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LARRY L. LANCASTER



CUMBERLAND  
★ COUNTY ★  
NORTH CAROLINA

BOARD OF COMMISSIONERS

CANDICE WHITE  
Clerk to the Board

KELLIE BEAM  
Deputy Clerk

**MEMORANDUM**

TO: Finance Committee Members (Chairman Lancaster, Council, Edge and Keefe)

FROM: Candice H. White, Clerk to the Board

DATE: July 29, 2016

SUBJECT: Finance Committee Special Meeting – Thursday, August 4, 2016

**The regular meeting of the Finance Committee has been CANCELLED and rescheduled as a SPECIAL MEETING on Thursday, August 4, 2016 to begin at 9:00 AM or immediately following adjournment of the 8:30 AM Facilities Committee meeting in Room 564 of the Cumberland County Courthouse located at 117 Dick Street, Fayetteville, NC.**

**AGENDA**

1. Approval of Minutes – June 2, 2016 Finance Committee Regular Meeting (**Pg. 2**)
2. Consideration of Request for Proposals for the Cumberland County Workforce Development Program (**Pg. 22**)
3. Presentation on the 2017 Tax Revaluation Process by Joe Utley (**Pg. 60**)
4. Monthly Financial Report (**Pg. 61**)
5. Presentation on the Food and Nutrition Program Business Process Review Conducted by the Enterprise Solutions Division of Information Services (**Pg. 62**)
6. Other Matters of Business (**No Materials**)

cc: Board of Commissioners  
County Administration  
Vicki Evans, Finance Director  
Tammy Gillis, Director of Internal Audit and Wellness Services  
County Legal  
County Department Head(s)  
Sunshine List

**DRAFT**

CUMBERLAND COUNTY FINANCE COMMITTEE  
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564  
JUNE 2, 2016 - 10:30 AM  
MINUTES

MEMBERS PRESENT: Commissioner Larry Lancaster, Chairman  
Commissioner Jeannette Council  
Commissioner Kenneth Edge  
Commissioner Jimmy Keefe

## OTHER COMMISSIONERS

PRESENT: Commissioner Glenn Adams  
Commissioner Faircloth

## OTHERS:

Amy Cannon, County Manager  
James Lawson, Deputy County Manager  
Tracy Jackson, Assistant County Manager  
Melissa Cardinali, Assistant County Manager  
Sally Shutt, Governmental Affairs Officer  
Rick Moorefield, County Attorney  
Vicki Evans, Finance Director  
Deborah Shaw, Budget Analyst  
Heather Harris, Budget Analyst  
Tammy Gillis, Director of Internal Audit and Wellness Services  
Jeffrey Brown, Engineering and Infrastructure Director  
Gus Simmons, P.E. Cavanaugh and Associates, P.A.  
Greg Montgomery, Clean Source Company Representing N.C.  
Agricultural Finance Authority (Conference Call)  
Candice H. White, Clerk to the Board  
Press

Commissioner Lancaster called the meeting to order.

1. APPROVAL OF MINUTES – MAY 5, 2016 FINANCE COMMITTEE REGULAR MEETING

MOTION: Commissioner Council moved to approve the May 5, 2016 regular meeting minutes.

SECOND: Commissioner Edge

VOTE: UNANIMOUS (4-0)

2. CONSIDERATION OF RESOLUTION AUTHORIZING REALLOCATION OF THE COUNTY'S QUALIFIED ENERGY CONSERVATION BOND ALLOCATION TO THE STATE OF NORTH CAROLINA

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## BACKGROUND:

The North Carolina Agricultural Finance Authority has established a Green Community Program to promote energy conservation, energy efficiency and environmental conservation on agricultural land and in agriculture related industries. This program makes loans to support qualified conservation projects across the state.

Duplin County is working on one such project. NC Southeast Regional Economic Development Partnership is requesting the allocation of qualified energy conservation funds from neighboring counties be transferred to the Duplin County project as part of regional support for that project.

Cumberland County has no eligible projects identified. While there is currently no sunset on the funds, any outstanding allocation is at risk if there is a change in administration at the federal level. At the project level, Mary Nash Rusher, Bond Counsel, will hold all resolutions until the project is funded. If the project is not funded, the collective resolutions will be destroyed. This will insure that the funds allocated for Cumberland County will remain earmarked for Cumberland County should the Duplin County project not go forward.

## RECOMMENDATION/PROPOSED ACTION:

Approve the resolution authorizing reallocation of the County's Qualified Energy Conservation Bond Allocation amount of \$1,199,996 to the State of North Carolina and request the State to transfer such Cumberland QECB allocation to the NC Agricultural Finance Authority to be used for one or more qualifying projects located in the NC Southeast Region.

BOARD OF  
COMMISSIONERS OF  
[NAME] COUNTY

Excerpt of  
Minutes of  
Meeting on  
[DATE]

Present: \_\_\_\_\_ Chairman \_\_\_\_\_ presiding, and Commissioners \_\_\_\_\_

Absent: \_\_\_\_\_

\* \* \* \* \*

The following resolution was discussed and its title was read:

RESOLUTION AUTHORIZING REALLOCATION OF THE  
COUNTY'S QUALIFIED ENERGY CONSERVATION BOND  
ALLOCATION TO THE STATE OF NORTH CAROLINA

WHEREAS, Section 54D of the Internal Revenue Code of 1986, as amended (the "Code") authorizes the issuance of qualified energy conservations bonds ("QECBs") to finance a wide range of renewable energy and energy conservation facilities, all as described in the Code ("Qualified Conservation Purposes"); and

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WHEREAS, under the American Recovery and Reinvestment Act of 2009 (“ARRA”) the total amount of QECBs authorized was increased to \$3.2 billion, which was then allocated to each state based on population; and

WHEREAS, the State of North Carolina (the “State”) received \$95,677,000 in QECB allocation, which was then reallocated by the North Carolina Tax Reform Allocation Committee (“TRAC”) in accordance with Section 54D of the Code and IRS Notice 2009-29 to “large local governments” (i.e. cities and counties with more than 100,000 in population); and

WHEREAS, Cumberland County (the “County”) qualifies as a “large local government,” and as part of the reallocation process, the County received from TRAC \$1,199,996 allocation (the “Cumberland QECB Allocation”); and

WHEREAS, the County does not anticipate using its QECB allocation for a Qualified Conservation Purpose; and

WHEREAS, the County understands that the North Carolina Agricultural Finance Authority (the “Authority”) has established a Green Community Program to promote energy conservation, energy efficiency and environmental conservation on agricultural land and in agriculture related industries, which makes loans to finance Qualified Conservation Purposes across the State; and

WHEREAS, the County has been requested to reallocate the Cumberland QECB allocation to the State so that the State may in turn transfer the Cumberland QECB Allocation to the Authority for the Authority to use in its Green Community Program to provide a portion of the financing for energy conservation and efficiency projects, including renewable energy projects, which qualify for funding through the Green Community Program; and

WHEREAS, the County is willing to consider such request, but only if the projects financed by the Authority are located within the sixteen (16) county region comprising the North Carolina Southeast Regional Economic Development Partnership (the “Region”) (the “Qualifying Projects” and individually a “Qualifying Project”); and

**NOW THEREFORE BE IT RESOLVED**, by the Cumberland County Board of Commissioners that the County hereby reallocates the Cumberland QECB Allocation to the State, and requests the State to transfer such Cumberland QECB Allocation to the Authority to be used in its Green Community Program to finance one or more Qualifying Projects located in the Region, or otherwise be used for projects in the Region. The officers of the County are hereby authorized and directed to take such action and file such reports and notices as may be required to carry out this resolution.

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Amy Cannon, County Manager, reviewed the background information recorded above and introduced Greg Montgomery, Clean Source Company representing the N.C. Agricultural Finance Authority, who participated by conference call. Ms. Cannon also introduced Gus Simmons, P.E. Cavanaugh and Associates, P.A. and project manager for the Duplin County project. Ms. Cannon stated the NC Southeast Regional Economic Development Partnership is requesting qualified energy conservation bonds from several counties. Ms. Cannon stated the



# DRAFT

County's QECB allocation is \$1,199,996 and at present, Cumberland County does not currently have any qualified projects because the bond qualifications are narrowly defined for energy conservation/energy efficiency on agricultural land or agricultural related projects or industries.

Mr. Simmons provided a brief overview of the Duplin County project involving organic waste from five adjoining pig farms that is processed and turned into raw bio gas which is then is filtered and turned into 85% methane, the same as natural gas. Mr. Simmons stated the natural gas is then injected into the pipeline that crosses one of the farms, purchased by Duke Energy and eventually turned into electricity.

Mr. Montgomery stated there are no more QECB allocations remaining at the state level which is the reason six jurisdictions within the region are being asked to reallocate their bonds in the amount of \$6.5 million to match the senior debt on this project. Mr. Montgomery explained Duplin County did not receive an initial QECB allocation and there are two banks interested in funding the bonds for this project once they are secured. Mr. Montgomery stated the technology involving organic waste will contribute to the growth of the swine industry by mitigating the waste stream and converting it into a useful resource.

Ms. Cannon stated her understanding in a prior conference call with Mr. Montgomery was that the bond attorney would hold the resolution, it would become null and void if the project did not move forward and Cumberland County would retain its allocation. Ms. Cannon asked Mr. Montgomery whether this was correct. Mr. Montgomery stated that was not correct because the bonds would stay with the Authority who would have 18 months to use the allocation for another project within the region. Mr. Montgomery stated he apologized if he was not clear about this during the prior conference call. Mr. Montgomery stated because Duplin County does not have its own allocation, in order for a project to be deemed within a jurisdiction that holds the allocation, the allocation must be held by the state for the state to transfer to the Authority. Mr. Montgomery stated he would not turn the resolution over to TRAC until all resolutions are in hand sufficient to support the project and with the knowledge that the project was going forward.

Ms. Cannon stated what she is now hearing was missing during the prior conference call in that there is a more limited opportunity to have a hold on Cumberland's allocation. Mr. Montgomery stated the resolution package would not be tendered until there was a high degree of certainty of financial closure. Ms. Cannon stated the background information provided/recorded in the memo above is not fully accurate because it is based on what was heard during the prior conference call.

Ms. Cannon asked whether the project would move forward without all the allocations being sought. Mr. Montgomery stated the project will move forward at a reduced level with a higher risk due to the lack of the credit enhancement to support it. Mr. Montgomery stated one of the benefits of the bonds is that they were designed to incentivize investing to encourage new solutions using existing technology to address critical needs in the energy environmental sectors. Mr. Montgomery stated the bonds are small denominations, have been out there eight years, many counties do not even know they have them and they may be retracted and go away.

In response to a question from Commissioner Keefe, Mr. Montgomery stated a \$1.2 million bond is so small that if it stands alone, it is uneconomical to do anything with it. Mr. Montgomery stated that is why there are 60,000,000 of these bonds scattered across the state that have gone

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unused. Mr. Montgomery stated realistically, bond attorneys will eat up one quarter of a \$1.2 million bonding authority with their legal fees.

In response to a question by Ms. Cannon, Mr. Montgomery stated the financial close on the project is in August in order to start construction in the fall, so the plan is to have the resolutions and financing commitments in hand to tender a package to the TRAC committee for a meeting no later than July 14. Questions and discussion continued. Ms. Cannon stated she would like to withdraw her recommendation recorded above.

MOTION: Commissioner Keefe moved to table the matter for further review.  
SECOND: Commissioner Council  
VOTE: UNANIMOUS (4-0)

### 3. CONSIDERATION OF APPROVAL OF RATE STRUCTURES

#### A. SOUTHPOINT IN THE GRAY'S CREEK WATER AND SEWER DISTRICT

##### BACKGROUND:

In recent months the Public Utilities Division has had an increase in the amount of utility accounts that are past due. The Public Utilities Division mails out several letters to customers and then eventually we take the customer to Small Claims Court, in an attempt to get the customer to pay their bill. This process is lengthy and costly and the Public Utilities Division does not recoup any fees. We are requesting to have a processing fee and administrative filing fee added to the amount owed by the customer to help recoup the cost, as well as, stop the same customers from continuing to be late without any consequences. The processing fee would cover the preparing, printing and mailing of the collections letters and the administrative filing fee would cover the preparation of the Small Claims documents.

The Public Utilities Division is also requesting to add a \$25.00 disconnect fee to the rate structure for Southpoint, to cover the cost of disconnecting customers from the water system who have not paid their bill for usage.

The current rate structure for Southpoint includes a construction phase tap fee rate and a future services tap fee rate that needs to be removed from the rate structure to avoid confusion from customers that want to connect to the system and have not paid a tap fee. The rate structure does have the cost for extending a water lateral and main extension.

##### Southpoint Rate Changes:

Add Processing Fee per Collection of \$30.00

Add Administrative Filing Fee per Collection of \$100.00

Add Disconnect Fee of \$25.00

Remove Construction Phase Tap Fee Rate

Remove Future Services Tap Fee Rate

**DRAFT****RECOMMENDATION/PROPOSED ACTION:**

The Engineering and Infrastructure Director and County Management recommend that the Finance Committee approve the rate structure for Southpoint and to place the item on the agenda of the June 20, 2016 Gray's Creek Water and Sewer District meeting for approval.

**AVAILABILITY FEE**

Availability Fee – Non-connected customers \$12.00  
(As referenced in the Cumberland County Water & Sewer Ordinance)

**WATER RATE SCHEDULE****RESIDENTIAL RATE**

First 2,000 Gallons	\$22.00 Minimum
Next 4,000 Gallons	\$11.00 per 1,000 Gallons
Next 2,000 Gallons	\$12.00 per 1,000 Gallons
Next 2,000 Gallons	\$13.00 per 1,000 Gallons
Next 40,000 Gallons	\$14.00 per 1,000 Gallons
Next 50,000 Gallons	\$15.00 per 1,000 Gallons
All Over 100,000 Gallons	\$16.00 per 1,000 Gallons

**MONTHLY CHARGE****COMMERCIAL RATE**

User Fee:	\$33.50
First 50,000 Gallons:	\$13.00 per 1,000 Gallons
Next 50,000 Gallons:	\$14.00 per 1,000 Gallons
Next 900,000 Gallons:	\$15.00 per 1,000 Gallons
All Over 1,000,000 Gallons	\$16.00 per 1,000 Gallons

**MONTHLY CHARGE****OTHER FEES**

Late Penalty	\$10.00
Processing Fee per Collection Action	\$30.00
Administrative Filing Fee per Collection Action	\$100.00
Activation/Transfer Fee (One-time fee for creating new account or Transferring service to another location)	\$20.00
Reconnect Fee- Business hours (Administrative charge to re-establish service after discontinuance for non-payment)	\$25.00
Disconnect Fee (Administrative charge to discontinue service for non-payment)	\$25.00
After-Hours Reconnect Fee (Available until 9:00 pm)	\$75.00

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Special Meter Reading \$10.00  
(Performed at request of customer;  
no charge if initial reading was over-read)

Meter Verification Fee \$50.00  
(Meter removed and taken to testing facility;  
performed at written request of customer;  
no charge if meter over-registers by more than 5%)

Flow Test \$50.00

\*Returned Check Fee \$25.00

+ Amount of check - CASH, MONEY ORDER OR  
CERTIFIED CHECK ONLY

**TAP FEE SCHEDULE****TAP-ON FEES (To Include Irrigation)****(1) Construction-Phase Rate:**

The tap-on fee during the construction of the water distribution system will be as follows:

<u>Meter Size</u>	<u>Established Fee</u>
¾ inch	\$50.00
1 inch	\$100.00
Larger than 1"	Standard Rate

**(2) Future Services:**

Customers not wishing an immediate connection to the water system, but who wish to take advantage of the discounted tap-on fees available during the construction phase may sign up for a "future service" tap at the following rates:

<u>Meter Size</u>	<u>Established Fee</u>
¾ inch	\$150.00
1 inch	\$250.00
Larger than 1"	Standard Rate

Future Service rates apply only during the construction phase of the distribution system. With a "Future Service" tap, a meter is not installed until requested by the customer.

**(3) Water Laterals**

An estimate shall be given to the applicant prior to installation and shall be paid by the applicant prior to any installation of laterals to be connected to the water system. All charges include labor, equipment and materials required for the installation of the specified pipe size or sizes.

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## (4) Main Extension Charges:

An estimate shall be given to the applicant prior to installation and shall be paid by the applicant prior to extending the main in the water district. All charges include labor, equipment and materials required for the installation of the specified pipe size or sizes.

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Jeffrey Brown, Engineering and Infrastructure Director, reviewed the background information, rate structure and fee schedule recorded above. Mr. Brown highlighted Southpoint rate changes as follows:

- Add Processing Fee per Collection of \$30.00
- Add Administrative Filing Fee per Collection of \$100.00
- Add Disconnect Fee of \$25.00
- Remove Construction Phase Tap Fee Rate
- Remove Future Services Tap Fee Rate

Mr. Brown responded to questions.

MOTION: Commissioner Keefe moved to approve the rate structure for Southpoint in the Gray's Creek Water and Sewer District.  
SECOND: Commissioner Council  
VOTE: UNANIMOUS (4-0)

## B. NORCRESS WATER AND SEWER DISTRICT

### BACKGROUND:

In recent months the Public Utilities Division has had an increase in the amount of utility accounts that are past due. The Public Utilities Division mails out several letters to customers and then eventually takes the customer to Small Claims Court, in an attempt to get the customer to pay their bill. This process is lengthy and costly and the Public Utilities Division does not recoup any fees.

We are requesting to have a processing fee and administrative filing fee added to the amount owed by the customer to help recoup the cost, as well as, stop the same customers from continuing to be late without any consequences. Currently the customers do not pay any additional fees to NORCRESS for being delinquent. The processing fee would cover the preparing, printing and mailing of the collections letters and the administrative filing fee would cover the preparation of the Small Claims documents.

