

# 2017

## ANNUAL REPORT



**Western Piedmont**  
Council of Governments

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*Creative Regional Solutions Since 1968*



Our region of four counties, twenty-four municipalities and 365,471 residents continues as one of the major manufacturing and economic hubs of our state. While each year brings new challenges, a spirit of cooperation provides a solid foundation for our continued success. Our local governments look to the Western Piedmont Council of Governments and the entrepreneurial efforts of our citizens to build a better community now and for future generations.

The Western Piedmont Council of Governments is not just a collection of 28 member governments, but also an idea of cooperation and collaboration driven by member support and built by a staff of dedicated and knowledgeable professionals. As we celebrate our 50th year as an organization, each of our communities can point to a project or service, provided by the WPCOG that has improved the quality of our region. I take great pride in our staff, as they provide insightful, timely and concise solutions to the tasks presented by our members. We should continue to look to our Council of Governments for guidance in shaping a positive future for the Western Piedmont, and we are counting on those efforts.

Within this Annual Report, you will see a small glimpse into the work and successes that happened in 2017. Through the strong leadership of our local governments, the WPCOG has established itself as one of the most esteemed Council of Governments in North Carolina. I encourage each of our local governments to strive to maintain a spirit of cooperation when tackling the issues our region faces and look to the Council of Governments for guidance when those issues fall in line with their unique experience.

*Barbara Pennell*

Barbara Pennell  
Chair, Western Piedmont Council of Governments  
Councilwoman, Town of Gamewell





The WPCOG is governed by a Policy Board which includes delegates and alternates appointed by each of the 28 municipal and county member governments. Each city and county member government has one vote. The Policy Board also includes seven appointed members who represent the private sector.

Current membership of the WPCOG is 100% of the eligible counties, cities and towns located within the area designated including: Alexander, Burke, Caldwell and Catawba Counties, and the municipalities of Brookford, Cajah's Mountain, Catawba, Cedar Rock, Claremont, Connelly Springs, Conover, Drexel, Gamewell, Glen Alpine, Granite Falls, Hickory, Hildebran, Hudson, Lenoir, Long View, Maiden, Morganton, Newton, Rhodhiss, Rutherford College, Sawmills, Taylorsville and Valdese.

An Executive Committee including a Chair, Vice-Chair, Secretary, Treasurer, Past Chair and four At-Large members is elected annually by and from the Policy Board at their November meeting. Officers are installed at the January Policy Board Meeting.



# ADMINISTRATION

Administration Department staff support the efforts of all other WPCOG departments by providing general office support, facility management and communications. Additionally, the Administration Staff support the activities of the WPCOG Policy Board, Executive Committee and several other regional committees. Administration strives to delivery courteous and timely service to government officials and staff, the public, as well as fellow WPCOG staff.

## EXECUTIVE SEARCHES

The WPCOG Administrative staff led by the Executive Director and the Administrative Services and Human Resources Director regularly conduct executive searches for area local governments to fill important and high profile positions. Staff have extensive experience facilitating the hiring of personnel including Town Managers, Town Administrators, Community and Regional Planners and more. In 2017, WPCOG facilitated the Town Manager search for the Town of Catawba. This service is conducted with the highest level of integrity and confidentiality. Staff are available through every step of the process including writing and distributing job announcements, reviewing incoming resumes, focusing the potential candidate list, interviews and providing an objective and non-bias assessment of final candidates.

## RETREAT AND MEETING FACILITATION

In 2017, local governments called upon the WPCOG Executive Director and other WPCOG staff to facilitate various planning retreats

and meetings. Having a trusted impartial third party facilitate these types of events often allows for discussion that is more open and allows for the development of effective action plans.

