



FY20 WORKPLAN

July 1, 2019 – June 30, 2020



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Introduction

Who We Are

Centralina Council of Governments (CCOG) leads regional collaboration and sparks local action to expand opportunity and improve quality of life. We do this through creative problem solving, innovative service delivery and support to our local governments. Centralina's six departments and associated boards are dedicated to this mission of public service with a regional spirit.

Each community in the nine-county Centralina region is unique, but we share a common set of challenges. We believe that our region thrives when we work together, unified by a common vision for expanding opportunity and improving quality of life as laid out in our regional blueprints¹ for growth, economic development, workforce and aging service delivery. The strong fabric of cooperation, woven by these planning processes over the last few years, must be sustained through robust regional implementation and localized solutions that meet diverse needs.

After 50 years of service to the region, CCOG is poised for its next chapter that focuses on action and impact at the individual, community and regional levels. The recently completed strategic review lays out a vision to align our work with regional priorities and needs; enhance our communication and presence in the region; and improve our operations and infrastructure over the next three fiscal years. The following FY20 workplan will guide our activities and expenditures for the first year - July 1, 2019 to June 30, 2020.

Our Core Values

The Centralina team is wholeheartedly dedicated to serving our communities and making a meaningful difference in our region. To do this we LEAD in the way we ACT with each other and our customers:

Listen and speak with care
Embrace boldness and flexibility
Accelerate collaboration
Deliver expertise with respect

Act with integrity and empathy
Commit to our communities
Take care of ourselves and each other

We are incorporating these core values into the day to day operations of the organization through regular staff engagement and discussion, hiring of new staff and performance feedback processes. Through peer, supervisor and customer feedback, we will embrace these core values as we realize our mission together as "One CCOG."



¹ Our regional blueprints are the CONNECT our Future Regional Growth Strategy (2015); Prosperity for Greater Charlotte Comprehensive Economic Development Strategy (2018); Centralina Area Agency on Aging Area Plan (2015-2019); and the Centralina Workforce Development Board Annual Plan.



Our Regional Priorities

As one of the fastest-growing metro regions in the country, Centralina has a diverse and detailed set of goals outlined across our regional blueprints: CONNECT our Future Regional Growth Strategy (2015); Prosperity for Greater Charlotte Comprehensive Economic Development Strategy (2018); Centralina Area Agency on Aging Area Plan (2015-2019); and the Centralina Workforce Development Board Annual Plan. With limited resources and capacity, it is critical to prioritize within the ongoing implementation of these plans. We must also respond to the evolving needs of the region, local communities and the individuals that we serve. Consequently, the Centralina team began to align and prioritize commitments from our regional blueprints with new or emerging opportunities. Throughout the process we engaged the Board of Delegates, Regional Managers group and partners across the region to help us understand both priority and impact. Collectively we arrived at the following regional priorities:

1. **Growth:** Manage cross-jurisdictional collaboration for coordinated regional growth
2. **Mobility:** Expand regional mobility choices and connections
3. **Health:** Improve the health and resilience of individuals, communities and our region
4. **Economic development:** Facilitate business and infrastructure investments in our local communities and regional economy
5. **Talent:** Provide talent strategies and solutions for a qualified and competitive workforce
6. **Innovation:** Support and champion our local governments
7. **Operations:** Enhance CCOG operations, infrastructure and partnerships

These seven priorities reflect the main pillars of our work for the next three fiscal years. CCOG departments have built workplans for FY20 that will advance these priorities through specific goals and implementation strategies. The following document outlines two ways to review the CCOG FY20 Workplan:

- The “At-a-Glance” section is organized by the seven regional priorities with a summary of the corresponding goals and illustrative implementation strategies to be pursued across CCOG departments.
- The “In-Depth” section provides the full workplan prepared by each of the six CCOG departments, providing more detailed information on their goals, implementation strategies and spotlight projects and services.

Reporting Our Progress

On a quarterly basis, CCOG will share updates on our progress related to the goals and strategies associated with each priority. The workplan will also inform how the organization prepares its required Annual Report. The seven priorities are intended to guide our work over a three-year period in recognition that these are multi-year endeavors. Correspondingly, some departments may have multi-year goals with strategies that are specifically achievable in FY20.

CCOG will use a green-yellow-red stoplight system for reporting on progress in a visually appealing way, while providing specific examples of success or achievements. Some departments have also proposed additional performance metrics in their workplans. Progress on these metrics will be reported out each quarter and at the end of the fiscal year.



At-a-Glance: CCOG FY20 Workplan

The following section provides an overview of the goals and strategies pursued by CCOG departments and is organized by regional priorities. The workplan is supported by detailed departmental budgets that align with the FY20 placeholder budget that was approved by the CCOG Board of Delegates. Funding to support the activities below is available from federal, state and local sources; the CCOG Executive Board will review and approve FY20 budget amendments beginning in the Fall of 2019.

Priority 1: Manage cross-jurisdictional collaboration for coordinated regional growth

Lead Departments: *Regional Planning + Community and Economic Development*

FY20 Goals

- 1. Assist local governments in planning for cross-jurisdictional growth impacts**
- 2. Support local and regional efforts to address housing needs**
- 3. Initiate economic impact and growth modeling services for communities**
- 4. Provide assistance in support of local sustainable growth efforts**
- 5. Expand our downtown development services technical assistance portfolio**

Example Implementation Strategies: *See pages 16-17 and 25-26 for the full listing by department*

- Update regional land use and transportation mapping and forecasted population and employment growth allocations for 2025, 2035, 2045 and 2050 in support of the Regional Metrolina Travel Demand Model.
- Research the development of a regional framework that would identify impacts of significant development and coordinate cross-jurisdictional communication of these impacts.
- Provide meaningful and implementable development investment evaluations, upon request, for revitalizing downtowns
- Prepare for FY21 program that would deploy technical assistance teams, based on a competitive process, to assess existing community housing, current and future needs and strategies to address gaps.
- Provide meaningful and implementable development investment evaluations, upon request, for revitalizing downtowns to impact the quality of life for small to medium-sized communities and assist members with developing a clear road map that is unique to their community for redevelopment or growth.

Spotlight Projects and Services

Anson County Land Use Planning: CCOG is assisting Anson County with an update to its land use policy and future land use map. An extensive public engagement process is planned to verify local values and the vision for future growth and development in the county. A local steering committee will guide the process and provide periodic updates to the board of commissioners. Key factors, including recent and anticipated transportation projects, have prompted development interest. The county wishes to update its land use policy ahead of expected development pressures.

Staff Lead: Katherine Herbert Godwin. Timeframe: This project will be completed by Fall 2020

Priority 2: Expand regional mobility choices and connections

Lead Departments: *Regional Planning*

FY20 Goals

1. **Increase transportation mobility in the region, contributing to a more comprehensive system where modes and systems are integrated**
2. **Support the region in enhancing transportation technology, resilience and sustainability**

Example Implementation Strategies: *See pages 15-16 and 22 for the full listing by department*

- Secure funding and manage a 12 county, two-state Regional Transit Planning process, including consultant selection, contracting, project management, engagement, leadership committees, presentations, communications and education.
- Support Mobility Management efforts (mobility for seniors, persons with disabilities, veterans) and coordination between urban and rural transit systems.
- Secure funding for an Intelligent Transportation System and Traffic Incident Management architecture and plan.
- Support efforts to prepare this region for emerging transportation technologies and associated infrastructure related to electric, autonomous and connected vehicles.
- Implement Department of Energy Clean Cities Coalition activities for this region in support of local government transportation-related sustainability goals.