The Public Utilities Division is also requesting to change the fee for the installation of an elder valve to actual cost of installation plus ten percent (10%) instead of the current \$1,000.00 that is stated in the rate structure for NORCRESS. The current rate does not cover any unforeseen issues that may occur during installation of the valve. PWC

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installs the elder valves at the County's request and then in turn invoices the County for the cost of installation. The cost of installation varies dependent on the depth of the sewer line, soil conditions, location of the elder valve, etc. Once the elder valve is installed and the customer brings their account up to date and service is restored, there remains a possibility of the customer becoming delinquent in the future. If that occurs, the customer will be disconnected from the system. Therefore, the Public Utilities Division is requesting to add a \$25.00 disconnect fee to the rate structure for NORCRESS to recover costs associated with this disconnection.

The current rate structure for NORCRESS does not have a commercial sanitary sewer rate for zero usage for commercial properties. Currently the rate structure is based off of the usage for the debt service and lift station maintenance fee. The Public Utilities Division is requesting to add a Zero Usage Debt Charge of \$9.65 and a Zero Usage Lift Station Maintenance Fee of \$2.00. This rate is the same amount that is charged to a residential customer that pays for debt service.

**NORCRESS Rate Changes:**

Add Processing Fee per Collection of \$30.00

Add Administrative Filing Fee per Collection of \$100.00

Change Elder Valve installation cost from \$1000.00 to Actual Cost plus 10%

Add Disconnect Fee of \$25.00

Add Zero Usage Debt Charge Fee of \$9.65

Add Zero Usage Lift Station Maintenance Fee of \$2.00

The NORCRESS Advisory Board approved the above mentioned rate changes at their meeting held on March 29, 2016.

**RECOMMENDATION/PROPOSED ACTION:**

The Engineering and Infrastructure Director, the NORCRESS Advisory Board and County Management recommend that the Finance Committee approve the rate structure for NORCRESS and place the item on the agenda of the June 20, 2016 NORCRESS Water and Sewer District meeting for approval.

**MONTHLY RATE**

The monthly rate shall be the sum of the Usage Charge, Debt Charge and the Basic Facilities Charges.

**RESIDENTIAL SANITARY SEWER RATE SCHEDULE**

Usage Charge	\$6.50 per MGAL
(Usage Charges per 1,000 gallons = 1 MGAL)	

Debt Charge	\$9.65 per customer
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**Basic Facilities Charges:**

<u>Meter Size:</u>	<u>NORCRESS</u>	<u>Local Town Fee</u>	<u>Lift Station</u>
			<u>Maintenance Fee</u>

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5/8"	\$1.58	\$1.75	\$2.00
3/4"	\$1.58	\$1.75	\$2.00
1"	\$2.26	\$1.75	\$2.00
1 1/2"	\$3.20	\$1.75	\$2.00
2"	\$5.78	\$1.75	\$2.00
3"	\$9.89	\$1.98	\$2.00
4"	\$15.59	\$2.83	\$2.00
6"	\$29.70	\$4.95	\$2.00
8"	\$46.70	\$7.50	\$2.00

**COMMERCIAL SANITARY SEWER RATE SCHEDULE**

Usage Charge \$7.00 per MGAL

Debt Charge \$1.00 per MGAL

Basic Facilities Charges:

<u>Meter Size:</u>	<u>NORCRESS</u>	<u>Local Town Fee</u>	<u>Lift Station Maintenance Fee</u>
3/4"	\$1.58	\$1.75	\$1.00 per MGAL
1"	\$2.26	\$1.75	\$1.00 per MGAL
1 1/2"	\$3.20	\$1.75	\$1.00 per MGAL
2"	\$5.78	\$1.75	\$1.00 per MGAL
3"	\$9.89	\$1.98	\$1.00 per MGAL
4"	\$15.59	\$2.83	\$1.00 per MGAL
6"	\$29.70	\$4.95	\$1.00 per MGAL
8"	\$46.70	\$7.50	\$1.00 per MGAL

**ZERO USAGE COMMERCIAL SANITARY SEWER RATE SCHEDULE**

Debt Charge \$9.65 per customer

Basic Facilities Charges:

<u>Meter Size:</u>	<u>NORCRESS</u>	<u>Local Town Fee</u>	<u>Lift Station Maintenance Fee</u>
3/4"	\$1.58	\$1.75	\$2.00
1"	\$2.26	\$1.75	\$2.00
1 1/2"	\$3.20	\$1.75	\$2.00
2"	\$5.78	\$1.75	\$2.00
3"	\$9.89	\$1.98	\$2.00
4"	\$15.59	\$2.83	\$2.00
6"	\$29.70	\$4.95	\$2.00
8"	\$46.70	\$7.50	\$2.00

**DRAFT****FLAT RATE SANITARY SEWER SERVICE**

The monthly flat rate shall be the sum of the Flat Monthly Charge, Debt Charge and the Basic Facilities Charges.

Flat Monthly Charge	\$31.42
<b>OTHER FEES</b>	
Deposit	\$100.00
Late Penalty	\$10.00
Disconnect Fee (Administrative charge to discontinue service for non-payment)	\$25.00
Reconnect Fee- Business hours (Administrative charge to re-establish service after discontinuance for non-payment)	\$25.00
After-Hours Reconnect Fee (Available until 9:00 pm)	\$75.00
*Returned Check Fee (Amount of check plus return fee - CASH, MONEY ORDER OR CERTIFIED CHECK ONLY)	\$25.00
Court Costs	Actual
Elder Valve	Actual plus 10%
Processing Fee per Collection Action	\$30.00
Administrative Filing Fee per Collection Action	\$100.00

**CONNECTION FEES AND CHARGES**

## 1. Standard Tap Fee:

The Standard Tap Fee will be based on the customer's water meter size and will provide NORCRESS Water and Sewer District with funds for long-term system replacement and upgrade.

<u>Size of Water Meter</u>	<u>Standard Tap Fee</u>
5/8"	\$670.00
1"	\$1,670.00
1-1/2"	\$3,350.00
2"	\$5,360.00
3"	\$11,720.00
4"	\$20,100.00
6"	\$41,880.00
8"	\$60,310.00



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## 2. Sewer Laterals:

An estimate shall be given to the applicant prior to installation and shall be paid by the applicant prior to any installation of laterals to be connected to the sewer system. All charges include labor, equipment and materials required for the installation of the specified pipe size or sizes.

## 3. Main Extension Charges:

An estimate shall be given to the applicant prior to installation and shall be paid by the applicant prior to extending the main in the sewer district. All charges include labor, equipment and materials required for the installation of the specified pipe size or sizes.

## 4. Debt Charge:

A Debt Charge equaling the sum of the Availability Charges that would have been paid had the customer connected when the main was first available.

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Mr. Brown reviewed the background information, rate structure and fee schedule recorded above. Mr. Brown highlighted NORCRESS rate changes as follows:

Add Processing Fee per Collection of \$30.00  
Add Administrative Filing Fee per Collection of \$100.00  
Change Elder Valve installation cost from \$1000.00 to Actual Cost plus 10%  
Add Disconnect Fee of \$25.00  
Add Zero Usage Debt Charge Fee of \$9.65  
Add Zero Usage Lift Station Maintenance Fee of \$2.00

Mr. Brown responded to questions.

MOTION: Commissioner Council moved to approve the rate structure for the NORCRESS Water and Sewer District.

SECOND: Commissioner Edge

VOTE: UNANIMOUS (4-0)

## 4. CONSIDERATION OF APPROVAL OF THE MEMORANDUM OF UNDERSTANDING BETWEEN NORCRESS AND THE TOWNS OF GODWIN, FALCON AND WADE

### BACKGROUND:

In recent months the Public Utilities Division has taken several NORCRESS customers to Small Claims court to seek judgment for nonpayment of their account. There is a fee for taking the customer to court that the Magistrate can state the customer will need to reimburse to the County as part of the customer's judgment. The NORCRESS customers are making payments on their judgments to the individual Towns that they receive the sewer bill from and the Towns have not been collecting the court costs to reimburse the County. This Memorandum of

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Understanding (MOU) between the Towns and NORCRESS will clarify the procedure for collecting the fees and submitting them to NORCRESS for reimbursement.

The NORCRESS Advisory Board approved the above mentioned Memorandum of Understanding at their meeting held on March 29, 2016.

## RECOMMENDATION/PROPOSED ACTION:

The Engineering and Infrastructure Director, the NORCRESS Advisory Board and County Management recommend that the Finance Committee approve the Memo of Understanding between NORCRESS and the Towns of Falcon, Godwin and Wade and place it on the agenda of the June 20, 2016 NORCRESS Water and Sewer District meeting for approval.

Memorandum of Understanding  
Between  
Town of Falcon, Town of Godwin, Town of Wade  
and  
NORCRESS Governed by County of Cumberland

This Memorandum of Understanding (MOU) sets forth the terms and understanding between the Town of Falcon, Town of Godwin, Town of Wade (hereinafter referred to as Towns) and NORCRESS Governed by County of Cumberland (hereinafter referred to as NORCRESS) to bill the delinquent sewer accounts according to the rates established by the governing board.

## Background

The Towns have agreed to bill the sanitary sewer customers for the availability/debt service fee and the sewer usage to the customers in and around their towns for the NORCRESS system, since the sewer system started accepting connections in late 2005.

## Purpose

This MOU will serve as the framework for cooperation between the Towns and NORCRESS to prevent delinquent accounts from further escalating and the possibility of rate increases system wide to cover losses.

The above goals will be accomplished by undertaking the following activities:

NORCRESS will continue to do the collection letters, Small Claims Actions and NC Debt Set-off.

Towns will add the processing fees, administrative filing fees, disconnect, reconnect and court costs to the accounts and collect the fees on behalf of NORCRESS. Towns will keep five percent (5%) of the processing and administrative filing fees to help off-set their time and cost for collecting such fees.

## Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from the Towns or NORCRESS. This MOU shall become effective upon signature by the authorized officials from the Towns or NORCRESS and will remain in effect until modified or terminated by any one of the partners by mutual consent.

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## Contact Information

Town of Falcon  
Clifton Turpin, Jr  
Mayor  
P.O. Box 112  
Falcon, NC 28342  
910-980-1355

Town of Godwin  
Willie Burnette  
Mayor  
P.O. Box 10  
Godwin, NC 28344  
910-980-1000

Town of Wade  
Joseph Dixon  
Mayor  
P.O. Box 127  
Wade, NC 28395  
910-485-3502

NORCRESS Governed by County of Cumberland  
Marshall Faircloth  
Chairman  
P.O. Box 1829  
Fayetteville, NC 28302  
910-678-7771

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Mr. Brown reviewed the background information recorded above.

MOTION: Commissioner Council moved that the Finance Committee approve the Memo of Understanding between NORCRESS and the Towns of Falcon, Godwin and Wade and place it on the agenda of the June 20, 2016 NORCRESS Water and Sewer District meeting for approval.  
SECOND: Commissioner Edge  
VOTE: UNANIMOUS (4-0)

## 5. CONSIDERATION OF A REQUEST FOR PROPOSAL FOR BOND COUNSEL

### A. REQUEST TO CONTINUE RELATIONSHIP WITH BOND COUNSEL, HUNTON & WILLIAMS, ON OVERHILLS PARK WATER AND SEWER DISTRICT PROJECT

#### BACKGROUND:

In August 2014, Hunton & Williams began serving as bond counsel to the County for the Overhills Park Water & Sewer District for its upcoming issue of revenue bonds. Although the County plans to pursue a request for proposal (RFP) for bond counsel services, RFP selection is not scheduled to occur before Local Government Commission (LGC) approval of the project financing. This approval is expected to occur on August 2, 2016.

Therefore, the continuation with Hunton & Williams serving as bond counsel on this project is requested. In addition, staff with Hunton & Williams is familiar with this project and outside bond counsel representation has been strongly advised by the state office of Rural Development, United States Department of Agriculture.

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## RECOMMENDATION/PROPOSED ACTION:

Approve to continue the relationship with Hunton & Williams to represent Cumberland County on the Overhills Park water and sewer district project as bond counsel.

\*\*\*\*\*

Vicki Evans, Finance Director, reviewed the background information recorded above. Ms. Cannon stated if the County had to go out for an RFP at this time, it would delay the project by three to four months which would put the project in the winter months.

MOTION: Commissioner Edge moved to approve to continue the relationship with Hunton & Williams to represent Cumberland County on the Overhills Park water and sewer district project as bond counsel.

SECOND: Commissioner Council

VOTE: PASSED (Commissioners Edge, Council and Lancaster voted in favor; Commissioner Keefe voted in opposition)

## B. REQUEST FOR PROPOSAL FOR BOND COUNSEL

### BACKGROUND:

Cumberland County has had a very successful multi-year relationship with Hunton Williams as County bond counsel. Specifically, this relationship has involved firm partners Mary Nash Rusher and William McBride, with Mrs. Rusher as our primary counsel. Both Mrs. Rusher and Mr. McBride are highly respected, highly qualified bond counsel. Recently, Mrs. Rusher and her paralegal joined another law firm. With this event, it seems an appropriate time to review and /or reaffirm the County's relationship with bond counsel.

The bond counsel is an essential member of the County's debt financing team. The bond counsel assures the County and investors that legal and tax requirements relevant to the issue are met. A reputable firm providing a reliable legal opinion, as well as the ability to assist the County in completing transactions in a timely manner, is essential to a successful debt program and the County's credit rating.

Therefore, we would like to issue a Request for Proposal (RFP) to secure proposals from qualified bond counsel. The RFP responses will be reviewed by the County Manager, the County Attorney, the Finance Director and the Assistant County Manager. The top qualified counsel will then be interviewed with a recommendation for bond counsel coming to the August 4 Finance Committee.

### RECOMMENDATION/PROPOSED ACTION:

Recommend that County management issue a Request for Proposal (RFP) to secure proposals from qualified bond counsel and bring forth a recommendation for bond counsel to the August 4, 2016 Finance Committee.

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Melissa Cardinali, Assistant County Manager, reviewed the background information recorded above. Ms. Cardinali stated the County would like to get the process started because there are CIP financings coming forward for CIP projects that the County does not want to delay.

Commissioner Keefe asked whether the RFP would stipulate or give consideration to local bond counsel. Ms. Cardinali stated the RFP is based on qualifications as related to the different types of financing the County may have and although not specifically local, that does not mean that if local meets the qualifications they would not be brought forth as a recommendation. Ms. Cardinali stated the County basically looks at a history of the types of financing a firm has dealt with, their rates, their experiences on a variety of issues and in a County the size of Cumberland it is imperative that bond counsel is experienced in a wide variety of debt issues so the assurance can be taken forward to investors and to the LGC. Ms. Cardinali stated these things are not necessarily local or nonlocal but truly based on qualifications for the County's complexities.

Commissioner Adams inquired regarding a policy relative to local counsel. Ms. Cannon stated that is in the purchasing policy, would relate to service contracts and is a factor to be considered along with the others. Ms. Cardinali explained the RFP will specifically look at a multi-year relationship that is not time specific but is always subject to review, and the RFP states the County can terminate the relationship at any time should there be dissatisfaction with the relationship. Ms. Cannon explained an RFP will not be let every time the County undertakes a financing. Ms. Cardinali stated it is important that bond counsel is familiar with the workings of the County and previous issues as they relate to moving forward. Ms. Cardinali stated once debt is issued it is not over because there are tax implications that go through much longer periods of time depending on maturity and sometimes beyond if a structure is built with certain qualifications and federal money; those implications never go away once the debt is gone.

MOTION: Commissioner Council moved that County management proceed to issue a Request for Proposal (RFP) to secure proposals from qualified bond counsel and bring forth a recommendation for bond counsel to the August 4, 2016 Finance Committee.

SECOND: Commissioner Keefe

VOTE: UNANIMOUS (4-0)

## 6. CONSIDERATION OF A POLICY TO AUTHORIZE THE WRITE-OFF OF INTERNAL AUDIT DISCREPANCIES

### BACKGROUND:

With the addition of another internal audit staff, reviews have been and will periodically be conducted to determine the balance of cash-on-hand compared to book balances throughout the County. The objective is to determine whether procedures and records are proper and adequate and to evaluate whether adequate and effective control processes exist. If/when discrepancies are noted during the reviews, follow-up will need to occur to adjust account balances to actual.

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## 1.0 PURPOSE

The purpose of this policy is to establish authority to adjust discrepancies in account balances up to the designated amount as a result of internal audit reviews.

## 2.0 SCOPE

This policy shall apply to account balances for which an audit and/or reconciliation was completed by internal audit staff which results in a discrepancy that cannot be tied back to a particular staff having made the error and after all efforts to correct have been exhausted.

## 3.0 STATEMENT OF THE POLICY

Adjusting financial system account balances as a result of internal audit reviews shall occur after all efforts to correct have been exhausted by the following individuals within the noted limits:

- Finance Director – \$1,000 or less per account
- Board of County Commissioners – amounts greater than \$1,000 per account

## 4.0 IMPLEMENTATION

Implementation of this policy shall be the responsibility of the Finance Officer.

### RECOMMENDATION/PROPOSED ACTION:

Consider the request to adopt the policy to authorize write-off of discrepancies upon internal audit review.

\*\*\*\*\*

Ms. Evans reviewed the background information and proposed policy recorded above and stated when the discrepancies came back to her, she did not feel she had the authority to write them off since there was no policy specific to writing off balances. Ms. Evans stated this is what initiated the proposed policy. Ms. Evans provided an example of petty cash subject to audit and stated the policy relates to petty cash and change funds. Ms. Evans stated if the discrepancy could be tied back to an employee, the employee would be responsible but sometimes there have been multiple employees handling cash funds with no way to tie the discrepancy back. In response to a question from Commissioner Adams regarding internal controls, Ms. Evans stated internal controls are now in place and they were outlined in the departmental corrective action plans. In response to a questions posed by Commissioner Edge, Tammy Gillis, Internal Audit and Wellness Director, stated internal audit reports are being filed for review by the Audit Committee.