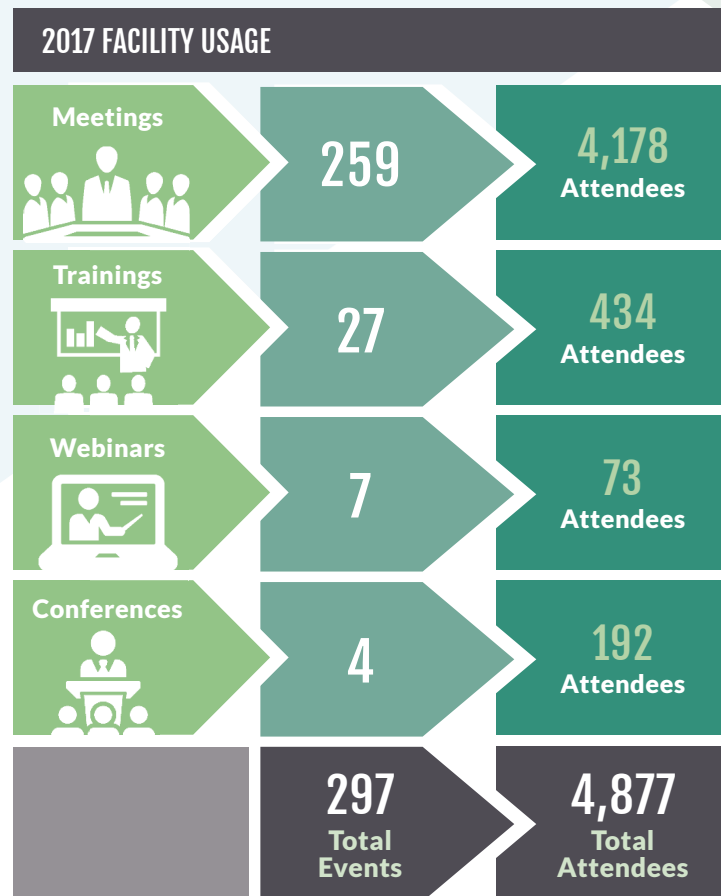
The WPCOG offers several free meeting spaces for local, State and Federal agencies to use for meetings, seminars, conferences or trainings. The WPCOG has a large meeting area which seats up to 136 people in

auditorium style, 72 in classroom or 56 in two separate boardroom style setups. The large conference room can also be divided into two equally sized spaces to accommodate smaller meetings. In addition to the WPCOG's large meeting area, are three additional meeting rooms seating 8, 12 or 14 people. The spaces are available to reserve in advance (subject to availability).

## INTERGOVERNMENTAL COORDINATION

The WPCOG hosts regular meetings with member government staff and elected officials. Occasionally, a speaker is invited to present a topic of interest to the group. More often, the meetings provide an opportunity for the participants to discuss mutual concerns or new programs and initiatives.

Bimonthly meetings are scheduled for Municipal and County Managers and Clerks, as well as County Commission Chairmen and Managers. Staff meets quarterly with Mayors/Chairmen/City-County Managers and Economic Developers, and periodically with Finance Officers and Planners.





## COMMUNICATIONS





In 2017, work concluded on the Comprehensive Economic Development Strategy (CEDS), which resulted in a final report shared with the U.S. Economic Development Administration, local leaders, and organizations and people of influence in the region. The final product is purposeful in its pursuit to address critical needs for the region with a particular focus on positive long-term economic growth. The project was a collaboration of Community and Economic Development, Planning, Data Services, Workforce Development and Communications with direction provided by a 15-member committee of regional stakeholders and the WPCOG Executive Director. The final report can be found online at [www.wpcog.org/ceds](http://www.wpcog.org/ceds).

Outreach and Marketing efforts continued for all of the WPCOG services through social media outreach, printed and digital marketing materials, newsletters, impact reports, public notice letters, press releases, and promotions of special projects, workshops and programs.