Spotlight Projects and Services

Regional Transit Engagement and Planning: In FY20, CCOG, in partnership with the Metropolitan Transit Commission and the Charlotte Area Transit System, will continue to secure funds for the plan, solicit a consulting firm to develop the regional transit plan and manage the leadership structure and planning process. The plan will cover 10 counties in North Carolina and two in South Carolina and will include strategies for rapid transit extensions, integrated bus service, cross-county demand response trip efficiencies and coordination opportunities for scheduling, fares, procurement and other operational elements. Current funding partners include the North Carolina Department of Transportation, South Carolina Department of Transportation, Charlotte Area Transit System, Charlotte Regional Transportation Planning Organization, Gaston-Cleveland-Lincoln Metropolitan Planning Organization and Rock Hill-Fort Mill Area Transportation Study.

Staff Lead: Jason Wager. Timeframe: The plan is expected to extend 24 months, through multiple fiscal years





Priority 3: Improve the health and resilience of individuals, communities and our region

Lead Departments: *Regional Planning + Centralina Area Agency on Aging*

FY20 Goals

1. **Support local governments in creating healthy, life-long communities**
2. **Empower adults to have an optimal health status and a healthy lifestyle through expanded access to and increase participation in evidence-based health promotion and disease prevention programs**
3. **Empower adults to have an optimal health status and a healthy lifestyle by promoting falls prevention awareness, education and programming in the region**
4. **Protect the safety and rights of older and vulnerable adults**
5. **Provide advocacy, education and awareness to the residents, families and staff to ensure protection of residents' rights in long-term care facilities**

Example Implementation Strategies: *See pages 18 and 21-22 for the full listing by department*

- Provide technical assistance related to park quality and access, walkability, health in all policies, food access, etc.
- Serve as the lead for the Metrolina Falls Prevention Coalition (covers nine counties) by conducting monthly meetings, providing administrative support, organization of events and marketing and outreach such as hosting coalition website.
- Establish 10 new partner organizations annually.
- Offer 18 in-service trainings annually throughout the nine counties in facilities.
- Visit 100% of all skilled nursing and adult care home facilities annually.
- Respond to complaints within 72 hours of receipt.

Spotlight Projects and Services

Ombudsman Program: Responsibilities are to advocate for residents and their families who reside in skilled nursing facilities and adult care homes; receive complaints and investigate resident rights issues; and provide placement assistance to residents and families and education, training and technical assistance to long-term care facilities.

Staff Lead: Cindy Englert

Age-Friendly and Dementia-Friendly Initiatives: These efforts assist local communities with development of plans and activities as they become senior and dementia friendly; and also provide training and education on dementia (includes Dementia Friends certification), age sensitivity, inclusivity, ADA and cultural competency.

Centralina Health Solutions: This initiative aims to incorporate health into planning and policy approaches to increase opportunities for physical activity, improve access to healthy foods and increase mobility choices across the region. Centralina communities can access a variety of services to support their goals of becoming healthy, life-long communities, including policy analysis, planning, engagement and mapping.



Priority 4: Facilitate business and infrastructure investments in our local communities and regional economy

Lead Departments: *Community and Economic Development*

FY20 Goals

1. Expand local governments knowledge of community economic development financing strategies
2. Lead outreach and education for members' use of the CEDS web portal for data-driven decisions
3. Foster growth and renewal in downtown centers

Example Implementation Strategies: *See pages 26-27 for the full listing*

- Research, provide case examples and advise, upon request, on available investment strategies and creative partnerships to finance local expansion of infrastructure types identified as needed for economic competitiveness in the Comprehensive Economic Development Strategy (CEDS).
- Provide technical assistance to member governments and stakeholders seeking Economic Development Administration (EDA) and other federal agency project funding.
- Conduct outreach and presentations for member stakeholders to orientate them on the CEDS web portal and how this tool can assist them with their development efforts and growth forecasting.
- Facilitate and provide development analysis of place-based strategies for revitalizing downtown centers to enhance quality of life and business investments.

Spotlight Project and Services

New Online CEDS Web Portal and Centralina Economic Development District (CEDD): In June 2019, we launched a new CEDD website featuring a continually updated warehouse of regional economic development data, curated reports and other resources. The site is designed to empower the region's economic development community and support local elected leaders and stakeholders in their economic development decision-making processes. The interactive data portal maintains a repository of economic, transportation, workforce and community information. Visit www.CentralinaEDD.org to access the most up to date data for the Greater Charlotte Region.





Priority 5: Provide talent strategies and solutions for a qualified and competitive workforce

Lead Departments: *Centralina Workforce Development Board*

FY20 Goals

1. **Increase awareness and recognition of Centralina Workforce Development Board (WDB) and its roles as convener, facilitator, workforce broker, community voice and capacity builder**
2. **Provide high quality, customer-focused talent services to career seekers and employers through the eight local NCWorks Career Centers**
3. **Provide local economic development organizations with information on talent services as part of economic package for new or expanding businesses**
4. **Work with Charlotte Regional Business Alliance in restarting Competitive Workforce Alliance as cross-jurisdictional workforce collaboration for talent solutions for the region**

Example Implementation Strategies: *See pages 29-30 for the full listing*

- Implement advocacy and a communications strategy that includes comprehensive outreach plan, board ambassadors and coordinated social media and website campaigns highlighting key service.
- Update and modernize NCWorks Career Center facilities with new technology (as needed) and relocate NC Works Career Center-Union to new, modern location in Monroe.
- Develop customized talent services value package for new and expanding businesses.
- Coordinate talent provision services with key workforce and education partners.
- Ensure high quality customers services are provided to new and expanding businesses through local NCWorks Career Centers.
- Offer UpSkill Centralina grants to qualified businesses for training for existing workers.

Spotlight Project and Services

Centralina Virtual Career Marketplace: The Centralina WDB and our local NCWorks Career Centers now offer an innovate and creative way to connect career seekers looking for new or better opportunities with local businesses wanting to hire people immediately. Centralina Virtual Career Marketplace allows individuals to complete a candidate profile form and attach their resume. Employers develop a virtual booth through an easy setup tool with information on their company. It is easy to access, user friendly and provides better connection for career seekers and employers without the time, expense and hassle of a traditional job fair.

Senior Community Services Employment Program (SCSEP): This is a federal program through the Department of Labor that provides placement of older workers (age 55 and older) in Host Agencies who agree to provide training. Participants learn skills to prepare them to be job ready. Priority is given to veterans and low-income adults who are looking to re-enter the workforce. Centralina Area Agency on Aging Program.

Staff Lead: Latosha Walker



Priority 6: Support and champion our local governments

Lead Departments: *Government Affairs and Member Engagement*

FY20 Goals

1. Increase member engagement to expand awareness of CCOG and identify opportunities for member support
2. Expand offerings of peer support, professional continuing education and best practice exchange
3. Cultivate relationships with officials at the state and federal level
4. Improve engagement and support to CCOG Board of Delegates and elected officials representing member governments
5. Develop and implement strategy for expanding grant outreach and support
6. Provide information and resources to local governments related to Census 2020
7. Provide excellent customer service to CCOG member governments
8. Increase awareness among delegates of aging issues in the Centralina region and how they impact their town/county

Example Implementation Strategies: *See pages 13-14, 17, 21 and 26-28 for the full listing by department*

- Refine list of “member benefits” and communicate through new membership package materials.
- Create a system for tracking CCOG impact by county and share results with members prior to the end of the fiscal year.
- Develop and implement an expanded CCOG University for continuing education training for members and coordinated offerings across departments.
- Work with Executive Board to develop a strategy for future engagement and advocacy with the General Assembly and state agencies.
- Engage newly elected officials in member governments to provide an overview of CCOG activities and regional priorities.
- Develop and implement a program for a Board of Delegates meeting during FY20 to inform delegates about aging issues in the Centralina region to include Centralina demographics.