MOTION: Commissioner Council moved to adopt the policy to authorize write-off of discrepancies upon internal audit review.  
SECOND: Commissioner Edge  
VOTE: UNANIMOUS (4-0)

# DRAFT

## 7. HEALTH INSURANCE MATTERS

### A. UPDATE ON HEALTH INSURANCE ACTIVITIES

#### BACKGROUND:

In advance of significant health insurance plan changes which are effective July 1, 2016, we continue to monitor health insurance claims activity. As of April, claims currently average \$1,747,110 per month. This is definitely lower than the claims level at the beginning of the fiscal year when claims were in excess \$2.2million.

The number of claims has started to increase, as expected, with the impending health insurance plan changes. This seems to be primarily due to a push to obtain specialist visits prior to July 1 when this type of doctor visit will become part of the deductible.

The Weight Watchers at Work program will officially kick off the week of June 6 with approximately 140 participants. With weight being a key factor in the health issues driving claims, this program is another step in the right direction for a healthy lifestyle.

#### RECOMMENDATION/PROPOSED ACTION:

No action required, for information only.

\*\*\*\*\*

Ms. Cardinali reviewed the background information recorded above and stated she does not expect to see any movement in claims until after July 1 so the next update will be provided in early fall.

### B. CONSIDERATION OF INCURRED BUT NOT REPORTED (IBNR) BUDGET REVISION

#### BACKGROUND:

By June 30 of each fiscal year *the County must estimate the dollar amount of claims for services that have been rendered but not yet billed to BCBS for the fiscal year, known as IBNR-incurred but not reported.* The estimate of IBNR is based on 2015-2016 paid medical and pharmacy claims less stop loss reimbursements and consideration of overall claims increase of 13%. This fiscal year, the expenditure budget is not enough to cover the actual claims paid and the IBNR, which is recorded in our books through a journal entry. The projected IBNR amount totals \$2,430,000 for which a budget revision is required.

A budget revision has been prepared to request the movement of general funds totaling \$2,430,000 into the health insurance fund to cover the projected shortfall at year-end. It is anticipated the total will be put back into the general fund (by reversing the journal entry) during the second quarter of FY17. At that time a budget revision will be prepared.

# DRAFT

## RECOMMENDATION/PROPOSED ACTION:

Consensus to move forward to the next scheduled meeting of the Board of County Commissioners and approve the budget revision to move funds from the general fund to the health insurance fund.

\*\*\*\*\*

Ms. Evans reviewed the background information recorded above and stated a large dollar amount of claims typically come in at the end of the year and this year, the amount budgeted for retiree and regular health insurance claims is not sufficient to cover the IBNR projection. Ms. Evans stated the projection is \$2.43 million and the request is to approve the budget revision to move funds from the general fund to the health insurance fund in the amount of \$2.43 million. Ms. Evans stated once the IBNR is recorded for audit purposes, the amount is expected to be reversed so that the funds can go back to the general fund around September or October. Ms. Cannon explained it is basically an accrual. Ms. Cardinali explained it is more related to the last quarter than the full year's activity. Questions followed.

MOTION: Commissioner Keefe moved to forward to the next scheduled meeting of the Board of County Commissioners and approve the budget revision to move funds from the general fund to the health insurance fund.  
SECOND: Commissioner Edge  
VOTE: UNANIMOUS (4-0)

## 8. MONTHLY FINANCIAL REPORT

### BACKGROUND:

The financial report is included as of April 30, 2016. Highlights include:

- Revenues
  - Ad Valorem tax collections are continuing to appear strong.
  - Sales and other taxes are just slightly above collections at this time last fiscal year
  - Sales & service revenues continue to lag but are anticipated to be at budget by year-end
    - Health: Medicaid cost settlement funds have not been allocated. Offset is under restricted intergovernmental.
    - Sheriff: A change in the method of billing is causing the difference when compared with FY15 revenues
- Expenditures
  - General Fund expenditures remain in line with budget and previous year patterns.
- Crown center expense summary/prepared food and beverage and motel tax
  - Total year-to-date event income over operating expenses is trending very close to last fiscal year



# DRAFT

## RECOMMENDATION/PROPOSED ACTION:

No action needed – for information purposes only.

\*\*\*\*\*

Ms. Evans provided highlights of the monthly financial report as recorded above.

### 9. OTHER MATTERS OF BUSINESS

There were no other matters of business.

There being no further business, the meeting adjourned at 10:52 a.m.

AMY H. CANNON  
County Manager

JAMES E. LAWSON  
Deputy County Manager



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

ITEM NO. 2.

MELISSA C. CARDINALI  
Assistant County Manager

W. TRACY JACKSON  
Assistant County Manager

**OFFICE OF THE COUNTY MANAGER**

**MEMO FOR THE AGENDA OF THE AUGUST 4, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** W. TRACY JACKSON, ASST. COUNTY MANAGER

**THROUGH:** AMY H. CANNON, COUNTY MANAGER

**DATE:** JULY 25, 2016

**SUBJECT:** CONSIDERATION OF REQUEST FOR PROPOSALS (RFP) FOR  
WORKFORCE DEVELOPMENT

**Presenter(s):** Jim Lott, Director of Workforce Development

**Estimate of Committee Time Needed:** 15 Minutes

**BACKGROUND**

Workforce Development staff have prepared the Request for Proposals (RFP) for FY17 programs and services. These important services are focused on the following groups: local employers, the unemployed, underemployed adults, veterans, dislocated workers, In-School Youth (age 14-21) and Out-of-School Youth (age 16-24). This RFP seeks service providers who will work collaboratively with Cumberland County Workforce Development and the North Carolina Department of Commerce's Division of Workforce Solutions as part of an integrated services model. All program funding originates from the federal government via the Workforce Innovation and Opportunity Act (WIOA) and is passed through to the State of North Carolina to local Workforce Development Boards. Estimated allocations for FY17 are anticipated to be as follows for these specific program areas in Cumberland County:

- 1) \$800,000 for adult services programs
- 2) \$700,000 for dislocated worker programs
- 3) \$900,000 for youth services programs

These amounts may be subject to change as it is based upon a prior estimate of available funds. It is anticipated that the exact funding amount will be known at or about the time of the final contract negotiations. All contracts for services will be on a cost-reimbursement basis, based upon performance, and may be extended for two additional years at the discretion of the County.

**RECOMMENDATION/PROPOSED ACTION:**

Approval to move forward with the RFP process for youth, adult, and dislocated worker workforce services in Cumberland County.

Offeror's Company Name: \_\_\_\_\_

Solicitation (RFP) No. XX-XXX

**THIS PAGE IS TO BE FILLED OUT AND RETURNED WITH YOUR BID. FAILURE TO DO SO MAY SUBJECT YOUR BID TO REJECTION.**

ATTENTION

Federal Employer Identification Number or alternate identification number (e.g., Social Security Number) is used for internal processing, including bid tabulation. Enter ID number here: \_\_\_\_\_

Pursuant to N.C.G.S. 132-1.10(b) this identification number shall not be released to the public.

This page will be removed and shredded, or otherwise kept confidential, before the procurement file is made available for public inspection.

## **SECTION I – INTRODUCTION AND BACKGROUND**

### **A. Purpose of Request for Proposals**

Cumberland County and the Cumberland County Workforce Development Board (CCWFDB) announce the release of Workforce Innovation Opportunity Act of 2014 (WIOA) funding to organizations interested in providing the delivery of workforce services to: Cumberland County employers, unemployed or underemployed adults whose income is less than 200% of the Lower Living Standard, veterans, dislocated workers who have lost their job since January 1, 2009 and have no immediate prospects for returning to that occupation, In-School Youth (ages 14-21) and Out-of-School Youth (ages 16-24). The RFP is released to seek proposals for delivery of services in the Cumberland County Career Center in a collaborative Integrated Services Model working with the staff of the NC Department of Commerce's Division of Workforce Solutions (DWS).

This RFP covers a nine month period, beginning October 1, 2016, through June 30, 2017. Contracts will be cost reimbursement based upon performance and may be extended for two additional years at the discretion of the CCWFDB and/ Cumberland County. An option for extension may be executed in consideration of funding availability and contractor performance. If extended, the second year budget is anticipated to be at the same budget level, contingent upon actual future WIOA allocations. Budgets submitted to support a proposal may reflect a line-item for profit or for a federally-approved indirect cost rate. The selected contractor(s) will be required to transition those youth, adults, and dislocated workers who are enrolled or in follow-up under WIOA Program services, as of September 30, 2016.

### **B. Estimated Allocations**

For purposes of this RFP, the allocation is based upon an estimate of available funds as of March 31, 2016. It is anticipated that the projected exact funding amount will become known on or about the time of the final contract negotiations. At the time of the RFP release, anticipated total amounts will be \$800,000 for adults, \$700,000 for dislocated workers, and \$900,000 for youth. Cumberland County and the CCWFDB reserve the right to adjust these anticipated allocations, as part of the contract negotiations process.

Respondent's proposed budgets must be within the amounts indicated above and must be reasonably based on proposed service level and service delivery plans. The amount awarded will be determined on a competitive basis, but not necessarily based on the lowest proposed cost. The leveraging of additional funds and services while not required, will enhance a proposal.

### **C. Eligible Applicants**

Proposals will be accepted from any private for-profit entity, private non-profit entity, government agency, or educational institution that can demonstrate the capacity to successfully provide the integrated WFS and WFD services identified in this RFP. Proposals from consortia, partnerships, or other combinations of organizations are encouraged, but one organization must be designated as the lead agency/ prime contractor. Service delivery cannot be subcontracted without prior written approval from Cumberland County.

### **D. Organization**

The Cumberland County Commissioners have been responsible for the federally-funded workforce development programs since 1974, and have had direct oversight of the WIOA workforce development programs in the "One-Stop" Career Center since the law was originally passed in July, 2014.

The Cumberland County Commissioners select the members of the Cumberland County Workforce Development Board (CCWFDB), and have also designated Cumberland County government as the Program and Fiscal Agent. Cumberland County government support staff will continue to provide internal controls and oversight of the One-Stop Career Center, which is known in North Carolina as NCWorks Career Center. Cumberland County, in collaboration with the CCWFDB, will competitively select a contractor to deliver program services to the participants and local employers from Cumberland County.

Offeror's Company Name: \_\_\_\_\_

#### **E. Workforce Investment Act Overview**

The federal Workforce Innovation and Opportunity Act of 2014 (WIOA), P.L. 113-128 was enacted by Congress in July, 2014. For more information, refer to <https://www.doleta.gov/WIOA/>.

The overall purpose of these programs is to provide employers with value-added employees and to provide jobseekers with job search assistance, assessment and counseling, and training in order to gain employment that allows them to be self-sufficient.

These services are provided in a One-Stop Career Center through a coordinated sequence consisting of:

1. Initial eligibility
2. Intake and assessment
3. Career Services
4. Training

## SECTION II – ADULT AND DISLOCATED WORKER PROGRAM SERVICES

### A. Integrated Services

The State of North Carolina has mandated that all services provided from the Division of Workforce Solutions and the Workforce Development staff be integrated to increase effectiveness and efficiency of operations. WIOA and Wagner-Peyser Services are both expected to be delivered in the integrated services model and all participants must be co-enrolled through the state's reporting system, NCWorks Online. All integrated services will be provided at the One-Stop Career Center (CC) located at 410/414 Ray Avenue, in Fayetteville, NC. All selected contractor staff, along with the remaining WFS and WFD Board Support staff, will be initially co-located at this site; however, if the CCWFDB or Cumberland County decide to relocate services at some future point, the contractor will be expected to support the move to a new facility. There will be no facility cost assessed to the contractor.

### B. Local CC Division of Work

Selected Contractor: Staff of the selected contractor will work closely with the DWS staff to integrate Wagner-Peyser and Workforce Investment Act services using a product-box (team-based) structure. The selected contractor is responsible for all WIOA services and deliverables. Additionally, the contractor staff will integrate their staff with DWS staff to provide the team-based, product-box services. The contractor will be responsible for providing their own supervisory staff, accounting and fiscal management staff, and support/operation staff in appropriate numbers to ensure that the contractor properly delivers integrated services. The contractor will report to the Career Center Manager who will provide functional oversight for contract compliance.

CCWFDB Support Staff: Cumberland County will retain administrative and fiscal management support responsibilities in direct support of the CCWFDB. Cumberland County will retain adequate WFD staff, including a Director of Workforce Development, to fulfill these Board support functions. The Career Center Manager will provide contract administration and functional oversight of the contractor to ensure that integrated services are provided at the appropriate level, or a higher level, than those services currently being provided. The staff will provide internal monitoring and conduct periodic internal control audits of the contractor services to ensure the contractor-provided services remain at or above the contract provisions/deliverables. Staff will also provide periodic internal control updates to Cumberland County and the CCWFDB. The contractor is expected to support the internal control measures and processes as it relates to services provided, numbers of clients served, and growth of program participation and other related items of interest to the CCWFD.

DWS Manager and associated staff: The local Director of Workforce Services will continue to formally report to the North Carolina Department of Commerce, Division of Workforce Solutions but will receive functional oversight from the CCWFDB Career Center Manager. The DWS Manager and staff will provide technical advice and assistance, as required, to the contractor. The Workforce Development Board Director will formally report to an Assistant County Manager for Cumberland County. The Career Center Manager and local DWS manager will conduct, analyze, and report on the status of integrated services following their internal audits of the processes, services, and deliverables of the contractor.

Career Center Manager: The primary duty of the Career Center Manager is to ensure the ongoing participation, support, collaboration, and consensus-building needed for success among the three primary groups working at the Center (DWS staff, WFD staff, and Contractor staff). Accordingly, the Career Center Manager will have functional supervision authority over the three primary groups, as necessary, to ensure ongoing growth of client enrollments and increases in numbers of services provided to those clients. This RFP is not soliciting for the Career Center Manager.

The purpose of this RFP is to receive proposals for the operational-level delivery of mandated integrated WIOA and Wagner-Peyser services, maintenance of client and service records, and proper updating of mandatory client information in the NCWorks on-line system including, but not limited to, reporting requirements as listed below:

1. Compliance with all Federal, State, and local Statutes, rules, guidelines and policies, including provisions of the Workforce Innovation and Opportunity Act Titles I (Adult, Dislocated Worker and Youth formula programs) and III (Wagner-Peyser Act employer services).
2. Compliance with eligibility certification requirements and maintenance of client records to achieve high

Offeror's Company Name: \_\_\_\_\_

success on internal and external monitoring visits, including monitoring visits from the NC Department of Commerce, Division of Workforce Solutions.

3. Compliance with CCWFDB and Cumberland County policies and procedures. Contractors may wish to consider interviewing and possibly hiring trained local current program staff that are already familiar with local policies, procedures and Federal, State, and local laws.

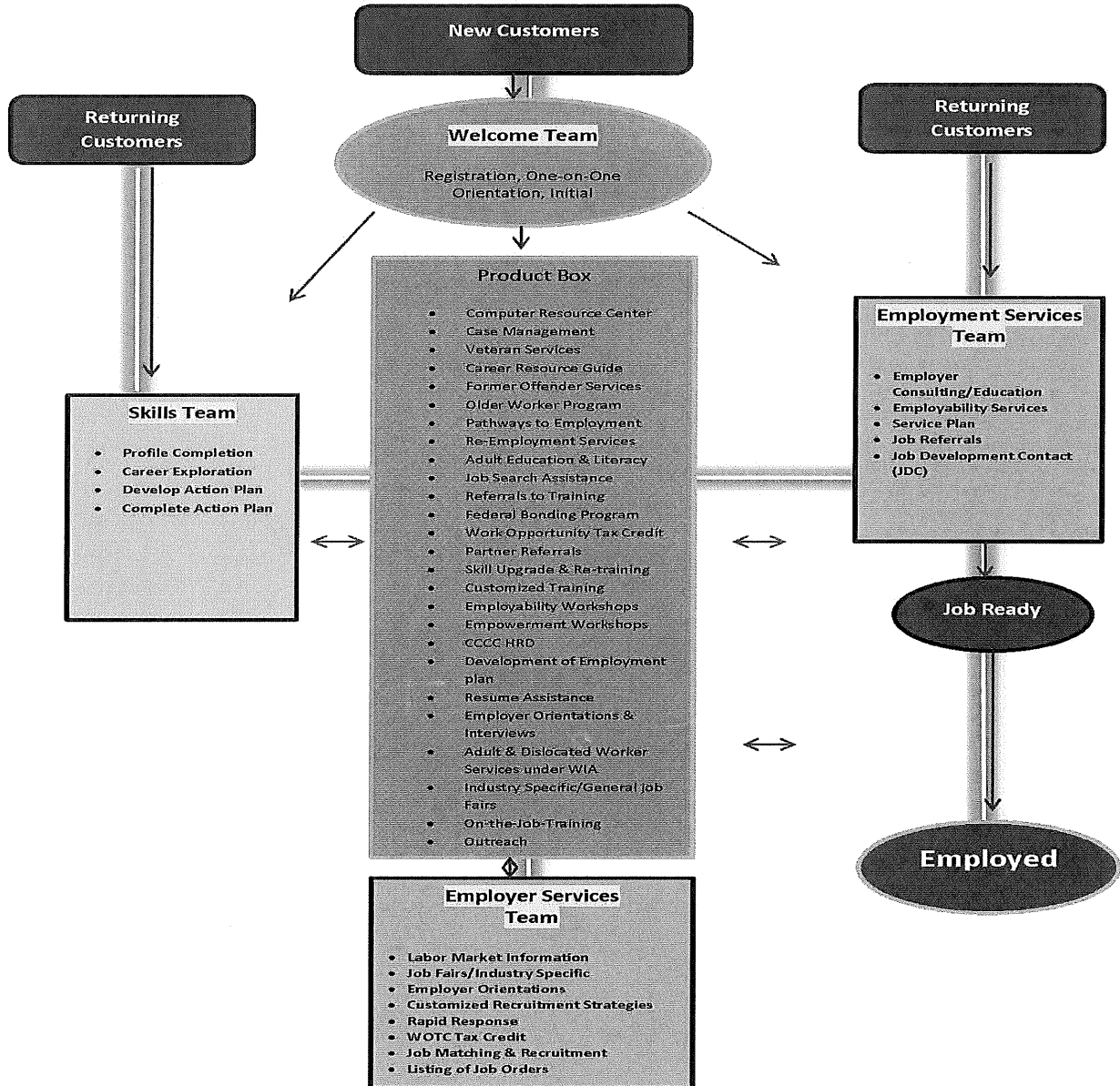
All provisions of the proposed contract deliverables and compliance expectations are further discussed in the remaining portions of this RFP.