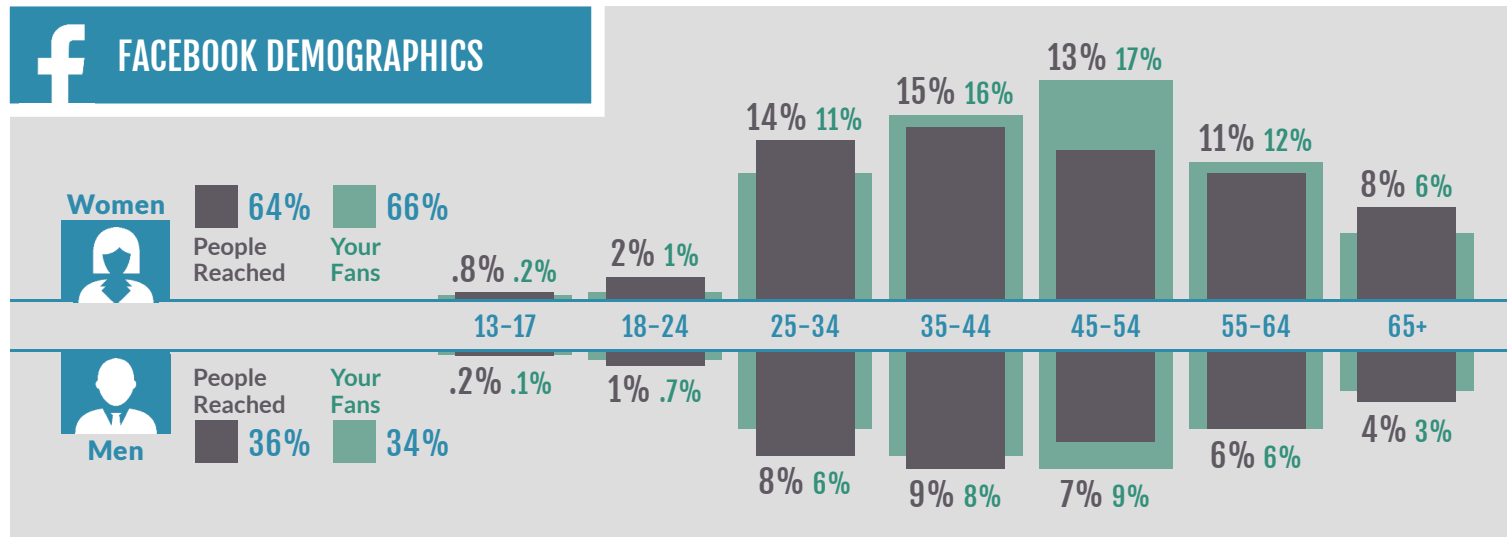
The monthly WPCOG Newsletter (11 Issues per year) maintained a steady user base of 1,487 subscribers with a better than average open/reader rate (Statistics shown in the Social Media/Public Outreach Chart on the right). The monthly WPCOG Impact Report (12 Reports per year) is distributed to WPCOG Managers, Mayors, Board Chairs and local government elected officials and staff.

Work also continued on branding of the NCWorks Career Centers including a new program based promotional materials, digital marketing efforts and new recruitment templates for use by career center staff. Also, marketing began on the new Workforce initiative "NextGen" which focuses on the 16-24 year old demographic.

### 2017 SOCIAL MEDIA/PUBLIC OUTREACH STATS

|            |   |                          |                                    |   |
|------------|---|--------------------------|------------------------------------|---|
| Newsletter |  | 11<br>Issues<br>per Year | 1,487<br>Subscribers               | 32%<br>Open Rate<br>(17% higher than<br>industry average) |
|            |   |                          |                                    |   |
| Website    |  | 49,015<br>Users          | 12,998<br>Average<br>Monthly Views | 115,987<br>Views  |
|            |   |                          |                                    |   |
| Twitter    |  | 505<br>Followers         | 186<br>Tweets                      | 224<br>Average Views<br>per Tweet                         |
|            |   |                          |                                    | 41,667<br>Views   |
| Facebook   |  | 571<br>Followers         | 191<br>Posts                       | 368<br>Average Views<br>per Post                          |
|            |   |                          |                                    | 70,447<br>Views   |

### f FACEBOOK DEMOGRAPHICS



# AREA AGENCY ON AGING

The Area Agency on Aging (AAA) is an organization working within a federal mandate to inform, advocate and plan for community services on behalf of older adults and caregivers. The agency is part of the national network set in place by the Older Americans Act of 1965. There are 622 AAA's in the United States and 16 in North Carolina. The Western Piedmont AAA covers Alexander, Burke, Caldwell and Catawba counties.