Spotlight Projects and Services

CCOG University (CCOG U) 2020. In 2020, Centralina staff will build on CCOG U – the successful training series designed for the region’s planning professionals – by expanding the existing program to include learning opportunities for local government managers, staff and elected officials across the region. CCOG U 2020 seeks to educate and engage with participants on relevant topics that support the needs, growth and vibrancy of our region’s communities. Examples of session ideas for CCOG U 2020 could include: ADA Compliance ‘101’, Social Media Management (for Small Communities), Resilient and Sustainable Local Governments or Media Training for Public Sector Leadership.

Staff Lead: Emily Parker. Timeframe: Launch January 2020

Census 2020. The decennial census is an important moment for regional collaboration to ensure an accurate count. Census data is not only important for planning, but it also direct allocations of state and federal resources. CCOG will be promoting Census 2020 awareness, convening local Complete Count Committee to share best practices and collaborating with our state and federal partners.



Priority 7: Enhance CCOG operations, infrastructure and partnerships

Lead Departments: *Finance and Administration*

FY20 Goals

- 1. Enhance One CCOG systems and infrastructure to improve internal operations**
- 2. Revamp communications platforms and marketing infrastructure to increase regional awareness of CCOG**
- 3. Develop Finance department efficiencies and support to better serve internal customers**
- 4. Build infrastructure and partnerships to support revenue diversification**
- 5. Seek external funding opportunities to diversity funding streams and support regional and local government initiatives**

Example Implementation Strategies: *See pages 18, 28 and 32-33 for the full listing by department*

- Develop and implement a coordinated all-staff training and professional development curriculum that reflects core values.
- Refine current performance management and employee engagement system.
- Invest in our physical infrastructure, including technology, conference room and safety improvements.
- Create infrastructure to better support business development and fundraising/partnership activities in support of departmental goals.
- Explore how to use the Centralina Foundation as a tool for partnerships and fundraising.
- Invest in a new CCOG website that is informative, user-friendly and aligns with organizational priorities and member needs.
- Pursue brand refinements to our logo and develop design templates to create a cohesive look for publications and marketing materials that will be used by all CCOG departments.

Spotlight Projects and Services

Communications and Branding Revamp: To improve awareness and coordinate marketing efforts across the organization, we are investing in new branding and an internal communications infrastructure. The RFP will be put out early fall and will request the help of an outside agency with the creation of the new website, logo and design standards manual. These deliverables will align with our new mission, refreshed values and FY20 priorities.

Staff Lead: Emily Hickok. Timeframe: Fall/Winter 2019



In-Depth: CCOG Departmental Workplans

The CCOG team includes six departments that serve our region and support the operations of our organization. The departments are led by directors with deep professional expertise and staffed by individuals who possess a broad range of experience and technical knowledge. The CCOG team includes individuals who have served in organization for decades and newcomers who are bringing fresh perspectives to our regional priorities. Each team has developed the following FY20 workplans to inform activities, budget and performance objectives.

- I. Government Affairs and Member Engagement
- II. Regional Planning
- III. Centralina Area Agency on Aging
- IV. Community and Economic Development
- V. Centralina Workforce Development Board
- VI. Finance + Administration

FY20 Departmental Workplan Government Affairs and Member Engagement (GAME)

Director	Geraldine Gardner
Team	Emily Hickok, Marketing and Communications Manager Emily Parker, Senior Planner Kelly Weston, Executive Assistant/Clerk to the Board Venecia White, Human Resources Officer

I. Department Overview

The newly formed Government Affairs and Member Engagement department serves CCOG members and supports local governments in five main areas:

- Relationship Building: listens to member needs, responds to inquiries and builds relationships with regional stakeholders.
- Information Exchange: coordinates and disseminates information to members on grants, member services and best practices.
- Advocacy: coordinates and implements annual agenda for federal and state engagement.
- Continuing Education and Peer Networks: develops and implements training, workshops and peer networks for both staff and elected officials.
- Strategic Support Services: offers technical services to member governments in areas of CCOG expertise.

GAME coordinates with all CCOG departments and supports their efforts to provide the best customer service and support. This team aims to increase CCOG’s profile as a resource and trusted partner to our member governments and regional stakeholders.

II. FY20 Department Goals



CCOG Priority: Support and champion our local governments

Goal 1: Increase member engagement to expand awareness of CCOG and identify opportunities for member support

- Refine list of “member benefits” and communicate through new membership package materials.
- Complete the “Tour d’CCOG” and continue “Fieldtrip Fridays” to connect CCOG staff to member communities.
- Provide regular updates to regional managers and Board of Delegates on CCOG activities; present CCOG mission and priorities to all county boards before the end of the fiscal year.
- Create a system for tracking CCOG impact by county and share results with members prior to the end of the fiscal year.
- Create a system for tracking member requests and staff responses, including leveraging technology through a new website and customer relationship management (CRM) system.
- Promote government technical assistance services to members based on needs identified through expanded member outreach.

Goal 2: Cultivate relationships with officials at the state and federal levels

- Implement FY20 federal relations workplan and Congressional delegation engagement strategy.
- Identify and begin to build relationships with key stakeholders in Raleigh, including participating in events such as the League of Municipalities Town Hall Day.
- Work with the Executive Board to develop a strategy for future engagement and advocacy with the General Assembly and state agencies.
- Engage with partner organizations in the region (e.g. Charlotte Regional Business Alliance) and statewide (e.g. NC League of Municipalities) to understand alignment across advocacy agendas.

Goal 3: Expand offerings of peer support, professional continuing education and best practice exchange

- Enhance the impact of the Regional Managers and Mayors Meetings by introducing new formats, topics and virtual engagement.
- Develop and implement an expanded CCOG University for continuing education training for members and coordinated offerings across departments.
- Highlight member successes and best practices through communications and social media activities.
- Explore the development of new peer networks, such as Public Information Officers (PIOs), Human Resource (HR) Directors and Women’s Leadership Circle.
- Explore the creation of a “region of excellence” leadership development program to engage rising managers and directors on topics of regional importance and provide a platform for peer learning.

Goal 4: Improve engagement and support to CCOG Board of Delegates and elected officials representing member governments

- Improve Board of Delegates engagement and meeting attendance through new meeting formats and dynamic topics.
- Offer training through CCOG University or other partners to elected officials as member benefit.
- Proactively engage member governments during 2020 Board of Delegate and alternate selection process to share information about board roles and responsibilities.



- Engage newly elected officials in member governments to provide an overview of CCOG activities and regional priorities.
- Continue to provide research and other support for topics of interest to board members and elected officials.

Goal 5: Develop and implement strategy for expanding grant outreach and support

- Promote grant opportunities from federal, state and other agencies to members in our region through regular grant alerts and other mechanisms.
- Develop and implement strategies for peer learning and formal training on grant development, monitoring and administration.
- Support member grant applications by providing feedback on drafts, letters of support and other means of assistance through services provided by federal relations consultant.