### **C. Integrated Services Model/Approach**

All services will be provided in an integrated, coordinated approach with the Division of Workforce Services Office, co-located at Ray Avenue. All participants will be jointly served, and will be co-enrolled in WIOA and Wagner- Peyser. The following flow chart is designed to meet the expectations of the NC Department of Commerce for integrated services, with job placement of the participants remaining the overarching goal at every step. The contractor will be part of this team process, while ensuring ongoing compliance, with all the rules for WIOA eligibility (as well as Wagner-Peyser).



### Cumberland County Career Center Integrated Customer Flow Chart



#### D. Description of Teams and Jobs Shown in Previous Flowchart

**Welcome Team:** Due to Cumberland County's NCWorks Career Center's high customer volume including program participants and service support requirements from employers, we established Center Greeters who welcome each person and determine the customer's immediate/initial needs. First-time customers are assisted by members of the Welcome Team, providing initial assessments, and providing an orientation to the Center's many services. The Welcome Team also co-enrolls the individuals into Wagner-Peyser and WIOA Basic Services using the NCWorks Online System. The customer is then scheduled to meet with one of the other teams, depending on their individualized needs assessment.

**Employment Services Team (ET):** The ET places participants in jobs, provides resume assistance, including preparation, and other job search assistance necessary to place customers into jobs that are likely to provide a self-sufficient wage. This team also maintains job orders from employers with position vacancies.

**Skills Team (ST):** If it is determined that more assistance is required, the customer is referred to the ST,

who provides basic WIOA services including case management, assessments, interest inventories, and career exploration. As part of intensive services, an Individual Employability Plan (IEP) must be developed. The decision may be made at this point to enroll the customer in individualized training, either short-term or long-term, using a list of eligible training providers. All customers who have an IEP must receive follow-up services from the contractor's staff for at least one year following their program service completion date. If the participant is in training, under an Individual Training Account (ITA), contractor case managers must maintain ongoing contact, at least on a monthly basis until such time as that training is completed.

Employer Services Team (EST): The EST is focused on the needs of employers, including filling job orders, developing job orders, assisting in economic development, and offering subsidies to encourage current and future hiring, through Work Experience or On-The-Job Training (to be described later in the RFP).

## **E. (WIOA) Eligibility Criteria (Mandatory Compliance Required)**

The selected contractor and its staff must ensure eligibility, as follows:

### **1. Customers**

In coordination with the other Career Center partners, the selected contractor, as the program operator, must provide WIOA services to the following customers, as appropriate, and within funding/eligibility guidelines:

- The general public (the universal customer) seeking Basic Career Services
- Adults and Dislocated Workers (including displaced homemakers) who meet requirements for WIOA services
- Individuals seeking specialized services such as veterans, former offenders, high school dropouts, mature workers, people with limited English-speaking ability, people with disabilities, and other individuals with barriers to employment
- Exited WIOA participants for whom follow-up services are to be provided for one year.

### **2. Adult and Dislocated Worker Eligibility**

The following eligibility rules are relevant for all customers enrolled in WIOA Career and Training services:

#### Adult Eligibility

1. 18 years of age or older;
2. US citizen or eligible non-citizen; and
3. In compliance with Selective Service registration requirements

If the CCWFDB decides to operate under a Priority of Services for the Adult program, the following eligibility rules also apply.

The following target groups receive priority for Adult services: Low Income persons (refer to definitions that follow for low income), Public Assistance recipients, and Veterans. Under the federal Jobs for Veterans Act, priority of services also applies to eligible spouses of veterans.

Low income individuals are defined as:

- a. Receiving public assistance, i.e., Temporary Assistance to Needy Families (TANF) or Supplemental Security Income (SSI);
- b. Family income for the 6-month period prior to application, in relation to family size, that does not exceed the higher of the poverty level or 70% of the lower living standard guidelines;
- c. Member of a household receiving Food Stamps or eligible to receive Food Stamps within the 6-month period prior to application;
- d. Qualifies as a Homeless person;
- e. Qualifies as a Foster child;
- f. An individual with a disability whose own income does not exceed the poverty level or 70% of the lower living standard guidelines.

A Veteran is defined as:

- a. An individual who served active duty in the military, naval or air service, and who was discharged from such service under conditions other than dishonorable.
- b. Note: When the veterans' priority is applied in conjunction with another statutory priority such as recipients of public assistance with low income persons, "veterans and eligible spouses who are members of the Recovery Act priority group must receive the highest priority within that priority group."

Dislocated Worker Eligibility

1. 18 years of age or older;
2. US citizen or eligible non-citizen;
3. In compliance with Selective Service registration requirements;
4. Qualifies in one of the following categories (since January 1, 2009):
  - a. An individual who has been terminated or laid off from employment, or received a notice of termination or layoff, and is eligible for, or has exhausted unemployment compensation, and is unlikely to return to previous occupation.
  - b. An individual who has been terminated or laid off from employment, or received a notice of termination or layoff, and has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings.
  - c. An individual who has been terminated from employment as a result of permanent closure of a plant or facility.
  - d. An individual who is employed at a facility that has made a general announcement that the facility will close within 180 days.
  - e. An individual who is self-employed, but is unemployed as a result of general economic conditions or a natural disaster.
  - f. An individual who qualifies as a displaced homemaker.

Priority of Services under the Dislocated Worker Program - Priority of services under the Dislocated Worker Program applies to veterans and eligible spouses of veterans.

**F. WIOA Program Design Elements**

A contractor's proposed program will include the following design elements:

***Basic Services***

Basic career services are available to the general public and all individuals seeking services in the one-stop delivery system. Customers visiting the Career Center are dual enrolled in Wagner-Peyser and WIOA. Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include, but are not limited to:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including-
  - Job search and placement assistance, and, when needed by an individual, career counseling, including-
    - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and,
    - Provision of information on nontraditional employment (as defined in sec. 3(37) of

WIOA);

- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including-
  - Job vacancy listings in labor market areas;
  - Information on job skills necessary to obtain the vacant jobs listed; and,
  - Information relating to local occupations in demand and the earning, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers.
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to the individuals seeking assistance in filing a claim-
  - Meaningful assistance means providing assistance:
    - On-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or
    - By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time;
  - The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof these funding sources.

All customers are to receive basic career WIOA and Wagner-Peyser services, such as an initial assessment or job search and placement assistance, before proceeding to individualized career services.

The Contractor's proposed services to basic services customers will include the following:

**Orientation** for the One-Stop Career Center and its partner services will be available via video, printed materials, and the internet. The orientation will provide an overview of One-Stop Career Center services, processes, and policies/procedures.

**Registration** requires job seeker customers to complete an online registration. The online registration process will require job seekers to provide personal information such as name, address, date of birth, etc. The job seeker will also be asked a series of short questions regarding their employment history, education level, and other questions in order to obtain a high-level assessment of their individualized needs.

**An Online Profile** will assess skill levels, aptitudes, abilities, and the need for additional services. In some cases the Test for Adult Basic Education will be administered to determine if there are basic skill deficiencies.

**An Individual Employment Plan (IEP)** is used to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their employment goals.

**Computer Lab/Resource Room** providing self-service information to customers in selecting future careers, job searching efforts, job matching processes, job-placement, retention and advancement services.

Additional Basic Career Services that would enhance a proposal include, but are not limited to:

- Labor market information including job vacancy listings, job skill requirements for any information on employment trends and career options, available training, and employment laws.
- Information on resume writing, interview techniques, and completing an application.
- Information on One-Stop Career Center's partner services.
- Information on supportive services.
- Information regarding filing for Unemployment Compensation.
- Access to employability workshops, including workshops that develop "soft skills", such as effective oral communication, team-building and problem solving, and workshops on the use of technology for the job search.

### ***Individualized Career Services***

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. A contractor staff person or case manager is assigned to each qualified customer entering individualized career services that include, but are not limited to:

- Comprehensive and specialized assessments of the skill levels and service needs to adults and dislocated workers, which may include-
  - Diagnostic testing and use of other assessment tools; and
  - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service.

### ***Training Services***

Customers who are unable to obtain work through Individualized Career Services may continue into Training Services in order to improve their marketable skills. Training resources are limited by federal funding allocations to the state and local area. There is no sequence of service requirement for "career services" and training. One-stop center staff may determine training is appropriate regardless of whether the individual has received basic or individualized career services first. Available funding is a primary limitation for financial assistance. ITA's are generally provided for a period of two years or less. Customers should be encouraged to consider short term training to quickly return to the labor market. Customers seeking WIOA scholarships are expected to research training programs and training providers and job opportunities in their chosen career field in order to make informed choices about education and training. Training providers that are authorized for WIOA training funds must offer

Offeror's Company Name: \_\_\_\_\_

training programs that have been approved by the CCWFDB. Contractor Career Center staff will assist customers in exploring other funding options beyond the limited dollars available through WIOA. Additional training services may include:

- Occupational skills training, including training for nontraditional employment
- On-the-Job training
- Work Experience or transitional jobs
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ the individual upon successful completion of the training.

### ***Employer Services***

The business customer is one of the keys to the success of the Cumberland County Career Center, which operates under the concept of a "Center of Excellence". The list below provides a menu of services available to employers through a talent employment solution function that the contractor will need to provide, in addition to the basic and individualized career services described earlier. Business services may include, but are not limited to:

- Support in filling open positions
- Meeting facilities for conducting interviews
- Assistance with understanding why one or more existing positions are not being filled or where there is a high amount of turnover for these positions
- Training for existing employees
- Job postings
- Connection to business resources
- Recruitment and prescreening
- Pre-employment training
- Job profiling
- Labor market data
- Career fairs
- Interview days
- Networking
- Training seminars
- Industry roundtable meetings
- Referral to business services partners

### ***Employment Services***

Once a job seeker has been identified as "work ready", the contractor will provide employment services that include, but are not limited to:

- Career workshops
- Employment assistance
- Career assessment
- Resume support and development
- Job matching support
- On-the-job training
- Work experience/internships
- Network opportunities with business professionals and peers

Offeror's Company Name: \_\_\_\_\_

- Mock interviews
- Targeted referral of current job openings
- Volunteer opportunities

**WIOA Specific Requirements (Contractor compliance priorities)**

**Please refer to CCWFDB Policies (Attachment A) for further information.**

The selected contractor must ensure the following documentation and WIOA Application requirements are fulfilled by the participant before delivery of services:

a. Eligibility Documentation and WIOA Application Requirements:

Applicants must be certified as eligible adults or dislocated workers under WIOA eligibility guidelines. For core services, a limited amount of documentation is needed. However, for training services additional documentation is required. The contractor is responsible for determining, verifying, and certifying eligibility for each adult or dislocated worker applicant by obtaining acceptable records/documents to verify each required eligibility item. These verification documents must be maintained in hard-copy participant files and will be reviewed periodically by the Board Support staff and by the NC Department of Commerce during internal reviews and compliance monitoring visits. 100% verification of all applicable eligibility items is required. The selected contractor will use NCWorks as designated by the NC Department of Commerce, to complete a standardized application form and to certify eligibility. Only adults or dislocated workers who have been certified as eligible by proper completion of the required forms and whose documentation verifying eligibility has been obtained, in hard-copy, may be enrolled. As we move to a paperless system, all documents will be electronically scanned.

b. Initial/Entry Assessment

The selected contractor's staff is expected to conduct an initial high-level assessment during the registration process. The assessment should determine the educational and employment background, current skill levels, and service needs of each adult and dislocated worker at the time of enrollment into WIOA activities. The assessment should be carefully planned and administered to collect specific, relevant information leading to an appropriate mix and sequence of services and interventions. The selected contractor will use only assessment tools that are valid for adults. Initial assessment may include: basic skills, work readiness skills, occupational skills, barriers to employment, career interests and aptitudes, financial resources and needs, and supportive service needs. This information should be acquired through various means, including, but not limited to, standardized tests, structured interviews, inventories, and/or career guidance instruments. The CCWFDB recommends that the selected contractor continue use of the Test of Adult Basic Education (TABE) for basic skills testing, and the CareerScope Assessment and Reporting System or the Career Key assessment for assessing career interests and aptitudes. The proposer may recommend other tools for assessments.

Assessment instruments, especially on-line tools must be adequately researched by the Contractor's staff, and approved by the CCWFDB Support Staff, prior to use to determine that they are objective, conform to widely accepted standards for validity and reliability, and are appropriate for the testing of adults.

c. Individual Employment Plan (IEP)

Each adult and dislocated worker enrolled into WIOA services will have a written, individualized plan of services based on entry assessment information, career goals, and supportive service needs. The IEP is designed to be a plan of services leading to unsubsidized, gainful employment for the customer. The CCWFDB will provide the contractor with an IEP form for recording relevant personal information, as well as historical and current circumstances in a standardized format. Additional information regularly included in an IEP include the client's goals and timeframes for entering and completing classroom training, work experience or OJT, identifying supportive service needs, addressing assistance required with job seeking skills such as resume preparation and interviewing

practice, and a job search assistance plan which will maximize chances for unsubsidized employment.

d. Case Management

The selected contractor will provide case management services to adults and dislocated workers to support and assist them in completing WIOA-funded activities and in attaining meaningful outcomes. Contractor staff is expected to work closely with each customer to provide professional support and guidance, address individual needs and barriers, resolve problems, and assist the client in reaching agreed upon goals reflected in the IEP. The IEP will be reviewed periodically to arrange for needed support services, address changes if necessary, and document progress throughout participation. Regular personal contact between contractor staff and the WIOA customer is expected. Based on the case management relationship, the customer should be aware that he/she has support and accountability while achieving his/her workforce development goals.

All selected contractor staff is expected to be informed of, and adhere to, professional standards of client confidentiality. Contractor staff with access to or control over WIOA customer records or other confidential information is expected to safeguard such information. No staff member, volunteer, or other person associated with the contractor shall release or disclose information concerning an adult or dislocated worker without securing a signed release of information authorization. This includes information sharing that is verbal, written or electronic. Exchange of information is generally to be used for eligibility verification, coordination of services and activities, tracking progress and participation, securing additional services, and for post-training follow-up purposes.

e. Information and Referrals to other Service Providers

The contractor will ensure that adults and dislocated workers are provided information about services and opportunities available from local agencies, including the Career Center partners, and other appropriate community-based organizations that provide workforce development, social services, and/or education and training opportunities in the community. Records of these referrals and the outcome of the referral must be recorded in case management records.

f. Job Search and Job Readiness

Upon completion of training or work-related services, the contractor will continue to work closely with the customer as they go through their job search effort. Some customers may need assistance with resume preparation, interviewing skills, researching the local job market, Internet job search tactics, etc. Job Search and Job Readiness services may be one-on-one or include group activities such as workshops, job clubs, and staff assisted computer labs. Some WIOA customers may successfully obtain employment during training via the employment contacts at job locations. Whether the training continues or if a participant locates employment, the contractor's staff is required to document appropriate data in NCWorks.

g. WIOA Data Validation and Record Keeping

The US Department of Labor has issued a data validation policy that establishes record keeping requirements to ensure the accuracy and integrity of information collected and reported on WIOA activities and program outcomes. The federal policy mandates that States "demonstrate the validity of reported data," and conduct data validation annually. North Carolina sets statewide policy for data validation, and CCWFDB develops guidelines and instructions for participant records/files that include required file content and structure, data validation labeling requirements, and file maintenance. The CCWFDB Support Staff will provide initial training and technical assistance on data validation to the selected contractor. It is expected that the contractor will provide subsequent training to their new staff, as the contractor's staff changes over time.

***Specialized Services for WIOA Adults and Dislocated Workers***

Training

Eligible adults and dislocated workers who will benefit from occupational skills training programs or



courses of study and who possess the requisite skills and abilities to successfully complete the program, may be enrolled in a WIOA-funded program at a community college or other approved eligible training provider. WIOA funding will cover classroom training costs for registration, tuition, textbooks, instructional materials, required fees, and required supplies. Occupational skills training funded under WIOA must be directly linked to employment opportunities in the local area or the region. The selected contractor must maintain appropriate records to show compliance with these eligibility requirements.

#### Adult Work Experience/Transitional Jobs

Work experience, or transitional job, is a planned, paid or unpaid, structured learning experience that takes place in a workplace for a limited period of time. A work experience may be in the private for profit, non-profit, or public sector. Work experience services are designed to promote the development of soft skills, good work habits, and basic work skills for individuals that have never worked, those who have very limited work history, and individuals who have been out of the labor force for an extended period of time. As part of their IEP, work experience can be a benefit in acquiring personal attributes, knowledge, and skills needed to retain a job and/or advance in employment. Participation in a WIOA-subsidized work experience must be based on the initial/entry assessment of the customer's work history, job skills, financial needs, supportive service needs, employment goals, and other factors affecting the likelihood of success.

A subsidized work experience must be for a reasonable length of time, generally up to three months in duration, based on the customer's need and the worksite demands. The contractor will serve as the "employer of record" for work experience activities, and will be responsible for required employment records and for payroll processing for clients enrolled in the program. Fair labor standards apply in any work experience where an employee/employer relationship, as defined in the Fair Labor Standards Act, exists. Health and safety standards under Federal and State law otherwise applicable to working conditions of employees are equally applicable to working conditions of WIOA participants engaged in work experience. Workers' compensation insurance coverage must be secured by the contractor for WIOA customers engaged in subsidized work experience. A written work experience agreement between the contractor and the worksite employer must be executed for each subsidized work experience.

In some cases, it may be appropriate to provide an adult customer with a combination of classroom training and subsidized work experience in order to enhance their skills and make them more competitive.