## SERVICES

- Evidence-Based Health Promotion Classes
- Family Caregiver Support Program
- Local Contact Agency
- Medicare Information for Patients and Providers Act Grant
- Operation Fan/Heat Relief
- Presentations on Aging Issues
- Project C.A.R.E. (Caregiver Alternatives to Running on Empty)
- Regional Long-Term Care Ombudsman Program
- Resource Directory for Older Adults
- Reverse Mortgage Counseling
- Senior Tar Heel Legislature Support
- Technical Assistance to Agencies Serving Older Adults

## HOME & COMMUNITY CARE SERVICES FUNDED IN WESTERN PIEDMONT

The AAA administers the Home and Community Care Block Grant (HCCBG) for the region. This grant funds an array of in-home and community based services to help seniors stay in their homes. The HCCBG allows counties the flexibility to determine which services to fund based on community need. Services are provided to older adults age 60+ and are based on need.

HCCBG services funded in the region:

- Adult Day Care
- Adult Day Health
- Congregate Meals
- General Transportation
- Home Delivered Meals
- Housing & Home Improvement
- In-Home Aide
- Information & Options Counseling
- Medical Transportation
- Senior Center Operations

### Home & Community Care Block Grant Services Provided



**1,024**  
Hours of Legal Assistance



**153,655**  
Meals Served



**98**  
Housing & Home Improvement Projects



**47,711**  
Hours of In-Home Aide Services



**9,650**  
Medical & General Transport Trips



**5,570**  
Adult Day Care/  
Health Days-of-Service



**23,000**  
Seniors Attended  
Local Senior Center

## FAMILY CAREGIVER SUPPORT PROGRAM

- Established new partnership with YMCA and Neighbor's Network to offer Parenting the Second Time Around support group for grandparents raising grandchildren
- Worked with NC A&T Center for Outreach in Alzheimer's/Aging to bring "Healthier Lifestyles - Healthier You" program to Burke County (continued to offer annual program in Caldwell and Catawba counties)

- Continued partnership with Catholic Diocese Elder Ministry to increase outreach to Hispanic older adults and caregivers – printed materials in Spanish
- Provided 50 backpacks and school supplies to grandparents raising grandchildren in Alexander County
- Summer Fun Camp Packets for grandparents raising grandchildren were distributed in Alexander and Burke counties

## REGIONAL LONG-TERM CARE OMBUDSMAN

AAA expanded the Regional Long-Term Care Ombudsman program by adding a part-time Regional Ombudsman position.



## LOCAL CONTACT AGENCY

There were 84 referrals handled by the Local Contact Agency Program for residents in skilled-care facilities. The referred residents indicated an interest in exploring their options to return to community living. The program successfully transitioned 9 residents.

## PROJECT C.A.R.E.

AAA expanded Project C.A.R.E. (Caregiver Alternatives to Running on Empty) program territory from 11 to 16 counties. The program serves caregivers of people living with Alzheimer's, dementia and related cognitive disorders. The program provides information, education, care management and respite vouchers.



## AAA OUTREACH AND SUPPORT

- Received Falls Prevention Grant of \$15,792 in partnership with UNC-Asheville and Mission Health Partners

- Received grant of \$4,686 from Housing Options Provided for the Elderly (HOPE) to provide Reverse Mortgage Counseling services
- AAA staff volunteered with Foothills Service Project and build a handicapped ramp for an older adult in Caldwell County
- Established Senior Center Development Team and visited 10 Centers of Excellence in the western part of NC gathering research on each center as part of the Catawba Aging Plan
- Helped to establish Neighbor's Network in Conover as a multi-purpose senior center, which provides an additional senior center to serve the eastern parts of Catawba County
- AAA Staff worked with students from Fred T Foard High School to assemble care packages for home delivered meals participants in Catawba Co. and deliver meals/packages to 6 routes – 75 older adults
- Offered training to Aging Service Providers on LGBT Inclusion

## AAA EVENTS & CONFERENCES

- Participated & sponsored the *Walk to End Alzheimer's*, and raised \$749 for Alzheimer's research
- Sponsored & volunteered at the Unifour Senior Games
- Hosted the 3rd annual Caregiver Conference at WPCOG with ACAP (Adult Children of Aging Parents) and Catawba Regional Hospice. Increased participation 55%
- Partnered with SIR (Senior Information Resources) to offer *Scam Jam* at the Metro Convention Center educating older adults on financial scams. (260 attendees)
- FCSP and Ombudsman program collaborated to offer new program: *Taking Charge - Knowing Your Long Term Care Options*. (63 attendees)





# COMMUNITY & ECONOMIC DEVELOPMENT

Community and Economic Development assists local governments in providing affordable, decent and safe housing, and infrastructure improvements for residents of the Western Piedmont through application preparation and administration of local and State grants, and serves as a catalyst for job creation by assisting local industries through building reuse grants.