III. Project and Services Spotlight

CCOG University 2020. In 2020, Centralina staff will build on CCOG University (CCOG U) – the successful training series designed for the region’s planning professionals – by expanding the existing program to include learning opportunities for local government managers, staff and elected officials across the region. CCOG U 2020 seeks to educate and engage with participants on relevant topics that support the needs, growth and vibrancy of our region’s communities. Examples of session ideas for CCOG U 2020 could include: ADA Compliance ‘101’, Social Media Management (for Small Communities), Resilient and Sustainable Local Governments or Media Training for Public Sector Leadership.

Staff Lead: Emily Parker. Timeframe: Beginning January 2020

Grant Outreach and Support. CCOG is expanding its grants outreach and support services for local governments to assist them in identifying federal, state and other funding sources for projects in their communities. In addition to offering grant strategy training opportunities for local government staff and elected officials, CCOG will also review, evaluate and advocate for grant proposals to enhance their competitiveness during the application process.

Staff Lead: Kelly Weston. Timeframe: Beginning second quarter FY20

Census 2020. The decennial census is an important moment for regional collaboration to ensure an accurate count. Census data is not only important for planning, but it also direct allocations of state and federal resources. CCOG will be promoting Census 2020 awareness, convening local Complete Count Committee to share best practices and collaborating with our state, federal partners.

Staff Lead: Geraldine Gardner and Michelle Nance. Timeframe: Throughout FY20

NC Radar Project. CCOG will collaborate with the NC Radar Project, Piedmont Triad and Western Piedmont COGs to support the implementation of enhanced doppler radar in our region.

Staff Lead: Geraldine Gardner. Timeframe: Throughout FY20



FY20 Departmental Workplan Regional Planning

Director	Michelle Nance
Team	Aarti Sharma, Senior Planner/GIS Specialist Carina Soriano, Regional Planner Emily Parker, Senior Planner Jason Wager, Principal Planner Jessica Hill, Assistant Planning Director Katherine Hebert Godwin, Healthy Communities Design Specialist

I. Department Overview

Centralina’s Regional Planning department is the comprehensive regional planning agency for the greater Charlotte, NC region. Planning works at the regional and community levels to help local governments plan for and build places of lasting value. Our work is collaborative and often multi-generational. Much of our work involves developing and strengthening partnerships that bring communities together across the region to reach solutions and common ground on issues of shared concern. Our staff provides services in the areas of land use, transportation, healthy communities, public engagement, mapping, strategic planning, energy and the environment. We also provide elected and appointed official training and training for local government planners.

Our regional planning and local technical assistance work are guided by the outcomes of the three-year CONNECT Our Future project, which brought together over 8,400 participants to craft a regional growth framework. CONNECT Our Future developed 10 growth priorities, a consensus growth map and over 75 tools to help local governments reach local goals within the regional framework. Under the direction of our Board of Delegates, Centralina’s Regional Planning department has become a national leader in stakeholder collaboration, consensus building and planning for a rapidly growing region.

II. FY20 Department Goals

CCOG Priority: Expand Regional Mobility Choices and Connections

Goal 1: Increase transportation mobility in the region, contributing to a more comprehensive system where modes and systems are integrated

- Secure funding and manage a 12 county, two-state Regional Transit Planning process, including consultant selection, contracting, project management, engagement, leadership committees, presentations, communications and education.
- Secure funding for an Intelligent Transportation System and Traffic Incident Management architecture and plan.
- Support Mobility Management efforts (mobility for seniors, persons with disabilities, veterans) and coordination between urban and rural transit systems.
- Continue Freight Advisory Committee to link private sector with transportation planning/projects.



- Position ourselves as thought leaders in transportation for the region, including communication of our value and role.
- Support the NC73 Council of Planning work group to coordinate transportation improvements and development impacts to this cross-county transportation system.

Goal 2: Support the region in enhancing transportation technology, resilience and sustainability

- Support efforts to prepare this region for emerging transportation technologies and associated infrastructure related to electric, autonomous and connected vehicles.
- Continue Connected and Autonomous Vehicle Task Force for local and regional preparedness.
- Support education and deployment of alternative-fueled transit and local government fleet vehicles.
- Support the local government Fleet Manager's working group.
- Implement Department of Energy Clean Cities Coalition activities for this region in support of local government transportation-related sustainability goals.

CCOG Priority: Manage Cross-Jurisdictional Collaboration for Coordinated Regional Growth

Goal 3: Assist local governments in planning for cross-jurisdictional growth impacts

- Update regional land use and transportation mapping and forecasted population and employment growth allocations for 2025, 2035, 2045 and 2050 in support of the Regional Metrolina Travel Demand Model.
- Set up process to develop annual updates to the projected growth data.
- Explore methodology for using scenario planning to identify impacts (community impacts and economic impacts) of local growth.
- Research the development of a regional framework that would identify impacts of significant development and coordinate cross-jurisdictional communication of these impacts.
- Provide training on best practices for higher density growth and coordination with transportation as part of an expanded CCOG University training series.

Goal 4: Support local and regional efforts to address housing needs

- Provide education and best practices for local codes, regulations and policies to support a mix of housing types as part of an expanded CCOG University training series.
- Prepare for FY21 program that would deploy technical assistance teams, based on a competitive process, to assess existing community housing, current and future needs, and strategies to address gaps.
- Cultivate relationships with other stakeholders in this space (UNC Charlotte, Housing Authorities, Urban Land Institute).
- Lay the groundwork for housing types to be included in Transit Oriented Development.



Goal 5: Provide assistance in support of local sustainable growth efforts

- Educate on the existing conditions, future outlook and grant opportunities related to water quantity and quality.
- Support the local government solid waste and recycling work group.
- Provide information and best practices related to solar energy as a land use and utility.
- Incorporate hazard mitigation and planning into applicable projects.

CCOG Priority: Support and Champion our Local Governments

Goal 6: Support local governments through training and direct technical assistance on a variety of planning and engagement topics

- Implement 2019 CCOG University training for local government staff.
- Plan and implement an enhanced CCOG U as a CCOG-wide training vehicle in 2020.
- Hold an Advanced Crime Prevention Through Environmental Design (CPTED) course.
- Plan and host the 2019 Planning for Healthy Communities Conference.
- Support the development and updates of local land use plans and associated codes through direct technical assistance to communities.
- Provide planning assistance to local governments to address a variety of issues related to growth, land use, transportation, housing, public engagement and governance.
- Provide direct assistance to local governments for short-term staffing and administrative needs.

Goal 7: Provide information and resources to local governments related to Census 2020

- Assist local governments with Census 2020 implementation – Boundary Annexation Survey, Participants Statistical Areas Program, Local Update of Census Addresses, how to communicate the importance of the census, Complete Count Committees, etc.
- Communicate information related to Census 2020 data availability and changes that Census 2020 could bring in terms of urbanization and Metropolitan Planning Organization boundaries.

Goal 8: Provide excellent customer service to CCOG member governments

- Create and maintain relationships with local government planning, transportation, parks, transit and management staff to stay abreast of local needs and ensure that local staff are aware of available CCOG services.
- Respond to ad hoc local government questions, requests for research, grant assistance, speaking engagements, committee membership, draft project scopes, etc. that fall outside of contractual work.
- Respond to local government requests for technical assistance in a timely manner through expedited contract creation, scope development, contract execution and administration.



CCOG Priority: Enhance CCOG operations, infrastructure and partnerships

Goal 9: Seek external funding opportunities to diversity funding streams and support regional and local government initiatives

- Seek creative opportunities to partner with agencies to bring in funding.