#### On-the-Job Training (OJT)

On-the-Job Training is designed to provide occupational/professional skills and job-specific knowledge that is essential to the full and adequate performance of a job. A regular (not temporary) job opening must exist where the OJT customer can be retained in a full-time unsubsidized job upon successful completion of the subsidized training. OJT is limited in duration, based on the occupation for which the WIOA customer is being trained, the content of the OJT training, and taking into account the skills gap of the customer. Trainees in this program must be certified as both WIOA-eligible and OJT-eligible prior to the final hire decision by an employer.

Training content for the OJT period must go beyond general orientation content that may be given to all employees to include job-specific learning objectives and skills training. The CCWFDB has a policy (see attachment A) that gives more specific details as it relates to OJT eligibility.

#### Supportive Services

WIOA funds may be used to provide WIOA-enrolled Adults and Dislocated workers with needed supportive services if the following conditions apply:

- a) the WIOA customer is unable to obtain supportive services through other programs
- b) Supportive services are necessary to enable the individual to participate in WIOA training or work activities.

The contractor is responsible for ensuring that transportation and childcare supportive services are paid

only for the actual days of participation in a WIOA activity. The use of a timesheet or other attendance record is required to document attendance and authorize supportive service payments.

**G. Performance and Case Management Tracking** - NCWorks Online ([www.ncworks.gov](http://www.ncworks.gov)) is the system that must be used for client tracking. The contractor will be required to record and track all client activities and program services in this electronic tracking system and maintain back-up hard-copy documents in client files. Reports generated from NCWorks Online will be utilized to determine program performance by the contractor. Therefore, knowledge of this system, along with accuracy of data input, and timely data entry is critical. System training will be initially provided to contractor staff by the CCWFDB Support staff, but it is the contractor's responsibility to ensure on-going staff expertise via training to any additional hires after the initial training is provided.

**H. Performance Measures** - As a federally funded Title I program, the Workforce Investment Boards across North Carolina are each responsible for meeting performance measures. The Contractor will be responsible for meeting metrics outlined in "Program Metrics". The selected contractor will maintain currency and accuracy of data released to the public using the current CCWFDB website.

**I. Performance Process and Review Criteria**

**a. Proposal Overview and Evaluation Process for Adult and Dislocated Worker Programs**

**Phase I:** Each proposal will initially be evaluated for acceptability, with an emphasis placed on completeness and responsiveness to requisite program criteria identified earlier in the RFP. The following minimum criteria will be used to determine which proposals will continue on to Phase II:

- All required services for the program for which they are bidding are addressed;
- All requested information and documentation is included in the application package; and
- The proposal is submitted in accordance with the RFP.

**Phase II:** Proposals that have met the minimum criteria, as stated above, will then be reviewed and ranked by a review team of CCWDB members and staff.

Proposals will be ranked based on evaluation criteria outlined in the next section. These rankings will be used as a guide for discussion and determination of recommendations to the Cumberland County and the full Cumberland County Workforce Development Board.

**b. Proposal Evaluation Criteria**

The RFP Committee will evaluate each Phase II proposal based on the following criteria:

- |   |                            |
|---|----------------------------|
| 1. Customer Flow, Staffing, Statement of Work, and Program Design | 40% of Evaluation Criteria |
| 2. Organizational Experience, Past Performance, References        | 25% of Evaluation Criteria |
| 3. Transition and Staff Training Plan                             | 10% of Evaluation Criteria |
| 4. Program Cost/Budget Proposal                                   | 15% of Evaluation Criteria |
| 5. Program Metrics (to include projected performance)             | 10% of Evaluation Criteria |

**1. Customer Flow, Staffing, Statement of Work, and Program Design** (*Maximum of 20 pages*)

Based on the WIOA description of Basic, Career, and Training Services, and the Integrated Services Model that North Carolina has adopted, the contractor's proposed Customer Flow will be:

- A. Welcome, determination of need, and Wagner-Peyser Registration are required.
- B. Required Job Search assistance.
- C. If it is determined at Job Search that more intensive services are required, group orientation will take place. Talent Assessment will take place **after initial WIOA eligibility is determined**. Basic documentation consists of proof of birth, residence, and citizenship, and selective service registration for males.
- D. If Talent Assessment determines that training, work experience, or OJT is needed, then an Individual Employment Plan (IEP) is required. After completing the IEP, **then full Eligibility is required, including documentation of income, or determination if the individual fits the definition of Dislocated Worker**.
- E. Follow-up Services are required for everyone who completes an IEP.
- F. Business Services will be available to any employer. This will include outreach and promotion of the full array of WIOA and Wagner-Peyser Services.

Please describe in detail the overall program design and its individual components that will meet the above criteria. Please describe each component for staffing and customer flow using the above information to create your proposed design template. Each component will be reviewed and graded.

In the Statement of Work, please include any additional program innovation, such as Soft-Skills training, resume workshops, mock interviews, and short-term training that may occur in the Career Center. Please describe the IEP process, and attach an example of a proposed IEP that could be considered in lieu of the in-house IEP currently being used. Also describe the use of any additional assessment tools.

**Training Costs: At least 35% of total costs in the proposed budget must be spent on participant training as defined by the Division of Workforce Solutions.**

**Resource materials** relating to the Workforce Innovation and Opportunity Act programs which may aid in preparing proposals are available online at the following sites.

- For U.S. DOL Employment and Training - Employment Guidance Letters: <http://wdr.doleta.gov/directives/>
- For NCWorks: <https://www.ncworks.gov/vosnet/Default.aspx>
- Refer to attachment A for CCWDB's Local Policies

**2. Organizational Experience, Past Performance, References** *(Maximum 7 pages not including reference pages)*

- A. Organizational Stability. Describe your organization's fiscal/accounting systems including the ability to pay participants of the program. Describe your organization's Human Resources systems ensuring compliance with federal, state and local employment laws. Describe your organization's system for tracking participants and reporting outcomes.
- B. Describe your agency's vision, mission, staffing and service expertise, services currently provided, current customer base, funding sources, and funding stability. Describe how this proposal relates to your organization's goals and to the purpose of WIOA funded programs. Describe your organization's methodology for delivering integrated services in a model and customer flow similar to that provided earlier in the RFP.
- C. Describe your organization's experience and outcomes in operating WIOA programs and/or related programs that assist jobseekers in finding jobs and/or employers in gaining value-added employees and corresponding maintenance of a website for public disclosure of those services and marketing techniques used to attract new clients eligible for services. If you have experience in delivering Integrated Services, please describe.
- D. Staff Experience and Qualifications. Describe your organization's and staff's experience related to workforce development program design, delivery, and program management. List the staff positions and the qualifications including a two-year work history. Describe the organization's performance management and capacity to carry out your proposed program design for integrated services. Include the number of people that would work as part of your proposed program/service delivery and the skill sets of each (counselor, case manager, eligibility specialist, etc.). If your company plans to recruit and possibly interview current WFD Center employees to be considered as part of your future service delivery, please include the titles and anticipated numbers of additional staff likely to be contacted.
- E. Describe your organization's experience in managing federally subsidized programs, including knowledge and experience with federal funding sources and performance measures. If you have no experience with federal subsidized funding, describe your experience managing workforce development programs from other funding sources. Demonstrate how you previously partnered with other organizations to achieve your necessary outcomes.
- F. Please provide no less than **three and no more than five references** for organizations that have contracted with you or used your services involving projects of a similar scope and nature as identified in this RFP. Include the following information for each reference: company name, point of contact name, company address, company email address, company phone number, point of contact phone number, years of comparable service provided to the reference, and title of program or services provided for stated reference.

**3. Transition and Staff Training Plan** *(Maximum of 7 pages)*

Describe your transition plan for beginning services no later than August 1, 2016, and the process for transferring current participants to your program. Describe plans for initial training of your staff and ongoing training of staff following such initial training.

**4. Program Cost/Budget Proposal Budget Summary**

- Please use up to \$800,000 as an estimate for Adult Programs
- Please use up to \$700,000 as an estimate for Dislocated Worker Programs
- Please complete two Budget Summaries, one for Adult and one for Dislocated Workers

Offeror's Company Name: \_\_\_\_\_

**Budget Detail Form**

BUDGET DETAIL CATEGORY	ADULT WORKERS	DISLOCATED WORKERS	TOTAL
Personnel Expenses	\$	\$	\$
Operating Expenses	\$	\$	\$
<b>Total Personnel and Operating Expenses</b>	\$	\$	\$
Participant Wages	\$	\$	\$
Fringe Benefits	\$	\$	\$
Transportation	\$	\$	\$
Stipends	\$	\$	\$
Incentives	\$	\$	\$
Follow-up Services	\$	\$	\$
<b>Total Participant Expenses</b>	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$

**Budget Narrative** (*Maximum of 5 pages*)

Funds awarded under this RFP will be made available to a selected contractor under a fixed rate contract. The initial contract term is eleven months beginning August 1, 2016 and ending June 30, 2017. An option for a one-year extension, if approved, may be executed contingent upon funding availability and contractor performance. A third-year option will also be included.

Please use this section to describe:

1. Other costs listed in the Budget Detail Form
2. Justification of the percent of total funds spent on participant expenses
3. Budget assumptions
4. Sources of leveraged funds, if any
5. Unique expenditures
6. In-kind resources
7. Detail for Participant Expenses should include an explanation of instructional costs, work experience, OJT, and description of participant support for transportation, fees for testing and certifications, etc.
8. Since Sub-contracts must be approved in writing in advance, please detail contracting costs for items like third-party payroll expenses, leasing of transportation, etc.
9. Other budget information you would like the evaluation committee to consider

Respondent's proposed budgets must be within the amounts indicated above and must be reasonable based on proposed service level and service delivery plans. The amount awarded will be determined on a competitive basis, but not necessarily based on the lowest proposed cost. The leveraging of additional funds, while not required, will enhance a proposal.

**Subsequent revisions and negotiations of final contract budgets may be required due to funding award decisions.**

**5. Program Metrics** (*Maximum of 5 pages*)

The following measure must be attained as part of the Cost Reimbursement Contract:

- Placement – at least 50% of all those who complete an IEP will achieve job placement success
- Job Retention – 70% after six months are still employed
- Completion of Classroom Training – 80% of participants will complete training and be awarded certificates for attendance
- If applicable, please include performance metrics in other WIA/WIOA programs for the past three years

### SECTION III – WIOA YOUTH PROGRAM SERVICES

#### A. Youth Standing Committee

Section 107 (b)(4)(A)(ii) of WIOA permits, and the Department of Labor encourages, Local Boards to establish "a standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth." The duties of the youth council as outlined by WIOA include, but aren't limited to:

- Recommending to the CCWDB eligible providers of youth activities to be awarded grants or contracts on a competitive basis
- Conducting oversight with respect to the eligible providers of youth activities in the local area
- Coordinating youth activities
- Any other duties determined to be appropriate by the chairperson of the local workforce board

#### B. WIOA Youth Service Delivery

Currently Youth Services are administered out of the Cumberland County NCWorks Career Center. If the contractor chooses to stay in the Career Center the budget does not have to include occupancy costs. If the contractor chooses to provide services from alternate locations, occupancy costs must be included in the budget proposal.

#### C. WIOA Eligibility Criteria

To be eligible to receive WIOA youth services an individual must:

- Be a citizen or noncitizen authorized to work in the United States;
- Meet military Selective Service registration requirements (males only); and
- Be an In-School Youth (ISY) or an Out-of-School Youth (OSY).

##### In School Youth

An **in school youth** is an individual who is:

- Not younger than 14 and not older than 21 years;
- Attending school;
- Low-income, or lives in a high poverty area; **and**
- One or more of the following:
  - Basic skills deficient;
  - An English language learner;
  - An offender;
  - A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under 477 of the Social Security Act (42 USC 677), or in an out-of-home placement;
  - Pregnant or parenting;
  - Individuals with disabilities; or
  - Requires additional assistance to enter or complete an education program or to secure or hold employment.

### **Out-of-School Youth**

An **out-of-school youth** is an individual who is:

- Not younger than 16 and not older than 24 years;
- Not attending school; **and**
- One or more of the following:
  - A school dropout, (a youth attending an alternative school at the time of enrollment is not considered to be a dropout);
  - Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year's calendar quarter;
  - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either:
    - Basic skills deficient; or
    - An English language learner;
  - Subject to the juvenile or adult justice system;
  - A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under 477 of the Social Security Act (42 USC 677), or in an out-of-home placement;
  - Pregnant or parenting;
  - Individuals with disabilities; or
  - A low-income individual who require additional assistance to enter or complete an educational program or to obtain or retain employment.

### **School**

For the purpose of determining ISY or OSY eligibility, a youth is attending school if the youth is enrolled in a school that leads to the attainment of a state-recognized credential, including a:

- Public or private school;
- Charter school; or
- Home school; or
- Alternative school; or
- Public or private colleges and universities; or
- Other credential or degree skills training programs.

The following programs are not considered to be schools under WIOA:

- Adult education provided under Title II;
- Youth Build programs;
- Job Corps programs.

## **D. WIOA Youth Program Design Elements**

**Coordinate and collaborate to ensure that youth have access to the required 14 WIOA elements.**

Programs must specify which of the 14 WIOA elements will be addressed:

- i. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma, or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- ii. Alternate secondary school services, or dropout recovery services, as appropriate;
- iii. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:



- Summer employment opportunities and other employment opportunities available throughout the school year;
- Pre-apprenticeship programs—a program or set of strategies designed to prepare individuals to enter and succeed in a registered apprenticeship program and has a documented partnership with at least one, if not more, registered apprenticeship programs;
- Internships and job shadowing;
- OJT opportunities, as defined in WIOA §3(44)
- iv. Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the workforce area involved, if the Board determines that the programs meet the quality criteria described in WIOA §123;
- v. Education offered concurrently with and in the same context as workforce preparations activities and training for a specific occupation or occupational cluster- Training that integrates adult and literacy activities (programs, activities, and services such as English language services to achieve competence in reading, writing, speaking, and comprehension) with workforce preparation activities, basic academic skills, and hands-on occupational skills to be taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway;
- vi. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- vii. Supportive services, as defined in WIOA §3(59), which enable an individual to participate in WIOA activities.
- viii. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
- ix. Follow-up services for not fewer than 12 months after the completion of participation. Follow-up is required and should be documented in NCWorks Online by entering data in the quarterly follow-up boxes and case notes. If services are provided during the follow-up quarters, an “F” service/activity should be entered in NCWorks Online;
- x. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, and referrals to counseling, as appropriate to the needs of the individual youth;
- xi. Financial literacy education- Activities that assist with improving financial literacy and/or personal budgeting skills;
- xii. Entrepreneurial skills training- Training that provides the basics of starting and operating a small business;
- xiii. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services;
- xiv. Activities that help youth prepare for and transition to postsecondary education and training- Activities that may include information about time managements, practice interviews, independent living, and how to prepare for post-secondary education (applications, financial aid, scholarships), and legal responsibilities after the age of 18.

**E. Partner with school districts (In-School Youth only)** by articulating and providing evidence of how school districts will be leveraged as an integral resource to ensure youth are graduating high school on time, receiving a wealth of career exploration resources and experiences, and are successfully placed in sustainable employment/post-secondary education.

**F. Performance and Case Management Tracking** NCWorks Online ([www.ncworks.gov](http://www.ncworks.gov)) is the system that will be used for client tracking. All successful bidders will be required to record and track all client activities and program services. Reports generated from NCWorks Online will be utilized to determine program performance by the service provider. Therefore, knowledge of the system, accuracy, and timely entry of information is critical. System training will be facilitated by the current Career Center staff, but it is the

contractor's responsibility to ensure on-going staff training, expertise, and cooperation.

**G. Performance Measures** - As a federally funded program, the Workforce Investment Boards of North Carolina are each responsible for meeting certain performance measures in order to continue receiving funds for the WIOA program in North Carolina. The Youth Performance Measures are as follows:

1. **Placement in Employment or Education** – The percentage of program participants who are in employment, the military, post-secondary education, and/or advanced training/occupational training in the second and fourth quarters after exiting WIOA.
2. **Median Earnings** – Measures median earnings in the second quarter after exit from the program.  
**Credential Rate** – Measures post-secondary credential attainment and high school completion during participation in the program or within one year after exit.
3. **In-Program Skills Gain** – Measures the percentage of participants who are in education or training programs that lead to a recognized post-secondary credential or employment and who are achieving measurable skills gains during a program year.

## **H. Performance Process and Review Criteria**

### **a. Proposal Overview and Evaluation Process for Youth Programs**

**Phase I:** Each proposal will initially be evaluated for acceptability, with an emphasis placed on completeness and responsiveness to requisite program criteria identified earlier in the RFP. The following minimum criteria will be used to determine which proposals will continue on to Phase II:

- All required services for the program for which they are bidding are addressed;
- All requested information and documentation is included in the application package; and
- The proposal is submitted in accordance with the RFP.

**Phase II:** Proposals that have met the minimum criteria, as stated above, will then be reviewed and ranked by a review team of CCWDB members and staff.

Proposals will be ranked based on evaluation criteria outlined in the next section. These rankings will be used as a guide for discussion and determination of recommendations to the Cumberland County and the full Cumberland County Workforce Development Board.

### **b. Proposal Evaluation Criteria**

The RFP Committee will evaluate each Phase II proposal based on the following criteria:

- |   |                            |
|---|----------------------------|
| 1. Customer Flow, Staffing, Statement of Work, and Program Design (Addressing fully how the company will deliver all required WIOA services addressed in Section III, Part D) | 40% of Evaluation Criteria |
| 2. Organizational Experience, Past Performance, References  | 25% of Evaluation Criteria |
| 3. Transition and Staff Training Plan   | 10% of Evaluation Criteria |
| 4. Program Cost/Budget Proposal   | 15% of Evaluation Criteria |
| 5. Program Metrics (to include projected performance)   | 10% of Evaluation Criteria |

**1. Customer Flow, Staffing, Statement of Work, and Program Design** (Maximum of 20 pages)

- A. Describe your programs service methodology and program design.
- B. Describe strategies and techniques to recruit Out-of-School youth, and In-School Youth.
- C. Describe the experiences youth will have in your program and proven past success with your delivery model. Be specific in describing how many staff people the youth will see, when and how the youth will be referred for other services, and the length of the program before the youth attains a job or postsecondary education.
- D. Describe how the program will address each of the program elements that you propose to serve.
- E. How will the development of individual service strategies for every participant be carried out to ensure that all youth are receiving the services needed? Additionally, how will the program identify the needs of the at-risk populations being served and assist participants in overcoming barriers through the use of an individual service strategy?
- F. Describe how the proposed program provides In-School Youth with ongoing support and encouragement toward the attainment of a degree or certificate, or how the proposed program assists Out-of-School Youth through classroom instruction in the obtainment of a degree or certificate?
- G. Describe how you will develop a plan to deliver academic assistance to raise the skill level of youth who are identified as basic skills deficient, (Out-of-school youth programs only)
- H. Describe how the program is designed to serve at risk populations including: high school dropouts, adjudicated youth, youth in foster-care, and youth with disabilities.
- I. Describe how your organization has or may potentially leverage funding with strategic management of resources for any program administered within your organization.