## FORECLOSURE PREVENTION

In 2017, WPCOG's housing counselors completed their seventh year working with North Carolina Housing Finance Agency's (NCHFA) Foreclosure Prevention Fund (FPF).

Since its launch in late 2010, WPCOG counselors have helped 867 families receive assistance through three programs – Mortgage Payment Program (MPP), Second Mortgage Refinance Program (SMRP) and Principle Reduction Recast/Lien Extinguishment Program (PRRLE). The assistance provided during those 7 years is more than \$15.1 million with funding for 2017 totaling \$2,265,897.

Included in the 2017 totals is the number of clients who received help through NCHFA's newest program, the Principle Reduction Recast/Lien Extinguishment Program (PRRLE). PRRLE gives clients who have had a hardship and have recovered by gaining permanent income,

## 2017 FORECLOSURE PREVENTION ACTIVITIES



82

Mortgage  
Payment  
Assistance

49 - MPP<sup>1</sup>  
30 - PRRLE<sup>2</sup>  
3 - SMRP<sup>3</sup>



197

Homeowner  
Foreclosure  
Preventions



87

First-Time  
Homebuyers



48

Housing  
Rehab Loans

<sup>1</sup>MPP = Mortgage Payment Program

<sup>2</sup>PRRLE = Principle Reduction Recast/Lien Extinguishment Program

<sup>3</sup>SMRP = Second Mortgage Refinance Program

such as disability, or have become re-employed, but continue to struggle, to receive a mortgage recast or lien extinguishment depending on the circumstances. WPCOG's PRRLE recipient awards doubled in 2017 (\$1,403,562). from the previous year (\$729,365). The amount of assistance averaged \$46,785 per client.

In the Mortgage Default Program 197 homeowners received counseling and 112 avoided foreclosure by resolving their mortgage default.

## HOME CONSORTIUM

The HOME Consortium Program assisted 87 first-time homebuyers leveraging over \$6.3 million in lender financing. The Program provided 1 loan totaling \$300,000 to promote affordable multi-family housing projects in the region. Private developers invested over \$6.4 million, constructing 50 senior apartment units in Lenoir. The program provided \$206,535 to 4 different CHDO's (Community Housing Development Organizations) in 2017 for the construction of 8 Habitat homes.

## GRANT DEVELOPMENT AND ADMINISTRATION

During 2017, staff developed applications and received grant funding for 24 projects totaling \$9,644,546. Projects varied in amount from \$20,000, awarded by the State Home Foreclosure Prevention Program (SHFPP), to a \$2,000,000 Community Development Block Grant – Infrastructure Project to install waterlines to two communities in Burke County. In addition to the 24 new projects, staff administered 66 additional community and economic development grant projects.