CCOG Priority: Improve the Health and Resilience of Individuals, Communities and Our Region

Goal 10: Support local governments in creating healthy, life-long communities

- Provide technical assistance related to park quality and access, walkability, health in all policies, food access, etc.
- Plan and implement the 2019 Planning for Healthy Communities Conference.
- Implement Placemaking grant program, communication of grantees and peer learning.
- Develop a Health Director Coalition for the region and position CCOG to participate in county health assessments.
- Feature community livability, placemaking, healthy communities and resilience in CCOG trainings and workshops.
- Create/update marketing materials for health-related technical assistance and links between health and transportation, housing, etc.

III. Project and Services Spotlight

Michelle Nance, Regional Planning Director, is the project sponsor for the initiatives listed below and remains closely involved to provide program/project direction, manage resources and support staff.

Regional Transit Engagement and Planning. As one of the fastest-growing regions in the country, there is recognition that long-term transit planning efforts should be accelerated if we are to remain a leading, competitive region nationally and globally. Started in 2017, the Regional Transit Public Engagement Series continued the CONNECT Our Future dialogue and through a series of over 40 events that provided a forum for focused conversation about regional transit needs and opportunities. Two years of engagement events and a regional transit summit have produced consensus around the need for a shared regional transit vision and the core elements that the plan should address. In FY20, CCOG, in partnership with the Metropolitan Transit Commission and the Charlotte Area Transit System, will continue to secure funds for the plan, solicit a consulting firm to develop the regional transit plan and manage the leadership structure and planning process. The plan will cover 10 counties in North Carolina and two in South Carolina and will include strategies for rapid transit extensions, integrated bus service, cross-county demand response trip efficiencies and coordination opportunities for scheduling, fares, procurement and other operational elements. Current funding partners include the North Carolina Department of Transportation, South Carolina Department of Transportation, Charlotte Area Transit System, Charlotte Regional Transportation Planning Organization, Gaston-Cleveland-Lincoln Metropolitan Planning Organization and Rock Hill-Fort Mill Area Transportation Study. <https://centralina.org/regional-planning/transportation/regional-transit-engagement/>



Staff Lead: Jason Wager. Timeframe: The plan is expected to extend 24 months, through multiple fiscal years

Metrolina CommunityViz 2.0 – Regional Growth Allocation. There are four Metropolitan Planning Organizations and two Regional Planning Organizations in the region responsible for developing a safe, convenient and effective multimodal transportation system. One of the tools available for studying long-term impacts to the transportation system is the Metrolina Regional Travel Demand Model (MRM), which is a computer program that forecasts future year demand on existing and planned transportation facilities using anticipated land use, demographic information and travel patterns unique to the region. Building off the CONNECT Our Future scenario planning process and the mapping created for the 2045 Metropolitan Transportation Plans, in FY20 CCOG will update the region’s development status, land use policy layers, redevelopable areas, committed development and a host of other parcel-based mapping layers to produce geographically tied socioeconomic data. This includes population, housing and employment estimates by traffic analysis zone, by multiple horizon years – isolating the inherent relationship between land use and the efficiency of the regional transportation system. Mapped data feeds into a CommunityViz (GIS) model that allocates growth based on a variety of market-based development factors vetted through the local development community.

Staff Lead: Jessica Hill. Timeframe: This project will be complete by Fall 2020 and an annual maintenance plan is recommended under separate contract

Anson County Land Use Plan Update. In FY20, CCOG will assist Anson County with an update to its land use policy and future land use map. An extensive public engagement process is planned to verify local values and the vision for future growth and development in the county. A local steering committee will guide the process and provide periodic updates to the board of commissioners. Key factors, including recent and anticipated transportation projects, have prompted development interest. The county wishes to update its land use policy ahead of expected development pressures.

Staff Lead: Katherine Herbert Godwin. Timeframe: This project will be complete by Fall 2020



Centralina Council of Governments
FY20 Departmental Workplan
Centralina Area Agency on Aging

Director	Linda Miller	
Team	Angel Vanover, Aging Program Specialist Betty Nash, Title V Assistant Cindy Englert, Ombudsman Program Coordinator Debi Lee, Aging Programs Assistant Director – SHIIP/Hm repair Eleanor Mitchell, Title V Assistant Elisa Gregorich, Aging Program Specialist Evelyn Pressley, Aging Program Associate Hillary Kaylor, Ombudsman – Mecklenburg/ Care Transition Julia Burrowes, Aging Program Specialist	Katie Kutcher, Community Program Coordinator – SHIIP Latosha Walker, SCSEP Manager Laurie Abounader, Ombudsman – Union, Cabarrus Lindsay Tice, Ombudsman – Adult Daycare Margaret White, Aging Program Specialist – Health and Wellness Assistant Nancy Boulware, Title V Assistant Natalie Tunney, Aging Program Specialist/Transportation/800 line Patricia Cowan, Ombudsman – Rowan, Iredell, Stanly Sara Maloney, Aging Program Specialist

I. Department Overview

Through direct and contracted services, the Centralina Area Agency on Aging (CAAA) assists older and disabled adults, their families and caregivers, as they reside in the community of their choice where they can age with dignity and independence. CAAA oversees pass-through funds from state and federal funding sources by providing technical assistance, training, fiscal oversight and monitoring. This also includes supervision of the Home and Community Care Block Grant process in each of the nine counties.

Direct services include the Long-term Care Ombudsman Program, information and assistance, mobility management, health and wellness programming, family caregiver support, Senior Community Services Employment Program, Age-Friendly and Dementia-Friendly planning, community and professional education and training, Senior Health Insurance Information (SHIIP) and advocacy for older adult issues.

Recognized as a leader in the region, CAAA leads numerous coalitions and efforts in the region including an Elder Abuse Task Force, the Metrolina Falls Prevention Coalition, Dementia Friendly Charlotte-Mecklenburg and coordinated transportation efforts for older and disabled adults.

In the upcoming years, our region will see a demographic shift as the population ages and one in five residents will be over age 65. CAAA is in place to play a vital role through planning, developing, coordinating and delivering services and support through our partners and through direct services to the Centralina region.



II. FY20 Department Goals

In addition to the FY20 Workplan, the Centralina Area Agency on Aging is required to prepare and implement an Area Plan mandated by requirements under the Older Americans Acts (amended in 2006) and supports the core Performance Standards of North Carolina's Area Agencies on Aging. Approved by the North Carolina Division of Health and Human Services (NC DHHS), the Area Plan covers a four-year period. Preparation of the plan includes a thorough needs assessment of the Centralina nine-county region with focus groups, surveys, interviews, public comment period, staff and provider input, data and demographic information, and approval by the Region F Aging Advisory Committee (RFAAC). The plan follows a template provided by NC DHHS/Division of Aging and Adult Services (DAAS) about one year prior to the next plan and must be updated on an annual basis with approval by RFAAC and the NC DAAS. The goals and strategies outlined below complement or align directly with the currently approved Area Plan.

CCOG Priority: Support and champion our local governments

Goal 1: Increase awareness among delegates of aging issues in the Centralina region and how they impact their town/county

- Develop and implement a program for a Board of Delegates meeting during FY20 to inform delegates about aging issues in the Centralina region to:
 - Include Centralina demographics.
 - Highlight specific issues that affect regional governments such as workforce, healthcare, increased need for services and more.
- Have resources available at all board meetings on aging issues and their impact at a CAAA informational table.
- Highlight CAAA Annual Conference in the newsletter and at board meetings to invite delegates to the conference.
- Conduct aging sensitivity workshops in at least two towns or counties during FY20.