**2. Organizational Experience, Past Performance, References** (Maximum 7 pages, not including reference pages)

- A. Describe your agency's vision, mission, staffing and service expertise, services provided current customer base, funding sources, and funding stability. Describe how this proposal relates to your organization's goals and to the purpose of WIOA funded programs.
- B. Describe your organization's experience and outcomes for serving youth who are economically disadvantaged and have little or no work experience. If you don't have experience serving these types of youth, describe your proposed service delivery plan and projected outcomes.
- C. Describe your organization's and staff's experience related to workforce development program design, delivery, program management, financial management (including use of acceptable accounting practices and controls), performance management and capacity to carry out your proposed program design. Include the number of people that would work on your proposed program and the skill sets of each (counselor, case manager, career interest coach, etc.).
- D. Describe your organization's experience in managing WIOA-funded/government programs, including knowledge and experience with federal funding sources, and local performance measures. If you have no experience with WIOA funding, describe your experience managing youth workforce development programs. Demonstrate how you partnered with other organizations to achieve your necessary outcomes.
- E. Describe other programs that your organization has run that serve youth, ages 16 – 24.
- F. Please provide no less than **three** and no more than **five references** for organizations that have contracted with you or used your services involving projects of a similar scope and nature as identified in this RFP.

**Offeror's Company Name:** \_\_\_\_\_

Include the following information for each reference: company name, point of contact name, company address, company email address, company phone number, point of contact phone number, years of comparable service provided to the reference, and title of program or services provided for stated reference.

### 3. Transition and Staff Training Plan *(Maximum of 7 pages)*

Describe your transition plan for beginning services no later than August 1, 2016, and the process for transferring current participants to your program. Describe plans for initial training of your staff and ongoing training of staff following such initial training.

### 4. Program Cost/Budget Proposal

*Please summarize your total budget for all areas for which you are proposing in Section 1. Please complete a separate budget detail form for each area you are proposing to serve in Section 2.*

#### Section 1: Budget Summary

Final budget negotiations will occur after the potential contractor is selected.

- Please use up to \$900,000 as an estimate for August 1, 2016 – June 30, 2017.
- At least 75 % of the funds must be directed toward Out-of-School Youth
- Summarize total WIOA funds requested from Section 2 below.

Summarize total non-WIOA funds from Section 2 below. State the sources and specific purpose of the funds in Section 3 – Budget Narrative. Please use real dollars, not in-kind services.

	In-School Youth	Out-of-School Youth	Total
WIOA			
Non-WIOA (other leveraged funds)			
Total			
TOTAL WIOA			
TOTAL Non-WIOA			
GRAND TOTAL			

Offeror's Company Name: \_\_\_\_\_

**Section 2 – Budget Detail Form** – Please complete one budget detail form for each population of youth (ISY/OSY) you are proposing to serve.

<input type="checkbox"/> Out of School Youth			Total
<input type="checkbox"/> In-School Youth			
Personnel Expenses	\$	\$	\$
Operating Expenses	\$	\$	\$
Total Personnel and Operating Expenses	\$	\$	\$
Participant Wages	\$	\$	\$
Fringe Benefits	\$	\$	\$
Transportation	\$	\$	\$
Stipends	\$	\$	\$
Incentives	\$	\$	\$
Follow-up Services	\$	\$	\$
Total Participant Expenses	\$	\$	\$
Total Cost for Lease of Property/Office Space	\$	\$	\$
Other- please describe	\$	\$	\$
TOTAL	\$	\$	\$

**Section 3: Budget Narrative-** Please use this section to describe your budget assumptions, sources of leveraged funds, unique expenditures, or other budget information you would like the evaluation committee to know. (1 page maximum)

This section should describe:

1. Other costs listed in the Budget Detail Form
2. Justification of the percent of total funds spent on participant expenses
3. Budget assumptions
4. Sources of leveraged funds, if any
5. Unique expenditures
6. In-kind resources

**5. Program Metrics**

The WIOA Youth Program is transitioning from a strong focus on Summer Youth Work Experience to a year-round program that will emphasize education, work-based learning, employment, and work experience. These proposed metrics will be subject to final contract negotiation. The performance goals are minimum expectations.

**Offeror's Company Name:** \_\_\_\_\_

Total number of participants:

200 new enrollments  
100 in follow-up status

Out-of-school youth served: 240

In-school youth served: 60

Placement in work experience or work-based learning: 100

Placement in unsubsidized employment: 100

Placement in education or skills attainment: 100

Median earnings for one quarter: \$2800

In-Program skills gain: 60% will show at least one grade improvement as measured by the TABE

Offeror's Company Name: \_\_\_\_\_

#### SECTION IV – TERMS AND CONDITIONS

**Prohibited Communications:** FROM THE ISSUANCE DATE OF THIS RFP THROUGH THE DATE THE CONTRACT IS AWARDED, EACH OFFEROR (INCLUDING ITS SUBCONTRACTORS AND/OR SUPPLIERS) IS PROHIBITED FROM HAVING ANY COMMUNICATIONS WITH ANY PERSON INSIDE OR OUTSIDE THE USING AGENCY, ISSUING AGENCY, OTHER GOVERNMENT AGENCY OFFICE, OR BODY (INCLUDING THE PURCHASER NAMED ABOVE, DEPARTMENT SECRETARY, AGENCY HEAD, MEMBERS OF THE GENERAL ASSEMBLY AND/OR GOVERNOR'S OFFICE), OR PRIVATE ENTITY, AND THE COMMUNICATION DISCUSSES THE CONTENT OF OFFEROR'S PROPOSAL OR QUALIFICATIONS, THE CONTENTS OF ANOTHER OFFEROR'S PROPOSAL, ANOTHER OFFEROR'S QUALIFICATIONS OR ABILITY TO PERFORM THE CONTRACT, AND/OR THE TRANSMITTAL OF ANY OTHER COMMUNICATION OF INFORMATION THAT HAS THE EFFECT OF DIRECTLY OR INDIRECTLY INFLUENCING THE EVALUATION OF PROPOSALS AND/OR THE AWARD OF THE CONTRACT. OFFERORS NOT IN COMPLIANCE WITH THIS PROVISION SHALL BE DISQUALIFIED FROM CONTRACT AWARD, UNLESS IT IS DETERMINED THAT THE BEST INTEREST OF CUMBERLAND COUNTY GOVERNMENT WOULD NOT BE SERVED BY THE DISQUALIFICATION. AN OFFEROR'S PROPOSAL MAY BE DISQUALIFIED IF IT'S SUBCONTRACTOR AND SUPPLIER ENGAGE IN ANY OF THE FOREGOING COMMUNICATIONS DURING THE TIME THAT THE PROCUREMENT IS ACTIVE (I.E., THE ISSUANCE DATE OF THE PROCUREMENT TO THE DATE OF CONTRACT AWARD). ONLY THE DISCUSSIONS, COMMUNICATIONS OR TRANSMITTALS OF INFORMATION AUTHORIZED BY THE ISSUING AGENCY IN THIS RFP OR GENERAL INQUIRIES TO THE PURCHASER REGARDING THE STATUS OF THE CONTRACT AWARD ARE EXEMPT FROM THIS PROVISION.

## SECTION V - THE PROCUREMENT PROCESS

The following is a general description of the process by which a firm will be selected to provide services.

1. Request for Proposals (RFP) is issued to prospective contractors.
2. There will be a Bidders' Conference that can be attended in person or by telephone. Participation is not required.
3. A summary of the discussion will be issued on the website.
4. A deadline for written questions is set. (See the cover sheet of this RFP for details.)
5. Proposals in one original and **two** copies will be received from each offeror in a sealed envelope or package. Each original shall be signed and dated by an official authorized to bind the firm. Unsigned proposals will not be considered.
6. All proposals must be received by the issuing agency not later than the date and time specified on the cover sheet of this RFP.
7. At that date and time the package containing the proposals from each responding firm will be opened publicly and the name of the offeror and cost(s) offered will be announced. Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of an offeror's pricing position.
8. At their option, the evaluators may request oral presentations or discussion with any or all offerors for the purpose of clarification or to amplify the materials presented in any part of the proposal. However, offerors are cautioned that the evaluators are not required to request clarification; therefore, all proposals should be complete and reflect the most favorable terms available from the offeror.
9. **Proposals will be evaluated by a best value trade-off method based on the criteria previously identified in SECTIONS II (for Adult and Dislocated Worker Program Services) and III (for Youth Program Services) – PROPOSAL PROCESS AND REVIEW CRITERIA - B. Proposal Evaluation Criteria.** Cumberland County retains the right to reject, in its sole discretion, any and all proposals and/or responses to this Request for Proposals. Cumberland County reserves the right to select a vendor based on factors other than lowest bidder to ensure the highest quality performance that best meet the needs of the College.

Evaluators will randomly select at least three of offeror's references. Evaluators reserve the right to contact all listed references if information from the three references contacted warrant further inquiry. The failure of the offeror to list all similar contracts in the specified period may result in the rejection of the offeror's proposal. The evaluators may check all public sources to determine whether offeror has listed all contracts for similar work within the designated period. If the evaluators determine that references for other public contracts for similar contracts were not listed, the evaluators may contact the public entities to make inquiry into offeror's performance of those contracts and the information obtained may be considered in evaluating offeror's proposal. Award of a contract to one offeror does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous to Cumberland County government.

In addition to any other evaluation criteria identified in Cumberland County government agency's solicitation document, the agency shall, for purposes of evaluating proposed or actual contract performance outside of the United States, consider the following factors to ensure that any award will be in the best interest of Cumberland County government:

Total cost to Cumberland County government  
Level of quality provided by the vendor  
Process capability across multiple jurisdictions  
Protection of Cumberland County government's information and intellectual property  
Availability of pertinent skills  
Ability to understand Cumberland County government's business requirements and internal operational culture  
Risk factors such as the security of Cumberland County government's information technology  
Relations with citizens and employees  
Contract enforcement  
jurisdictional issues

10. Offerors are cautioned that this is a request for offers, not a request to contract, and Cumberland County government reserves the unqualified right to reject any and all offers when such rejection is deemed to be in the best interest of Cumberland County government.



Offeror's Company Name: \_\_\_\_\_

## SECTION VI - EXECUTION OF PROPOSAL

By submitting this proposal, the potential Contractor certifies the following:

- This proposal is signed by an authorized representative of the firm.
- It can obtain insurance certificates as required within 10 calendar days after notice of award.
- The cost and availability of all equipment, materials, and supplies associated with performing the services described herein have been determined and included in the proposed cost.
- All labor costs, direct and indirect, have been determined and included in the proposed cost.
- The offeror can and will provide the specified performance bond or alternate performance guarantee *(if applicable)*.
- The potential Contractor has read and understands the conditions set forth in this RFP and agrees to them with no exceptions.
- The offeror is registered in NC E-Procurement @ Your Service or agrees to register within two days after notification of contract award.

Therefore, in compliance with this Request for Proposal and subject to all conditions herein, the undersigned offers and agrees, if this proposal is accepted within 90 days from the date of the opening, to furnish the subject services for a total cost as detailed on the Budget Summary and Budget Detail forms.

OFFEROR: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY, STATE, ZIP: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_ FAX: \_\_\_\_\_

E-MAIL: \_\_\_\_\_

Principal Place of Business if different from above (See General Information on Submitting Proposals, Item 18.):

\_\_\_\_\_

Will any of the work under this contract be performed outside the United States?  
yes, describe in technical proposal.)

☐ Yes

☐ No (If

BY: \_\_\_\_\_ TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_  
(Authorized Offeror's Printed Name)

\_\_\_\_\_  
(Authorized Offeror's Signature)

This page must be signed and included in your proposal.  
Unsigned proposals will not be considered.

\*\*\*\*\*  
ACCEPTANCE OF PROPOSAL (*Cumberland County*)

BY: \_\_\_\_\_ TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

## SECTION VII - GENERAL INFORMATION ON SUBMITTING PROPOSALS

1. **EXCEPTIONS:** All proposals are subject to the terms and conditions outlined herein. All responses shall be controlled by such terms and conditions and the submission of other terms and conditions, price lists, catalogs, and/or other documents as part of an offeror's response will be waived and have no effect either on this Request for Proposals or on any contract that may be awarded resulting from this solicitation. Offeror specifically agrees to the conditions set forth in the above paragraph by signature to the proposal.
2. **CERTIFICATION:** By executing the proposal, the signer certifies that this proposal is submitted competitively and without collusion (G.S. 143-54), that none of our officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and that we are not an ineligible vendor as set forth in G.S. 143-59.1. False certification is a Class I felony.
3. **ORAL EXPLANATIONS:** Cumberland County government shall not be bound by oral explanations or instructions given at any time during the competitive process or after award.
4. **REFERENCE TO OTHER DATA:** Only information which is received in response to this RFP will be evaluated; reference to information previously submitted shall not be evaluated.
5. **ELABORATE PROPOSALS:** Elaborate proposals in the form of brochures or other presentations beyond that necessary to present a complete and effective proposal are not desired.

In an effort to support the sustainability efforts of Cumberland County government of North Carolina we solicit your cooperation in this effort.

**It is desirable that all responses meet the following requirements:**

- All copies are printed **double sided**.
  - All submittals and copies are printed on **recycled paper with a minimum post-consumer content of 30%** and indicate this information accordingly on the response.
  - Unless absolutely necessary, all proposals and copies should **minimize or eliminate use of non-recyclable or non-re-usable materials** such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips, and staples are acceptable.
  - Materials should be submitted in a format which allows for **easy removal and recycling** of paper materials.
6. **COST FOR PROPOSAL PREPARATION:** Any costs incurred by offerors in preparing or submitting offers are the offeror's sole responsibility; Cumberland County government of North Carolina will not reimburse any offeror for any costs incurred prior to award.
  7. **TIME FOR ACCEPTANCE:** Each proposal shall state that it is a firm offer which may be accepted within a period of 90 days.  
Although the contract is expected to be awarded prior to that time, the 90 day period is requested to allow for unforeseen delays.
  8. **TITLES:** Titles and headings in this RFP and any subsequent contract are for convenience only and shall have no binding force or effect.
  9. **CONFIDENTIALITY OF PROPOSALS:** In submitting its proposal the offeror agrees not to discuss or otherwise reveal the contents of the proposal to any source outside of the using or issuing agency, government or private, until after the award of the contract. Only those communications with the using agency or issuing agency authorized by this RFP are permitted. All offerors are advised that they are not to have any communications with the using or issuing agency during the evaluation of the proposals (i.e., after the public opening of the proposals and before the award of the contract), unless Cumberland County government's purchaser contacts the offeror(s) for purposes of seeking clarification. An offeror shall not: transmit to the issuing and/or using agency any information commenting on the ability or qualifications of other offerors to perform the advertised contract and/or the other offeror's proposals and/or prices at any time during the procurement process; or engage in any other communication or conduct attempting to influence the evaluation and/or award of the contract that is the subject of this RFP. Offerors not in compliance with this provision may be disqualified, at the option of Cumberland County government, from contract award. Only discussions authorized by the issuing agency are exempt from this provision.
  10. **RIGHT TO SUBMITTED MATERIAL:** All responses, inquiries, or correspondence relating to or in reference to the RFP, and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the offerors shall become the property of Cumberland County government when received.
  11. **OFFEROR'S REPRESENTATIVE:** Each offeror shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.

Offeror's Company Name: \_\_\_\_\_

12. **SUBCONTRACTING:** Offerors may propose to subcontract portions of the work provided that their proposals clearly indicate what work they plan to subcontract and to whom and that all information required about the prime contractor is also included for each proposed subcontractor.
13. **PROPRIETARY INFORMATION:** Trade secrets or similar proprietary data which the offeror does not wish disclosed to other than personnel involved in the evaluation or contract administration will be kept confidential to the extent permitted by NCAC T01:05B.1501 and G.S. 132-1.3 if identified as follows: Each page shall be identified in boldface at the top and bottom as "CONFIDENTIAL". Any section of the proposal which is to remain confidential shall also be so marked in boldface on the title page of that section. Cost information may not be deemed confidential. In spite of what is labeled as confidential, the determination as to whether or not it shall be determined by North Carolina law.
14. **HISTORICALLY UNDERUTILIZED BUSINESSES:** Pursuant to General Statute 143-48 and Executive Order #150, Cumberland County government invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled.
15. **PROTEST PROCEDURES:** When an offeror wants to protest a contract awarded by the Secretary of Administration or by an agency over \$25,000 resulting from this solicitation, they must submit a written request to the State Purchasing Officer at Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305. This request must be received in the Division of Purchase and Contract within thirty (30) consecutive calendar days from the date of the contract award. When an offeror wants to protest a contract awarded by an agency or university resulting from this solicitation that is over \$10,000 but less than \$25,000 for any agency, or any contract awarded by a university, they must submit a written request to the issuing procurement officer at the address of the issuing agency. This request must be received in that office within thirty (30) consecutive calendar days from the date of the contract award. Protest letters must contain specific reasons and any supporting documentation for the protest. Note: Contract award notices are sent only to those actually awarded contracts, and not to every person or firm responding to this solicitation. Contract status and Award notices are posted on the Internet at <http://www.pandc.nc.gov/>. All protests will be handled pursuant to the North Carolina Administrative Code, Title 1, Department of Administration, Chapter 5, Purchase and Contract, Section 5B.1519. (See Protest Information at <http://www.pandc.nc.gov/protests.pdf> for more information.)
16. **TABULATIONS:** The Division has implemented an Interactive Purchasing System (IPS) that allows the public to retrieve bid tabulations electronically from our Internet web site: <http://www.pandc.nc.gov/>. Click on the IPS BIDS icon, click on Search for Bid, enter the RFP number, and then search. Tabulations will normally be available at this web site not later than one working day after opening. Lengthy tabulations may not be available on the Internet and requests for these verbally or in writing cannot be honored.
17. **VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** Vendor Link NC allows vendors to electronically register free with the State to receive electronic notification of current procurement opportunities for goods and services available on the Interactive Purchasing System. Online registration and other purchasing information are available on our Internet web site: <http://www.pandc.nc.gov/>.
18. **RECIPROCAL PREFERENCE:** G.S. 143-59 establishes a reciprocal preference law to discourage other states from applying in-state preferences against North Carolina's resident offerors. The "Principal Place of Business" is defined as the principal place from which the trade or business of the offeror is directed or managed.