## 2017 PROJECT HIGHLIGHTS



24

New Projects



\$9.6 Million

Grant Amount



345

Jobs Created



250

Housing Units



\$100 Million

Private Investment

## PROJECTS FUNDED IN 2017

|  | GRANT<br>AMOUNT    | JOBS<br>CREATED | HOUSING UNITS<br>AFFECTED | PRIVATE SECTOR<br>INVESTMENT |
|--|--------------------|-----------------|---------------------------|------------------------------|
| Burke County-DEQ <sup>2</sup> CDBG-I <sup>4</sup> Water Project                | \$2,000,000        |                 |                           |                              |
| Burke County-NC Commerce - Building Reuse Project Rampart                      | \$500,000          | 82              |                           | \$23,500,000                 |
| Caldwell County-NCHFA <sup>5</sup> Essential SFR <sup>7</sup>                  | \$175,000          |                 | 6                         |                              |
| Catawba County-NCHFA <sup>5</sup> Urgent Repair Program                        | \$75,000           |                 | 10                        |                              |
| Claremont-DEQ <sup>2</sup> AIA <sup>1</sup> Wastewater Project                 | \$150,000          |                 |                           |                              |
| Claremont-NCDOC <sup>11</sup> Claremont Project Park - Williams-Sonoma         | \$350,000          |                 | 53                        | \$1,298,500                  |
| Claremont-Golden Leaf Project Light Year                                       | \$250,000          | 50              |                           | \$54,000,000                 |
| Claremont-NC Commerce IDF <sup>3</sup> -Utility Fund Project Light Year        | \$1,000,000        |                 |                           |                              |
| Claremont-NC Commerce-Building Reuse Project Light Year                        | \$500,000          |                 |                           |                              |
| Claremont-NC DOT STBGDA Sidewalk   | \$458,000          |                 |                           |                              |
| Conover-NC Commerce IDF <sup>3</sup> -Project Contour                          | \$195,000          | 16              |                           | \$8,000,000                  |
| Drexel-DEQ AIA <sup>1</sup> Wastewater Project                                 | \$150,000          |                 |                           |                              |
| Lenoir-HUD CDBG <sup>4</sup> Entitlement                                       | \$131,683          |                 |                           |                              |
| Lenoir/Regional-HUD <sup>6</sup> Unifour HOME Consortium                       | \$794,513          |                 |                           |                              |
| Morganton-NC Commerce Kellex Building Reuse                                    | \$400,000          | 32              |                           | \$2,840,000                  |
| Morganton-NC Commerce Continental Building Reuse                               | \$1,000,000        | 135             |                           | \$9,800,000                  |
| Morganton-HUD <sup>6</sup> CDBG <sup>4</sup> Entitlement                       | \$146,539          |                 |                           |                              |
| Morganton-NC Commerce-Building Reuse Caring Alternative                        | \$230,000          | 23              |                           | \$700,000                    |
| Newton-NC Commerce Newton Urgent Care  | \$70,000           | 7               |                           | \$233,500                    |
| Regional (Alexander, Burke, Caldwell)-NCHFA <sup>5</sup> Urgent Repair Program | \$150,000          |                 | 21                        |                              |
| Valdese-DEQ <sup>2</sup> Meter Replacement (grant & loan)                      | \$566,347          |                 |                           |                              |
| Valdese-Part F Valdese Lake Rhodhiss Park                                      | \$300,000          |                 |                           |                              |
| WPCOG (Regional)-NCHFA <sup>5</sup> SHFPP <sup>10</sup>                        | \$20,000           |                 | 160                       |                              |
| WPCOG (Regional)-HUD <sup>6</sup> Housing Counseling                           | \$32,464           |                 |                           |                              |
| <b>Totals</b>  | <b>\$9,644,546</b> | <b>345</b>      | <b>250</b>                | <b>\$100,372,000</b>         |

## ACRONYMS

<sup>1</sup>AIA =

Asset Inventory  
Assessment

<sup>2</sup>DEQ =

Division of  
Environmental Quality

<sup>3</sup>IDF =

Industrial Development  
Fund

<sup>4</sup>CDBG =

Community Development  
Block Grant

<sup>5</sup>NCHFA =

North Carolina Housing  
Finance Agency

<sup>6</sup>HUD =

US Department of Housing  
and Urban Development

<sup>7</sup>SFR =

Single Family  
Rehabilitation

<sup>8</sup>NFMC =

National Foreclosure  
Mitigation Counseling

<sup>9</sup>STPDA =

Surface Transportation  
Program Direct  
Apportionment

<sup>10</sup>SHFPP =

State Home Foreclosure  
Prevention Program

<sup>11</sup>NCDOC =

NC Department  
of Commerce

# COMMUNITY & REGIONAL PLANNING

## COMMUNITY & REGIONAL PLANNING

Planning staff engages in two basic types of land-use planning for local governments in the Western Piedmont: current planning and long-range planning. On a contractual basis, planning staff advises local governments on current planning issues such as zoning, annexation, ordinance revisions and related land-use issues.