CCOG Priority: Improve the health and resilience of individuals, communities and our region

Goal 2: Empower older adults to have an optimal health status and a healthy lifestyle

1. Expand access to and increase participation in evidence-based health promotion and disease prevention programs:
 - Conduct at least six Evidence-Based Health Programs (EBHP) annually at low income senior housing locations.
 - Develop specific marketing and outreach materials to increase participation of target audiences.
 - Utilize GIS maps, produced by Regional Planning, to target specific areas of the region, reach specific populations and identify program gaps in service to plan for program locations during the year.
 - Certify 40 new leaders annually.
 - Establish 10 new partner organizations annually.
 - Offer a Health and Wellness track at each CAAA Annual Conference.



2. Promote falls prevention awareness, education and programming in the region:
 - Serving as the lead for the Metrolina Falls Prevention Coalition (covers nine counties) by conducting monthly meetings, providing administrative support, organization of events and marketing and outreach such as hosting coalition website.
 - Increase Matter of Balance falls prevention workshops by five percent annually.
 - Conduct two Falls Awareness Expos for older adults twice a year.
 - Develop and distribute placemats to educate older adults on fall safety to all nutrition programs in the region (both home-delivered meals and congregate sites).
 - Hold two Matter of Balance leader trainings and Master Trainings each year.
 - Serve on the NC Falls Coalition.

Goal 3: Protect the safety and rights of older and vulnerable adults; Ombudsman will provide advocacy, education and awareness to the residents, families and staff to ensure protection of residents' rights in long-term care facilities

- Offer 18 in-service trainings annually throughout the nine counties in facilities.
- Participate and speak at nine resident and family councils annually.
- Respond to requests for technical assistance within 72 hours, as required by policies and procedures.
- Visit all skilled nursing and adult care home facilities annually.
- Respond to complaints within 72 hours of receipt.
- Refer all regulatory or abuse-related complaints to the appropriate agency in same time frame.

III. Project and Services Spotlight

Core Services

Ombudsman Program. Advocates for residents and their families who reside in skilled nursing facilities and adult care homes. Receives complaints and investigates resident rights issues. Provides placement assistance to residents and families and education and training and technical assistance to long-term care facilities.

Staff Lead: Cindy Englert

Mobility Management. Provides support to older and disabled adults in locating transportation, resources, community walk audits and planning services to the community.

Staff Lead: Katie Kutcher

Age-Friendly and Dementia-Friendly Efforts. Assists local communities with development of plans and activities as they become senior and dementia friendly. Also provide training and education on dementia (includes Dementia Friends certification), age sensitivity, inclusivity, ADA and cultural competency.

Staff Lead: Various depending upon the initiative



Senior Community Services Employment Program (SCSEP). Federal program through the Department of Labor that provides placement of older workers age 55 and older in Host Agencies who agree to provide training. In this way, the participant can learn skills to prepare them to be job ready. Priority is given to veterans and low-income adults who are looking to re-enter the workforce.

Staff Lead: Latosha Walker

Special Projects

GIS Mapping Project. In a coordinated effort with Regional Planning, CAAA is using EBHP workshop data and regional demographic data to reach intended target workshop participants and those with specific chronic conditions, areas and populations. It is also our intent to provide programs to all counties and this project will help identify gaps in service and specific areas to hold future workshops.

Staff Lead: Linda Miller and Katherine Herbert Godwin

CMS LGBT: NC Pride in Care Grant. CAAA has received a CMS Civil Money Penalties Grant to provide training, develop resources and increase awareness in long-term care about LGBT issues. Extending over three years, the grant will allow CAAA to train Ombudsman and long-term care staff across the state.

Staff Lead: Hillary Kaylor, Angel Vanover and Elisa Gregorich

CAAA Annual Conference. Annual conference in its eighteenth year. Over 450 professionals attend each year to learn about issues that affect older and disabled adults, their families and caregivers. It is the largest conference on aging issues in the state and has been recognized for outstanding speakers and networking opportunities. The date this year is November 1, 2019 at Friendship Missionary Baptist Church in Charlotte.

Staff Lead: Hillary Kaylor and Angel Vanover

Evidence-Based Health Programs (EBHP). These proven workshops teach self-management to adults dealing with chronic conditions such as diabetes, heart disease, arthritis and more, in addition to falls and fear of falling. Chronic Pain Self-Management helps adults deal with pain and managing daily pain. This includes alternatives to medications and stress reduction. As regulations change, many workshops will be covered in the future with Medicaid, Medicare and Medicare Advantage Plans. CAAA is certified as a Medicare agency and American Association of Diabetes Educators organization.

Staff Lead: Angel Vanover and Margaret White

IV. Performance Metrics

- Long-term Care Ombudsman Services – Report system is ODIS/NORS. Gathers data such as visits, cases, types of cases, resolution, education and training sessions, technical assistance and community outreach. It also tracks all Ombudsman volunteers and their activities.



- ARMS (Aging Resource Management System) – Gathers numbers (or units) for service delivery of such services as transportation, meals, hours of in-home aide, legal services and more. It can also track demographics, functional level of client and more.
- SPARK (SCSEP Database) – Tracks all participants demographics, skills, placements, training and follow up after leaving the program for unsubsidized placement.
- Evidence-Based Health Programs (Peer Place) – Tracks all leaders, workshops, certifications, trainings, evaluations, falls, self-reported health, fitness and healthcare utilization (pre and posttests).



FY20 Departmental Workplan Community and Economic Development (CED and CEDD)

Director	Mike Manis
Team	James Luster, Senior Project Coordinator Lieke Janssen, Graduate Fellow UNC Charlotte Savannah Cooper, Community Program Specialist Victoria Avramović, CED Assistant Director

I. Department Overview

The Community and Economic Development department (CED) helps communities and members address community development challenges and opportunities through the delivery of technical assistance that provide members with the tools and resources needed to improve housing, public infrastructure and foster economic growth. This is accomplished by developing systems and programs and by leveraging private and public funding resources and pursuing grants on their behalf. Some examples of technical assistance include management of U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Entitlement Programs, drug and alcohol testing for government divisions, code enforcement services, economic impact modeling, grant writing and administration, and downtown revitalization project consulting, to list a few. Services are truly reflective of the needs our members and will vary depending on the need and are centered on the community development objectives for each member.

Additionally, the U.S. Department of Commerce Economic Development Administration (EDA) designated Centralina Economic Development District (CEDD) is housed within CED is a 501(c)(3) organization. The CEDD aids in coordinating economic development efforts in the region. The CEDD is responsible for administering EDA funding for economic development projects across the region, developing and maintaining the region’s Comprehensive Economic Development Strategy (CEDS) and consolidating economic development resources to empower our partner institutions in their mission to grow the region. To accomplish these tasks, the CEDD focuses on four core areas: business and entrepreneurship, workforce and education, infrastructure and quality of life. The four goal areas are laid out in the 2017-2022 Prosperity for Greater Charlotte Comprehensive Economic Development Strategy.

II. FY20 Department Goals

CCOG Priority: Manage cross-jurisdictional collaboration for coordinated regional growth

Goal 1: Expand our downtown development services technical assistance portfolio

- Provide meaningful and implementable development investment evaluations, upon request, for revitalizing downtowns to impact the quality of life for small to medium-sized communities and assist members with developing a clear road map that is unique to their community for redevelopment or growth.



- Advise, upon request, assessment and strategies for creation of new affordable housing within the heart of activity centers to connect jobs, vital services and quality of life facilities, advising or developing necessary financial plans, and identifying and securing grants or funding sources.