**SECTION VIII - NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS  
(Contractual and Consultant Services)**

1. **PERFORMANCE AND DEFAULT:** If, through any cause, Vendor shall fail to fulfill in timely and proper manner the obligations under this contract, Cumberland County government shall have the right to terminate this contract by giving written notice to the Vendor and specifying the effective date thereof. In that event, all finished or unfinished deliverable items under this contract prepared by the Vendor shall, at the option of Cumberland County government, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed on such materials. Notwithstanding, Vendor shall not be relieved of liability to Cumberland County government for damages sustained by Cumberland County government by virtue of any breach of this contract, and Cumberland County government may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due Cumberland County government from such breach can be determined. Cumberland County government reserves the right to require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to Cumberland County government.

In case of default by the Vendor, Cumberland County government may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. In addition, in the event of default by the Vendor under this contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, Cumberland County government may immediately cease doing business with the Vendor, immediately terminate this contract for cause, and may act to debar the Vendor from doing future business with Cumberland County government.

2. **GOVERNMENTAL RESTRICTIONS:** In the event any Governmental restrictions are imposed which necessitate alteration of the material, quality, workmanship or performance of the goods or services offered prior to their delivery, it shall be the responsibility of the Vendor to notify, in writing, the Contract Lead at once, indicating the specific regulation which required such alterations. Cumberland County government reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.
3. **AVAILABILITY OF FUNDS:** Any and all payments to the Vendor shall be dependent upon and subject to the availability of funds to the agency for the purpose set forth in this contract.
4. **TAXES:** Any applicable taxes shall be invoiced as a separate item.
- a. G.S. §143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G. S. §105-164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G. S. §105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in Cumberland County government that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.
  - b. All agencies participating in this Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.
  - c. Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.
5. **SITUS:** The place of this Contract, its situs and forum, shall be North Carolina, where all matters, whether sounding in Contract or tort, relating to its validity, construction, interpretation and enforcement shall be determined.
6. **GOVERNING LAWS:** This Contract is made under and shall be governed, construed and enforced in accordance with the laws of Cumberland County government of North Carolina, without regard to its conflict of laws rules.
7. **PAYMENT TERMS:** Payment terms are Net not later than 30 days after receipt of correct invoice or acceptance of goods, whichever is later. The using agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card, if the Vendor accepts that card (Visa, MasterCard, etc.) from other customers, and it shall be accepted by the Vendor for payment under the same terms and conditions as any other method of payment accepted by the Vendor. If payment is made by procurement card, then payment may be processed immediately by the Vendor.
8. **AFFIRMATIVE ACTION:** The Vendor will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of people with disabilities, and concerning the treatment of all employees without regard to

Offeror's Company Name: \_\_\_\_\_

discrimination by reason of race, color, religion, sex, national origin or disability.

9. **INTELLECTUAL PROPERTY INDEMNITY:** Vendor shall hold and save Cumberland County government, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any copyrighted material, patented or unpatented invention, articles, device or appliance delivered in connection with this contract.
10. **ADVERTISING:** Vendor agrees not to use the existence of this Contract or the name of Cumberland County government of North Carolina as part of any commercial advertising or marketing of products or services. A Vendor may inquire whether Cumberland County government is willing to act as a reference by providing factual information directly to other prospective customers.
11. **ACCESS TO PERSONS AND RECORDS:** During and after the term hereof, Cumberland County government Auditor and any using agency's internal auditors shall have access to persons and records related to this Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. §143-49(9).
12. **ASSIGNMENT:** No assignment of the Vendor's obligations nor the Vendor's right to receive payment hereunder shall be permitted.

However, upon written request approved by the issuing purchasing authority and solely as a convenience to the Vendor, Cumberland County government may:

- a. Forward the Vendor's payment check directly to any person or entity designated by the Vendor, and
- b. Include any person or entity designated by Vendor as a joint payee on the Vendor's payment check.

In no event shall such approval and action obligate Cumberland County government to anyone other than the Vendor and the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon advance written request, Cumberland County government may, in its unfettered discretion, approve an assignment to the surviving entity of a merger, acquisition or corporate reorganization, if made as part of the transfer of all or substantially all of the Vendor's assets. Any purported assignment made in violation of this provision shall be void and a material breach of this Contract.

13. **INSURANCE:**

**COVERAGE** - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. As a minimum, the Vendor shall provide and maintain the following coverage and limits:

- a. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of \$500,000.00, covering all of Vendor's employees who are engaged in any work under the Contract. If any work is sub-contracted, the Vendor shall require the sub-Contractor to provide the same coverage for any of his employees engaged in any work under the Contract.
- b. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000.00 Combined Single Limit. (Defense cost shall be in excess of the limit of liability.)
- c. **Automobile** - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the Contract. The minimum combined single limit shall be \$250,000.00 bodily injury and property damage; \$250,000.00 uninsured/under insured motorist; and \$2,500.00 medical payment.

**REQUIREMENTS** - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of this Contract. All such insurance shall meet all laws of Cumberland County government of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or this Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor's liability and obligations under the Contract.

14. **GENERAL INDEMNITY:** The Vendor shall hold and save Cumberland County government, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of this Contract and that are attributable to the negligence or intentionally tortious acts of the Vendor provided that the Vendor is notified in writing within 30 days that Cumberland County government has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against Cumberland County government's agents who are

**Offeror's Company Name:** \_\_\_\_\_

involved in the delivery or processing of Vendor goods or services to Cumberland County government. The representation and warranty in the preceding sentence shall survive the termination or expiration of this Contract.

15. **INDEPENDENT CONTRACTOR:** Vendor shall be considered to be an independent contractor and as such shall be wholly responsible for the work to be performed and for the supervision of its employees. Vendor represents that it has, or will secure at its own expense, all personnel required in performing the services under this contract. Such employees shall not be employees of, or have any individual contractual relationship with Cumberland County government.
16. **KEY PERSONNEL:** Vendor shall not substitute key personnel assigned to the performance of this contract without prior written approval by Cumberland County government's assigned Contract Lead. The individuals designated as key personnel for purposes of this contract are those specified in the RFP and persons identified in Vendor's proposal.
17. **SUBCONTRACTING:** Work proposed to be performed under this contract by the Vendor or its employees shall not be subcontracted without prior written approval of Cumberland County government's assigned Contract Administrator. Unless otherwise indicated, acceptance of a Vendor's proposal shall include approval to use the subcontractor(s) that have been specified therein in accordance with paragraph 20 of Attachment A: Instructions to Vendor.
18. **TERMINATION FOR CONVENIENCE:** Cumberland County government may terminate this contract at any time by providing 30 days' notice in writing from Cumberland County government to the Vendor. In that event, all finished or unfinished deliverable items prepared by the Vendor under this contract shall, at the option of Cumberland County government, become its property. If the contract is terminated by Cumberland County government as provided in this section, Cumberland County government shall pay for services satisfactorily completed by the Vendor, less any payment or compensation previously made.
19. **CONFIDENTIALITY:** Any State information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under this contract shall be kept as confidential, used only for the purpose(s) required to perform this contract and not divulged or made available to any individual or organization without the prior written approval of Cumberland County government.
20. **CARE OF PROPERTY:** The Vendor agrees that it shall be responsible for the proper custody and care of any property furnished it by Cumberland County government for use in connection with the performance of this contract or purchased by or for Cumberland County government for this contract, and Vendor will reimburse Cumberland County government for loss or damage of such property while in Vendor's custody.
21. **PROPERTY RIGHTS:** All deliverable items and materials produced for or as a result of this contract shall be an become the property of Cumberland County government, and Vendor hereby assigns all ownership rights in such deliverables, including all intellectual property rights, to Cumberland County government; provided, however, that as to any preexisting works imbedded in such deliverables, Vendor hereby grants Cumberland County government a fully-paid, perpetual license to copy, distribute and adapt the preexisting works.
22. **OUTSOURCING:** Any Vendor or subcontractor providing call or contact center services to Cumberland County government of North Carolina shall disclose to inbound callers the location from which the call or contact center services are being provided.  
  
If, after award of a contract, the contractor wishes to relocate or outsource any portion of the work to a location outside the United States, or to contract with a subcontractor for the performance of any work, which subcontractor and nature of the work has not previously been disclosed to Cumberland County government in writing, prior written approval must be obtained from Cumberland County government agency responsible for the contract.  
  
Vendor shall give notice to the using agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons performing services under a State contract to a location outside of the United States.
23. **COMPLIANCE WITH LAWS:** Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with this contract, including those of federal, state, and local agencies having jurisdiction and/or authority.
24. **ENTIRE AGREEMENT:** This RFP and any documents incorporated specifically by reference represent the entire agreement between the parties and supersede all prior oral or written statements or agreements. This RFP, any addenda thereto, and the Vendor's proposal are incorporated herein by reference as though set forth verbatim.

All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

25. **AMENDMENTS:** This contract may be amended only by a written amendment duly executed by Cumberland County government  
Cumberland County Workforce Development Board RFP No. XXX WIOA Program Services

Offeror's Company Name: \_\_\_\_\_

and the Vendor. The NC Division of Purchase and Contract shall give prior approval to any amendment to a contract awarded through that office.

26. **WAIVER**: The failure to enforce or the waiver by Cumberland County government of any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.
27. **FORCE MAJEURE**: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, or other catastrophic natural event or act of God.
28. **SOVEREIGN IMMUNITY**: Notwithstanding any other term or provision in this contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity that otherwise would be available to Cumberland County government under applicable law.

After selecting the proposer, the program agent will negotiate a detailed statement of work before the contract is signed.

\*\*\*\*\* End of RFP No. XX-XXX \*\*\*\*\*

JOSEPH R. UTLEY, JR.  
Tax Administrator



**CUMBERLAND**  
★ **COUNTY** ★  
NORTH CAROLINA

ITEM NO. 3.  
AMY B. KINLAW  
Chief of Assessment and Collections

TAMI K. BOTELLO  
Chief of Real Estate and Mapping

**OFFICE OF THE TAX ADMINISTRATOR**

**MEMO FOR THE AGENDA OF THE AUGUST 4, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE MEMBERS

**FROM:** JOSEPH R. UTLEY, JR., TAX ADMINISTRATOR *Joe*

**THROUGH:** *net* MELISSA CARDINALI, ASSISTANT COUNTY MANAGER FOR  
FINANCE AND ADMINISTRATIVE SERVICES

**DATE:** JULY 27, 2016

**SUBJECT:** 2017 REVALUATION

**Presenter:** Joseph R. Utley, Jr., Tax Administrator

**Estimate of Committee Time Needed:** 15 Minutes

**BACKGROUND**

NCGS 105-286 requires counties to reappraise all real property every 8 years. Cumberland County's next general reappraisal is scheduled for January 1, 2017.

This is the first of two presentations meant to serve as informational sessions prior to the October 3, 2016 Board of Commissioner's meeting. This presentation will inform the Finance Committee members about the revaluation process, the current status and future timeline.

**RECOMMENDATION/PROPOSED ACTION**

This presentation is for informational purposes only. No action by the Finance Committee is required.



VICKI EVANS  
Finance Director



ITEM NO. 4.  
ROBERT TUCKER  
Accounting Supervisor

**FINANCE OFFICE**

4<sup>th</sup> Floor, Room No. 451, Courthouse • PO Box 1829 • Fayetteville, North Carolina 28302-1829  
(910) 678-7753 • Fax (910) 323-6120

**MEMO FOR THE AGENDA OF THE AUGUST 4, 2016  
MEETING OF THE FINANCE COMMITTEE**

**TO:** FINANCE COMMITTEE  
**FROM:** VICKI EVANS, FINANCE DIRECTOR *me*  
**DATE:** JULY 29, 2016  
**SUBJECT:** MONTHLY FINANCIAL REPORT – MAY YTD FY16

**Presenter(s):** Vicki Evans, Finance Director

**Estimate of Committee Time Needed:** 5 Minutes

**BACKGROUND**

The financial report for fiscal year 2016, May year-to-date is not yet available. Additional time was needed to validate reports as a result of transitioning to new system reporting layouts. Reports and a summary will be provided at the finance committee meeting.

**RECOMMENDATION/PROPOSED ACTION**

No action needed – for information purposes only.

**County of Cumberland  
INFORMATION SERVICES DEPARTMENT****MEMORANDUM FOR BOARD OF COMMISSIONERS AGENDA OF (AUGUST 4, 2016)**

**TO: BOARD OF COUNTY COMMISSIONERS**

**FROM: KEITH TODD, INFORMATION SERVICES DIRECTOR** *KT*

**DATE: JULY 27, 2016**

**SUBJECT: REPORT ON THE BUSINESS PROCESS REVIEW CONDUCTED BY  
THE ENTERPRISE SOLUTIONS DIVISION OF INFORMATION  
SERVICES**

**BACKGROUND**

As a part of the Board of Commissioners approved Business Intelligence Initiative, the Enterprise Solutions Division within Information Services recently conducted a comprehensive business process review for the Department of Social Services. The business process review concentrated on the Food and Nutrition Services within the Economic Services Division. Through this business process review, several opportunities for business process improvements were discovered.

A presentation will be provided to review the current processes, business process improvement opportunities, and recommended solutions to improve these business processes.

**RECOMMENDATION/PROPOSED ACTION**

Information Services asks that the Finance Committee endorse the Enterprise Solutions Divisions' continued work on a phased-in approach and monitoring of the business process improvements for FNS and provide bi-monthly reports to the Finance Committee.



## CUMBERLAND COUNTY DEPARTMENT OF SOCIAL SERVICES

### FOOD AND NUTRITION SERVICES REQUIREMENT ANALYSIS REVIEW

PRESENTED BY:  
SABRINA PATTERSON & LYNN SMITH  
DATE: AUGUST 4, 2016

## AGENDA

- Organizational Structure
- Fact Findings
- Current Applications
- Current Business Processes Overview
- Known Pain Points
- Improvement Areas
- Staffing Facts
- Statistical Data
- Staffing Analysis
- Food and Nutrition Services (FNS) Applications Recommendations
- Central Records Overview and Recommendations
- NCFast Help Desk Tickets Overview and Recommendations
- Value Added Summary

2



## FNS APPLICATIONS ORGANIZATIONAL STRUCTURE

- 1 – Program Manager
- 2 – Supervisors
- 2 – Lead Workers
- 24 – Income Maintenance Case Workers
  - 12 – Process EPASS, Dropbox, Mail-in and Faxed Applications
  - 6 – Resource Center Staff to conduct interviews and process customer's applications for expedite service
  - 6 – Time Limited Staff
- 2 – Vacant Approved Full-time Case Workers as of May 1<sup>st</sup> Organizational Chart
- 2 – Vacant Time Limited Case Workers as of May 1<sup>st</sup> Organizational Chart

**\*\*Note\*\***

The above information is just in time data and is subject to change based on FNS workloads.  
Department of Social Services (DSS) has approximately 701 employees.  
Economic Services has approximately 272 employees.

3

## FACT FINDINGS

- As of May 2016, according to the North Carolina Department of Health and Human Services (DHHS) there were approximately 69,005 individuals receiving FNS, which makes up 33,240 active cases. This represents 21% of the Cumberland County population (329,403).
- In FY2015, DSS Call Center handled approximately 271,805 calls of which 117,809 (43.3%) were for Economic Services; whereas, FNS made up 57,768 (21.3%) of those calls.
- DHHS did a full implementation of NCFast to all 100 North Carolina counties in Fall 2013 and stopped using Food Stamps Information System (FSIS) in December 2013.
- Over 17,300 NCFast Help Desk tickets were received across the state when NCFast first went live. A total of 16,900 of those tickets were closed, but the remaining 400 help desk tickets were placed on a backlog.
- DHHS plans to implement the Subsidized Child Care Assistance (SCCA) and Energy in early 2017 and plans to implement Child Services and Aging and Adult Services portal between now and June 2017.

4

## FACT FINDINGS CONT'D

- For the FY15-16 Proposed Budget (March 18, 2015), 38 Income Maintenance positions were requested to support Medicaid and FNS workload.\*
  - Time Limited Staff members were reduced from 45 to 35.\*
  - 13 full-time FNS positions were approved (6 for Applications and 7 for Recertification).\*
- In order to meet the June 2016 federal deadline it was estimated that an additional 15 full-time FNS positions were needed.\*
- On January 9, 2016, County Commissioners approved overtime/exempt time payment for employees whose work was related to the United States Department of Agriculture mandate for FNS until June 30, 2016.
- From January 4th through May 6th, 2016, DSS timeliness and accuracy rate has increased by 10.27%.

