.

10. **Issues:** Woolpert and Client agree to timely identify and disclose all issues reasonably discovered and/or learned that may impact the other’s performance in order to allow the impacted party an opportunity to evaluate the circumstance at the earliest available time so that the Project’s schedule, budget or quality is mitigated and/or remediated as timely and cost-efficiently as possible.

11. **Integration:** This Agreement, inclusive of any attachments, constitutes the entire agreement and understanding between the parties. Woolpert and Client agree to only be bound and obligated to the terms and conditions described within this Agreement.

**IN WITNESS WHEREOF,** this Agreement is accepted as of the date first written above.

Signed: ________________________________
Name: ________________________________
Title: ________________________________

**Woolpert North Carolina, PLLC:**

Signed: [Signature]
Name: Andrew R. Pack, PLA, ASLA
Title: Vice President

This Agreement may be amended only by a writing signed and/or acknowledged (as via email) by authorized representatives of both parties.
Project Understanding

The purpose of this conceptual campus master plan effort is to review existing conditions, make an assessment of the current school’s campus (both Newton-Conover High and Discovery High Schools) to create a cohesive, long range conceptual plan site master plan. Opportunities include renovation and/ or expansion of school facilities, in addition to a new controlled access into one combined campus. This exercise will be a graphic study only, with estimates of probable costs for budgeting purpose use. This initial study scope will review priority scenarios planning for the placement of new / renovated buildings and vehicular circulation and safe pedestrian connectivity of the spaces to and on the campus.

The following is the scope of work that is anticipated to assist Newton-Conover City Schools and the Board of Education with a visionary conceptual master plan for the campus.

Conceptual Campus Master Plan Scope

The key steps that are included in the preparation of the Conceptual Campus Master Plan for the campus of Newton-Conover High and Discovery High Schools includes the following:

1. Woolpert will create a base map of the campuses for the areas considered within the scope of the planning efforts. We will use current available GIS information from the City and County. Any additional electronic data from Newton-Conover City Schools would be used as well (as-builts/ known onsite utilities, etc).

2. Other information to be provided by Newton-Conover City Schools, may include the following:
   a. Any current campus master planning information that outlines any previous master planning efforts, proposed buildings, etc.
   b. Listing of all programming, events, schedules, etc.

3. The Woolpert Team will develop two (2) initial, priority scenarios (conceptual) for review by the School Administration. The team will also review the various site constraints from nature and cultural elements, current zoning, as well as review the locations/ as-builts age of the existing infrastructure (i.e. storm drainage/drainage tiles, gas, water, sanitary, electrical, other). In addition, the team will review the maximum capacity (or build out) of the current school campus property, including a conceptual scenario of space planning of buildings based upon current and future needs.

4. A face to face design session will be held between the Woolpert and School Administration staff to review the findings of the scenarios that are prepared. This review will outline the different opportunities that are available for the arrangement of the conceptual plan. The directive for Woolpert out of this meeting will be to have a
final concept/ priority directive for a “draft” final review prior to the final presentation to the Board of Education. Woolpert can be made available to assist in any formal presentation.

Fee

This lump sum fee includes all reimbursable costs inclusive of that portion of the work.

Campus Assessment .................................................................$ 10,000.00
(scope above includes reimbursables)

Schedule

This effort can be completed in a period of 6 to 8 weeks upon authorization from the Newton-Conover City Schools to proceed.
Budget Transfers: Pursuant to Board authority granted to the County Manager, the following budget transfers have been completed: Total of $14,000 in awarded grants and $125 in private donations.

**Special Contingency Transfer:**

**NC Farm Family Celebration**

*Transfer*

*From:*

110-190100-994200  Special Contingency Expense  $4,500  
110-190100-691500  Special Contingency Revenue  $4,500

*To:*

110-320050-849142  Conservation Farm Family Award  $4,500  
110-320050-630578  Conservation Farm Family Award  $4,500

8/31/17 – Transfer from General Fund Special Contingency to appropriate funds received from the NC association of Conservation Districts to hold the NC Farm Family Celebration recognizing Hunsucker Farms.

**Special Contingency Transfer:**

**Norfolk Southern Railway Grant**

*Transfer*

*From:*

110-190100-994200  Special Contingency Expense  $2,000  
110-190100-691500  Special Contingency Revenue  $2,000

*To:*

110-210050-870150  Law Enforcement & Admin - Minor IT Equipment  $2,000  
110-210050-681900  Law Enforcement & Admin - Donations/Grants  $2,000

10/16/17 – Transfer from General Fund Special Contingency to appropriate grant funds in the Sheriff’s Office budget. The Sheriff’s Office received a grant from Norfolk Southern Railway to purchase a computer to be used by marine units on Lake Norman Area Patrol.

**Special Contingency Transfer:**

**Library Endowment Fund**

*Transfer*

*From:*

110-190100-994200  Special Contingency Expense  $7,625  
110-190100-691500  Special Contingency Revenue  $7,625

*To:*

110-810050-995250  Library – Transfer to the Library Endowment Fund  $7,625  
110-810050-650158  Library – NC Community Foundation  $7,625
Supplemental Appropriation:

Appropriation:
250-810050-849242 NC Community Foundation $7,625

Revenue:
250-810050-695110 NC Community Foundation $7,625

10/31/17 – Transfer from General Fund Special Contingency to the Library Endowment fund to appropriate $7,625 to be sent to the NC Community Foundation to continue building the endowment. To date this fiscal year, the Library received a $7,500 Library Aware award and $125 in private donations towards the endowment.