CCOG Priority: Facilitate business and infrastructure investments in our local communities and regional economy

Goal 2: Administer Centralina Economic Development District under U.S. Commerce EDA guidelines

- Operationalize the web portal version of 2017-2022 "Prosperity for Greater Charlotte" regional Comprehensive Economic Development Strategy with action plan focus and resiliency inclusion.
- Implement campaign for matching project funding sources to our member governments and EDD organization's projects. Provide technical assistance to member governments and stakeholders seeking EDA project funding.
- Prepare quarterly EDD performance and semi and annual CEDS plan reports for EDA and regional stakeholders. Maintain the ongoing research and planning operations required by EDA.
- Facilitate increase of federal and state economic funding of grants and investments for the region in our Economic Development District. Build strong relationships with federal and state officials through events, meetings and fact-finding trips. Facilitate increase of federal and state economic funding of grants and investments for the region.

Goal 3: Manage CEDD Rebranding Rollout and Web Portal Implementation with Data Refinement

- Deliver CEDS-in-a-box for elected officials and Economic Development Organizations/Chambers of Commerce – eight presentations FY20.
- Promote portal tool for modern communication linkage of CEDS strategic information and data to public usability and accessibility.
- Curate/enhance performance indicators and metrics for CEDD EDA planning partnership reporting.
- Establish location of partner data and indicator resources for regional stakeholders.
- Generate new EDA project applications through education outreach.

Goal 4: Grow and strengthen economic partnership network of regional county and city Economic Development Organizations, Chambers of Commerce and Workforce Boards through managing and implementing economic components of:

- Greater Charlotte Regional Transit Plan Initiative and Centralina Freight Mobility Plan.
- Centralina Manufacturing Ecosystem Development Strategy.
- CONNECT Our Future related initiatives.

CCOG Priority: Support and champion our local governments

Goal 5: Broaden our general capacity across our technical services portfolio by staff addition in FY20 to assist more local governments with meeting community and economic development operational needs



- Expand our residential and commercial code services.
- Renew our workshop series, focusing on both economic development and community development, in coordination with the expanded CCOG University training series. Topics focus on CED TA services and local, state and federal tools and resources. Initial targets are CDBG entitlement training and Federal 2019 Disaster Recovery and Resilience Act funding roundtable with federal partners. Additional technical workshops (with fees associated to cover costs) will relate to following CED existing operations service areas:

Downtown Redevelopment

- Economic impact analysis
- Economic investments planning
- Financing – developer lead, town/city lead, public incentive/private investment
- Redevelopment project public engagement

Housing Focus

- Facilitate affordable housing strategic forums in coordination with Regional Planning
- Federal Reporting and Compliance – Section 3, Minority, Women and Small Business Enterprises Program, fair housing, fair labor standards/Davis Bacon, environmental reviews, reporting procedures
- Federal\State conflict of interest training

State and Federal grants and incentives for community economic development

- North Carolina Department of Environmental Quality (NC DEQ) – CDBG water/sewer/asset inventory
- NC Commerce – economic development grants
- United States Department of Agriculture – housing rehab\community facilities\technical training
- EDA – public works and technical assistance grants
- Others – NC Law Update, Housing Authorities COG administration

Goal 6: Provide and Manage Regulatory and Administrative Technical Assistance Contract Services

- *Drug / Alcohol Testing Program (DATP)* – The DATP program continues to provide support to local governments to achieve program compliance with HR employment requirements. We continue our outreach efforts as well as attend annual workshops, conferences and training for the DATP program. Currently supplies seven administrative DATP contracts to local governments.
- *Code Enforcement* – Program supplies administrative code services to local governments without inspection staff and augment larger jurisdiction staffing coverage. Scopes are expanding to provide more code program management services.
 - Craft a growth model for this area based upon peer COG programs and market in FY20.
 - Recruit additional part-time staff person depending on interest in new program model.
- *DEQ Land Monitoring Services* – (Year two of three) The CCOG CED DEQ Land Monitoring program continues to provide excellent tract inspection services for NC Conservation Bank\NC DEQ. Resulted in program expansion to cover a 25-county service area (25% of the state) in past three-year contract. Renewed FY18-FY21 three-year CCOG contract covers an even larger service area as this program continues to grow.



- *Lincoln County Essential Single-Family Rehab Loan Pool Program (ESFLRP17)* – (Year three of three) CED provides grant administrative services on a NC Housing and Finance Authority (NCHFA) award to Lincoln County for elderly single-family rehab construction activities and project management.
- *HUD Entitlement Administration and Project Management* – HUD Community Development Block Grant entitlement funding focuses on housing and community development needs for low and moderate-income populations as designated by eligible activities and projects within each county's five-year consolidated plans.
 - Mecklenburg County – CDBG entitlement administration services
 - Union County – CDBG entitlement administration services

CCOG Priority: Enhance CCOG operations, infrastructure and partnerships

Goal 7: CED implementation of future FY21 revenue growth and ongoing diversification plan

- Optimize marketing and delivery of new downtown development and economic modeling services with quarterly client feedback.
- Utilize workshops as opportunities to identify prospect contracts\clients future demand needs.

III. Project and Services Spotlight

New Online CEDS Web Portal and Centralina Economic Development District (CEDD). In June 2019, a new CEDD website was launched that features a constantly updated warehouse of regional economic development data, curated reports and other resources designed to empower the region's economic development community and support local elected leaders and stakeholders in their economic development decision-making processes. The interactive data portal maintains a repository of economic, transportation, workforce and community information. Visit www.CentralinaEDD.org to access the most up to date data for the Greater Charlotte Region. The EDA helps communities leverage core assets and can provide financial assistance for economic development projects that align with the region's Comprehensive Economic Development Strategy. The Centralina Economic Development District serves as the region's EDA liaison and point of contact. CEDD can assist communities in applying for competitive EDA grants, facilitating/administering EDA funds and certifying that EDA-funded projects align with the CEDS. EDA funding opportunities include:

- Public works
- Economic adjustment planning
- Regional innovation strategies
- Trade adjustment assistance
- University centers
- Research technical assistance
- Local and national technical assistance
- Economic development integration

IV. Performance Metrics

- Revenue growth of 10% across department.
- New services contracts with at least 10% of 60 member CCOG roster.
- At least one designation in awards\national recognition category for best practices in economic and community development.



FY20 Departmental Workplan Centralina Workforce Development Board

Director	David Hollars
Team	Anna Lu Wilson, Business Engagement Coordinator Mark Seifel, Business Service Leader Narissa Knight, Services Assistant Sherika Rich, Program Services Leader Solomon McAuley, Youth Specialist Tyana Johnson, Communications Coordinator

I. Department Overview

The Centralina Workforce Development Board (WDB) provides talent strategies and solutions for a qualified and competitive workforce. The board serves seven counties (Anson, Cabarrus, Iredell, Lincoln, Rowan, Stanly, and Union counties) and is responsible for eight NCWorks Career Centers in the region. The customer service-driven team at the local NCWorks Centralina Career Centers are passionate about preparing workers in economically vital career paths and supporting businesses through innovative solutions that help them recruit and retain a qualified, competitive workforce. The private sector-led board coordinates with economic development efforts and activities to promote the region’s availability of qualified workers and promotes cooperation and coordination among public organization, education agencies and private businesses, thus facilitating business investments in our local communities and promoting the growth of the regional economy.

II. FY20 Department Goals

CCOG Priority: Provide talent strategies and solutions for a qualified and competitive workforce

Goal 1: Increase awareness and recognition of Centralina Workforce Development Board and its roles as convener, facilitator, workforce broker, community voice and capacity builder

- Implement advocacy and communications strategy that includes comprehensive outreach plan, board ambassadors and coordinated social media and website campaigns highlighting key services.