\*Source: Buncombe Business Enterprise Model – Revised FNS Staffing Analysis October 5, 2015

5

## OVERTIME/EXEMPT TIME COMPENSATION

Pay Periods	Comp & Exempt Time Hours	Overtime Hours
Jan 10th - Jan 23rd, 2016	87.9	7
Jan 24th - Feb 6th, 2016	353.56	0
Feb 7th - Feb 20th, 2016	18.45	12
Feb 21st - Mar 5th, 2016	167.2	103.8
Mar 6th - Mar 19th, 2016	58.9	24
Mar 20th - Apr 2nd, 2016	63.38	37.3
Apr 3rd - Apr 16th, 2016	0	0
Apr 17th - Apr 30th, 2016	130.08	97.6
May 1st - May 14th, 2016	50.6	39.15
<b>Total</b>	<b>930.07</b>	<b>320.85</b>

**\*\*Note\*\***

- The overall total for overtime and comp/exempt time hours equal 1,250.92 hours.
- This graph represents only the FNS Applications employees who were identified by the FNS Manager and the Lead Supervisor.
- These hours were accumulated from employees working one or two Saturdays a pay period and a few hours over the normal 8 hour work day.
- After reviewing the bi-weekly timesheets it showed that 18 FNS employees accumulated overtime hours and 31 FNS employees and other qualified staff (Lead Workers & Supervisors) accumulated comp/exempt hours during the above payroll periods.

6



## TIMELY APPS VS. UNTIMELY APPS

Date	County	All Approved			
		Timely		Untimely	
		Pct	Count	Pct	Count
Dec 28th - Jan 1st, 2016	Cumberland	89.69%	235	10.31%	27
Jan 4th - Jan 8th, 2016	Cumberland	86.18%	393	13.82%	63
Jan 11th - 15th, 2016	Cumberland	85.24%	387	14.76%	67
Jan 18th - 22nd, 2016	Cumberland	82.69%	234	17.31%	49
Jan 25th - 29th, 2016	Cumberland	78.73%	322	21.27%	87
Feb 1st - 5th, 2016	Cumberland	83.90%	344	16.10%	66
Feb 8th - 12th, 2016	Cumberland	83.68%	341	14.32%	57
Feb 15th - 19th, 2016	Cumberland	90.00%	279	10.00%	31
Feb 22nd - 26th, 2016	Cumberland	82.50%	297	17.50%	63
Feb 29 - Mar 4th, 2016	Cumberland	92.79%	399	7.21%	31
Mar 7th - 11th, 2016	Cumberland	92.19%	413	7.81%	35
Mar 14th - 18th, 2016	Cumberland	90.09%	382	9.91%	42
Mar 21st - 25th, 2016	Cumberland	92.94%	316	7.06%	24
Mar 28th - Apr 1st, 2016	Cumberland	90.49%	238	9.51%	25
Apr 4th - 8th, 2016	Cumberland	97.34%	403	2.66%	11
Apr 11th - 15th, 2016	Cumberland	95.41%	395	4.59%	19
Apr 18th - 22nd, 2016	Cumberland	95.59%	347	4.41%	16
Apr 25th - 30th, 2016	Cumberland	96.68%	291	3.32%	10
May 2nd - 6th, 2016	Cumberland	96.45%	408	3.55%	15

\*United States Department of Agriculture (USDA) requires a 95% timeliness and accuracy rate for completed FNS applications.

7

## CURRENT APPLICATIONS

FNS currently uses at least 5 of the 8 software applications to complete FNS applications:

- North Carolina Families Accessing Services through Technology (NCFAST)
- Online Application System known as Electronic Pre-Assessment Screening Service (EPASS)
- Document Imaging System (EAGLE)
- Web Identity Role Management/Online Verification System (WIRM/OLV)
- Electronic Benefit Transfer Edge (EBT)
- Data Warehouse
- Microsoft Access – Client Tracking
- Microsoft Excel – Reports, Workflows, etc.

8

## KNOWN PAIN POINTS

- Staff members are overwhelmed
  - Heavy caseload volume.
  - Lack of personal leave coverage.
  - Working late evenings, one mandatory Saturday per month, and two voluntary Saturdays.
  - High amount of reorganizational movement and staff turnover driven by demands associated with state and federal mandates, state issues with NCFast, etc.
    - \$80 million in federal funding is at risk statewide and \$2 million for Cumberland County if the 95% accuracy rate is not met.
- Processing time limit constraints due to change in state mandates and policy
  - State requirements for Expedite application processing time. (Must be processed by the 4<sup>th</sup> day).
  - State requirements for Non-Expedite application processing time. (Must be processed by the 25<sup>th</sup> day).
- NCFast issues
  - Slowness or unavailability of the NCFast system, which produce unplanned downtime and reduces productivity.
  - NCID and Log in problems to include not being able to locate server.
  - Receiving error messages while processing applications.

9

## IMPROVEMENT AREAS

- Staffing Workload
  - To cross train case workers in the two major program sections (FNS and Medicaid)
    - To eliminate the need for customers to see two different case workers.
    - To enhance FNS case workers' ability to efficiently serve customers better.
    - To continue to improve the organization's timeliness and accuracy rate.
    - To have the ability to do same day processing as best practice.
    - To reduce the need to work evenings and mandatory Saturdays.
- Applications Teams
  - Pending FNS Applications Team - To allow external FNS applications (mail-in and faxes) to be pending within NCFast the same day as they are received instead of going to the End of Day report for processing the following day.
  - FNS Expedite Team (2<sup>nd</sup> floor) - To ensure all expedite FNS applications that are mailed in, dropped off, or faxed are entered and processed within the state mandated four days.
- Customer Phone Interviews
  - To reduce the average application processing time for FNS case workers by 15-30 minutes.
  - To reduce the number of applications closed due to not being able to conduct the phone interview.
- Standard Phone Interview Template
  - To ensure all FNS case workers are asking same questions in same order so it's quicker and easier reference.
  - To allow FNS case workers to copy and paste questions and customer answers directly into NCFast.

10

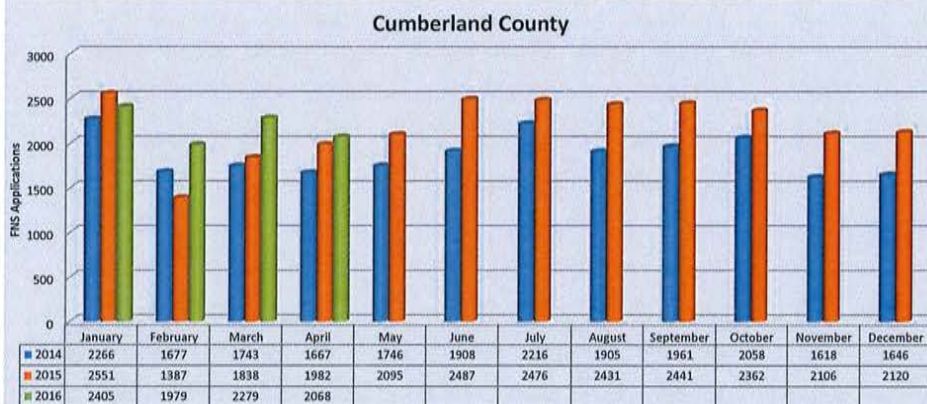


## IMPROVEMENT AREAS CONT'D

- Phase out internal and external drop boxes
  - To encourage timely submittals.
  - To avoid missing opportunities to conduct face-to-face interviews as the FNS applications are being dropped off.
  - To minimize need to call customers for phone interviews.
  - To eliminate the need to add them to the End of Day report for processing the next day.
- Minimize overcrowded file cabinets
  - To reduce the amount of documents being scanned and saved.
  - To improve records management, reduce file maintenance, and decrease storage requirements and related cost.
  - To free up 7,455 space for future growth.
- NCFast help desk submittal process
  - To reduce the need to email help desk request to the NCFast Help Desk Administrators.
  - To improve how help desk tickets are being tracked inefficiently.
- NCFast Problem Solving Manual
  - To enable employees to resolve NCFast issues themselves, eliminate wait times and reduce the number of duplicated help desk tickets.
  - To reduce delays in FNS applications processing.

11

## FNS APPLICATIONS MONTHLY TOTALS FOR CY2014 – 2016\*



The above statistical data was acquired from Data Warehouse

\*For CY2015 Expedited Applications averaged approximately 45% of the applications received, which equals to 11,824

\*Total for 2014: 22,411

\*Total for 2015: 26,276

\*Increase of 3,865 applications

12



## STAFFING ANALYSIS

**\*A business process review will need to be completed on all areas of Economic Services Division before staff recommendations can be determined.\***

CV2015	FNS Apps Taken	State Average Processing Time	Staff Required	Current Staffing	Staffing Differential
January	2551	2	36.44	18	-18.44
February	1387	2	19.81	18	-1.81
March	1838	2	26.26	18	-8.26
April	1982	2	28.31	18	-10.31
May	2095	2	29.93	18	-11.93
June	2487	2	35.53	18	-17.53
July	2476	2	35.37	18	-17.37
August	2431	2	34.73	18	-16.73
September	2441	2	34.87	18	-16.87
October	2362	2	33.74	18	-15.74
November	2106	2	30.09	18	-12.09
December	2120	2	30.29	18	-12.29
Average	2190		31.28		-13.28

\*The Staffing Formula used was taken from the Buncombe Study of 2014  
(Work Days per Month: 20; Work Hours per Day: 7; Work Hours per Month: 140; Work Days per Year: 245)

\*Processing Time  
(1 hr 45 mins would equal to a staffing differential of -9.37)  
(1 hr 30 mins would equal to a staffing differential of -5.46)

**\*Observed Processing Time: 1 hour to 1 hour and 52 minutes (This time varied due to the Household Composition and the length of the phone interview)**

13

## INTAKE PROCESS RECOMMENDATION

- Implement Laserfiche
  - To automate the intake process.
  - To accelerate the business processes.
  - To have the ability to search and query specific files and data.
  - To provide faster customer service.
  - To reduce the number of errors.
  - To reduce redundancy of entering information.
  - To have the ability to share information across various county agencies while limiting access.
  - To have the ability to organize and prioritize user tasks.

14

## CENTRAL RECORDS



- There are approximately 1,007 – 5 drawer file cabinets which contain customers' file records.
- There is approximately 7,455 square footage that is being utilized for the 4 storage areas:  
(Room G16: 205 sq ft; Room G19F: 550 sq ft; Room G19G: 550 sq ft; Room N101E: 6,150 sq ft).
- There is an enormous number of boxes in all of the file storage areas.
- Keeping up with "Retention Schedule" is a big issue.

15

## DSS PATTERSON STORAGE COST

- DSS has been using Patterson Storage facility since 1999.
- Being utilized for purchasing storage boxes, shredding/destruction of documents, and storage.
- The monthly charge ranges from \$1,100 to \$1,300.
- Payment history:  
FY2013 (\$12,824.00)  
FY2014 (\$13,766.50)  
FY2015 (\$16,687.90)  
FY2016 (\$13,886.25) As of March 21, 2016
- In October 2015, 1,500 boxes of FNS documents were shredded by Patterson Storage.
- There are exactly 5,367 file boxes over at Patterson Storage.

16



## CENTRAL RECORDS RECOMMENDATIONS

- Continue to implement Laserfiche
  - To create green efficiencies by reducing paper and to increase operational efficiencies and assist in records retention.
  - To incorporate the county electronic content management system.
  - To follow the state initiative for all counties to work toward becoming paperless.
  - To provide document management in one central location.
  - Fail safe security and auditing features.
  - Provide consistent and reliable information on demand.

17

## NCFAST HELP DESK RECOMMENDATIONS

- Create a problem solver/resolution manual for previous help desk issues for reference.
- Create a "What-If" this happens then "Do-That" or "Check This" manual.
- Recommend case workers, lead workers, and supervisors to use the Troubleshooting Job Aid within NCFAST before submitting a help desk ticket to the NCFAST Help Desk Administrator.
- Add NCFAST Help Desk Administrators to the existing internal help desk system (SpiceWorks).
  - To eliminate the personal email communication going back and forth.
  - To provide the ability to track and monitor issues.

18

## APPLICATIONS VALUE ADDED SUMMARY

Process Improvement	Value Added
Train employees in two programs to become Universal Workers	Enables the ability for same day processing and improves the organization's timeliness and accuracy rate
Phase out internal and external drop boxes	Increases the ability to conduct same day face-to-face interviews
Develop a Pending Applications Team	Enables all external FNS applications (mail-in and faxes) to be pended within NCFAS <sup>T</sup> the same day it is received (Average of 593 applications are pended on a daily basis)
Develop a Phone Interview Team	Reduces the amount of time to process a FNS application by approximately 15 to 30 minutes for the case worker
Develop an Expedite Team	Enhances the ability to process the FNS application the same day (Expedites makes up 45% of FNS applications)
Develop a NCFAS <sup>T</sup> problem solving manual on the intranet	Reduces the number of help desk tickets submitted which allows faster processing times
Add NCFAS <sup>T</sup> Helpdesk Administrators to SpiceWorks	Provides a better tracking system for NCFAS <sup>T</sup> helpdesk issues
Eliminate the 1,007 file cabinets	Redeems approximately 7,455 square footage of space for future growth
Reduction in File Maintenance	Eliminates paper files and allows files to be more accessible, easily searchable, and improves the retention cycle via Laserfiche

19

## FNS APPLICATIONS RECOMMENDED ROLLOUT PHASES

Rollout Phases	Recommended Suggestions	Reasons for Recommendations
1st	Implement Laserfiche	<ul style="list-style-type: none"> <li>To automate the intake process.</li> <li>To accelerate the business processes.</li> <li>To have the ability to search and query specific files and data.</li> <li>To provide faster customer service.</li> <li>To reduce the number of errors.</li> <li>To reduce redundancy of entering information.</li> <li>To have the ability to share information across various county agencies while limiting access.</li> <li>To have the ability to organize and prioritize user tasks.</li> </ul>
2nd	Develop a Phone Interview Team	<ul style="list-style-type: none"> <li>To decrease and to streamline the current FNS application processing time by approximately 15 to 30 minutes.</li> <li>To allow FNS case workers to focus on processing the application.</li> <li>To alleviate the need for numerous phone interviews by case worker.</li> <li>To be able to complete more interviews in a timely manner.</li> <li>To help streamline the current business process for case workers.</li> </ul>
2nd	Develop a Pending Application Team	<ul style="list-style-type: none"> <li>To enter all mailed, faxed and dropped off applications into NCFAS<sup>T</sup> the same day as it is received instead of it going on the End of Day log.</li> <li>To reduce the processing time.</li> <li>To improve employee productivity.</li> <li>To streamline the Intake process at Reception Desks 22 &amp; 23.</li> </ul>

20



## FNS APPLICATIONS RECOMMENDED ROLLOUT PHASES

Rollout Phases	Recommended Suggestions	Reasons for Recommendations
3rd	Develop an Expedite Team	<ul style="list-style-type: none"> <li>To eliminate or reduce the number of untimely expedite applications.</li> <li>To ensure that the applications are being processed within the 4 day window.</li> </ul>
4th	Train employees in two programs (Universal Workers)	<ul style="list-style-type: none"> <li>To have employees trained in the FNS and Medicaid (Family and Children or Adult) program.</li> <li>To improve the level of service that is being provided to the customers.</li> <li>Eliminates the need for customers to have to see two case workers.</li> <li>To improve business processes and customer service.</li> <li>To continue to improve the organization's timeliness and accuracy rate.</li> <li>To become more effective and more efficient.</li> </ul>
5th	Phase out internal & external drop boxes	<ul style="list-style-type: none"> <li>To have the ability to conduct face-to-face interviews as the FNS application is being dropped off.</li> <li>To eliminate the need to call the customers for a phone interview.</li> <li>To eliminate the need to enter the customer's information onto the End of Day log for next day review.</li> <li>To process applications more timely.</li> <li>To reduce the number of unsuccessful phone interview attempts.</li> </ul>

21

## OST COMMENTS FOR APPLICATIONS

- **Pending Applications Team and Phone Interview Team**  
 "Really like this approach. Excellent idea. With minimal cross-training, this structure can also allow easy reallocation of staff when one area has a lower or higher volume day." (Judith Lawrence)
- **NCFAS Help Desk Recommendations**  
 "Excellent recommendations! Great internal ideas! As discussed, these would need to be monitored and updated regularly, as processes changes." (Judith Lawrence)

22

## OST OVERALL COMMENT

"Based on the information shared by Cumberland County during our conference call on April 8, 2016, it is apparent that a tremendous amount of work is being done to streamline access to services for DSS customers. Operational Support Team Representatives Sandy Danner and Judy Lawrence have commended these efforts and provided feedback to assist in this on-going process. We feel that the proposed process changes will have a positive impact on FNS application and recertification processing timeliness which, in turn, will assist NC-DHHS to meet the federal processing requirements established by USDA. Additionally, the proposed staffing changes - reallocating positions and reclassifying some current positions - will allow staff to better meet the evolving needs of customers.

Operational Support Team appreciates the opportunity to learn from Cumberland County's experience, as well as provide feedback based on our experience; and we commend you for your continued dedication to providing a high level of customer service to those in need!"

Sincerely,

Judy Lawrence and Sandy Danner

Operational Support Team Representatives, NC-DHHS

23

## COUNTY AND DSS STRATEGIC GOALS

- ❖ **Goal 2 - Objective 3: Advance the county's automation and technology capabilities (County)**  
Continue implementation of digital records system to include Child Support, DSS and Veterans Services.
- ❖ **Goal 2 - Objective 1-2: Defining and measuring our department's effectiveness (DSS)**  
To obtain a clear picture of staffing, outcomes, and efficiency.  
To identify programmatic needs.
- ❖ **Goal 4 - Objective 1: Sustaining a combined workforce in an ever changing world (DSS)**  
To hire, develop and promote employees who support the mission, vision, value and core standards.
- ❖ **Goal 5 - Objective 1: Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities (County)**

24

## FUTURE ENDEAVORS

- Continue to review, evaluate and recommend changes to the department business processes to make workflow more efficient, more effective and more client friendly.
- Conduct evaluations every three months after the implementation of the accepted recommendations.
- Benchmark improvements against the baseline measurables (monitor improvement results).
- Evaluate how the July 2016 roll out of Able-Bodied Adults without Dependents (ABAWDs) will affect FNS.

25

## QUESTIONS



26