Goal 2: Provide high quality, customer-focused talent services to career seekers and employers through the eight local NCWorks Career Centers

- Increase customer traffic and services provided in each NCWorks Career Center.
- Increase outreach to businesses in the region by 25%.
- Ensure that at least 95% of NCWorks Career Center customers are satisfied with the services they received.
- Update and modernize NCWorks Career Center facilities with new technology as needed.
- Relocate NC Works Career Center-Union to new, modern location in Monroe.

Staff Lead: David Hollars and Sherika Rich



Centralina Council of Governments

Goal 3: Provide local economic development organizations with information on talent services as part of economic package for new or expanding businesses

- Develop customized talent services value package for new and expanding businesses.
- Coordinate talent provision services with key workforce and education partners.
- Ensure high quality customer services are provided to new and expanding businesses through local NCWorks Career Centers.
- Offer UpSkill Centralina grants to qualified businesses for training for existing workers.

Goal 4: Coordinate services provided to businesses in the region by workforce organizations

- Expand usage of Centralina Virtual Career Marketplace throughout the region.
- Expand participation and usage of B2B client relation management tool by more workforce, economic development and education partners.

Staff Lead: Mark Seifel with assistance from Anna Lu Wilson

Goal 5: Implement UpSkill Centralina – incumbent worker training grants to local businesses to increase skill set for workers in the region

Staff Lead: Anna Lu Wilson

Goal 6: Implement use of Centralina Career Headlight within the region

- Full funding and region-wide implementation and usage of Centralina Career Headlight.

Staff Lead: David Hollars and assisted by Solomon McAuley and Narissa Knight

Goal 7: Provide Finish Line Grants to area community college students meeting stated criteria for assistance

Staff Lead: Narissa Knight

Goal 8: Work with Charlotte Regional Business Alliance in restarting Competitive Workforce Alliance as cross-jurisdictional workforce collaboration for talent solutions for the region

Staff Lead: David Hollars

III. Project and Services Spotlight

Centralina Virtual Career Marketplace. The Centralina WDB and our local NCWorks Career Centers now offer an innovative and creative way to connect career seekers looking for new or better opportunities with local businesses wanting to hire people right now. Launched in May 2019, the Centralina Virtual Career Marketplace allows individuals to complete a candidate profile form and attach their resume. Employers develop a virtual booth through an easy setup tool with information on their company. They can even use the on-line chat feature. The Centralina Virtual Career Marketplace is accessible with any device, anywhere Internet service is available. It is easy to access, user friendly, provides better connection for career seekers and employers without the time, expense and hassle of a traditional job fair.



Centralina Career Headlight. The region's career tool helping career seekers identify the careers available in the Centralina region. This tool was launched by the Centralina WDB in 2014 as a response to employers desiring a better way to match individual's interest with the skills required for available careers in the region, and to link them to education and training needed prior to employment. Centralina Career Headlight provides career seekers and students with direct insight on careers region wide and by county. It is the only career tool that can provide local data to ensure individuals can align their interests and abilities with the career choice and education and training that will need to receive. This alignment brings the individual's future into focus and ensures their position at the top of the pay scale for their chosen career.

IV. Performance Metrics

- Centralina Virtual Career Marketplace is used for at least three county-specific hiring events and at least four sector/targeted events.
- Centralina Career Headlight is used on regular basis by at least five local school systems and/or community colleges/universities.
- New, modern NCWorks Career Center-Union is opened in Monroe by June 2020.
- NCWorks Career Center customer satisfaction rating (via Zingle text surveys) is at least 95% score of four or five (one to five scale – five is the highest).



FY20 Departmental Workplan Finance + Administration

Directors	Denise Strosser, Finance Geraldine Gardner, CCOG
Team	Dominique Sanders, Accounting Technician Emily Hickok, Marketing and Communications Manager Kelly Weston, Executive Assistant/Clerk to the Board Martha “Tisha” Blackley, Staff Accountant Vanessa Shelton, Office Specialist Venecia White, Human Resources Officer Yolanda Harrison, Accounting Technician

I. Department Overview

The Finance and Administration team includes five core functions that support the operations of the organization and its Board of Delegates:

- Executive Office and Board of Delegates: manages the Board of Delegates and official processes requiring executive director engagement.
- Communications and Marketing: leads external communications and marketing of CCOG.
- Human Resources: facilitates hiring, benefits, performance systems and employee training.
- Operations: manages our physical assets, buildings and customer service functions.
- Finance: leads financial reporting, budgeting, payroll, accounts payable and receivable processes.

II. FY20 Department Goals

CCOG Priorities 7: Enhance CCOG Operations, Infrastructure and Partnerships

Goal 1: Enhance One CCOG systems and infrastructure to improve internal operations

- Develop and implement a coordinated all-staff training and professional development curriculum that reflects core values.
- Refine current performance management and employee engagement system.
- Invest in our physical infrastructure, including technology, conference room and safety improvements.
- Implement and enforce a consistent contracting process.
- Review operating policies and procedures for consistency and efficiency.

Goal 2: Develop Finance department efficiencies and support to better serve internal customers

- Improve organization budgeting process, including standardization of components and formats.
- Train organization on the use of AccuFund to increase efficiency and improve user experience.
- Review recurring expenses for cost saving opportunities.
- Increase awareness of CCOG priorities and need through regular engagement with departments.
- Cross-train finance team on department duties as a professional development opportunity.



Goal 3: Build infrastructure and partnerships to support revenue diversification

- Create infrastructure to better support business development and fundraising/partnership activities in support of departmental goals.
- Work with each department on revenue diversification goals to align with CCOG marketing and partnership development activities.
- Develop shared bidding and proposal templates, as well as pricing approaches for technical assistance contracts.
- Develop and implement sponsorship strategy for CCOG University and other training, conference and special event activities in coordination with CCOG departments.
- Explore how to use the Centralina Foundation as a tool for partnerships and fundraising.
- Coordinate grant opportunities with staff across One CCOG for management and administration on behalf of members, including training as needed for staff and members.
- Explore opportunities to partner with individuals and organizations that can offer unique perspectives and skill sets that enhance CCOG offerings around technical assistance and continuing education activities.

Goal 4: Revamp communications platforms and marketing infrastructure to increase regional awareness of CCOG

- Invest in a new CCOG website that is informative, user-friendly and aligned with organizational priorities and member needs.
- Pursue brand refinements to logo and incorporated into templates that create a cohesive look for publications and marketing materials used by all CCOG departments.
- Develop communications infrastructure to better coordinate external communications and marketing across the organization.
- Pursue the development of a customer relationship management (CRM) system or other contact management coordination that supports communications and partnership goals.
- Promote new mission, values and regional priorities through speaking engagements, social media and press engagement throughout the year.

III. Project and Services Spotlight

Communications and Branding Revamp: To improve awareness and coordinate marketing efforts across the organization, we are investing in new branding and an internal communications infrastructure. The RFP will be put out early fall and will request the help of an outside agency with the creation of the new website, logo and design standards manual. These deliverables will align with our new mission, refreshed values and FY20 priorities.

Staff Lead: Emily Hickok. Timeframe: Launch Fall 2019

CCOG All Staff Training: Promote training and development opportunities for employees at all levels of the organization and support professional growth within the organization. Provide resources to enable staff to meet their full potential.

Staff Lead: Venecia White. Timeframe: Year-long