- Compiled quotes and prepared staff recommendation for new Valdese Electric Vehicle chargers
- Commercial Site Plan Reviews for Claremont: Catawba Valley MOB, Substance, Inc. and Dynamic Air Engineering Upfits
- Drafted and administered Glen Alpine Community Survey for comprehensive plan
- Completed current & future land use maps for Rutherford College
- Burke County Community Assets Mapping presentations
- Held the Planner's Forum concerning "Tiny Houses"
- Finalized text amendment proposal for Alexander County
- Reviewed and recommended residential PUD with Hildebran
- Maiden Recreation Survey and analysis
- Finalized PARTF applications for Maiden and Valdese
- Began plan review for a new Bojangles in Rutherford College
- Wrote & finalized the 2017-18 Action Plan for Rutherford College
- Drafted 1st annual Strategic Action Plan for Sawmills Town Council
- Conducted Board of Adjustment Training for Caldwell County
- Began land use mapping & zoning ordinance review for Glen Alpine
- Text amendment for Town of Gamewell - on treehouses
- Held a Plan Review Committee meeting in Claremont for Williams-Sonoma project
- Reviewed minor subdivisions for Hudson, Gamewell and Rutherford College
- Held a Claremont Plan Review Committee meeting for Advance Pierre Foods cafeteria project
- Recombination Plat Review in Sawmills
- Aided local governments with Demographics/Annexation surveys for Census Bureau
- Held Claremont Plan Review Committee meeting for Prysmium foundation upgrades
- Worked with telecommunications consultants to Permit Co-location of Service Antennas in Claremont and Sawmills
- Began working on satellite annexation for Rutherford College
- Finalized Claremont Factsheet for Fast Food Chain Initiative Marketing Tool, identified 3 desirable vacant lots with landowners seeking prospective developers
- Presented text amendments concerning sign illumination, time lapse settings for sign display changes, and definition of "flashing" signs to Claremont's Planning Board
- Site assessment for possible rezoning and floodplain development permit in Catawba
- Completed \$40,000 bicycle/pedestrian grant for Hudson
- Held Board of Adjustment hearing in Claremont to allow modification and approval of watershed bonus status for Williams-Sonoma
- Zoning compliance considerations on agritourism/events venue for a property in Claremont
- Continued work on text amendments concerning chicken keeping, electronic gaming establishments and solar energy for Drexel
- Final plan review/zoning permit for Claremont Elementary cafeteria
- Presented conditional use permit for the addition of cellular antennas onto an electrical tower in Hildebran
- Completed the Drexel Recreation Plan
- Investigated site control concerns for Drexel Heritage Redevelopment



**3,536**  
Planning Hours  
Provided to Local  
Governments



**170**  
Meetings  
Commission, Council  
and Planning Boards



## TRANSPORTATION PLANNING

Designated as the Lead Planning Agency for the Greater Hickory Metropolitan Planning Organization (MPO), the WPCOG is responsible for the preparation of the Urban Area Planning Work Program (PWP). The MPO is also responsible for developing the Metropolitan Transportation Improvement Program (MTIP). The WPCOG is the primary local recipient of transportation planning funds received from the North Carolina Department of Transportation and the US Department of Transportation.

- Hosted MPO TCC/TAC monthly meetings
- Attended Western Piedmont Regional Transit Authority Meetings – monthly Board of Directors meetings and quarterly Transportation Advisory Board meetings
- Presented MPO TAC responsibilities to the Claremont Council
- Participated on the Statewide Bicycle and Pedestrian Committee
- Supplied transportation project info to the CEDS Committee
- Staffed meeting with McDowell County to address possible transit authority merger
- Administered The 2017 Local Coordinated Plan Workshop
- Attended NC 150 Merger Meeting
- Meeting with KB Reynolds representative to discuss future grants
- Submitted grant to KBR for fixed route transit in Burke County
- Staffed Downtown Newton Pedestrian Plan Steering Committee
- GHMPO Project Scoping Meetings with consultants and NCDOT
- Discussed Transportation Issues with Glen Alpine
- Created Marketing Team for Burke County Transit
- Conference Call with Newton to discuss Startown Road
- Meeting with Lake Hickory Trail System to discuss potential PARTF



MPO monthly meetings at the WPCOG Offices.

Grant funding and analyze survey results for bike & pedestrian trails

- Meeting with the Community Foundation of Burke County, non-profit groups, and local officials to provide updates for Burke County fixed route transit
- Addressed changes in legislation for the upcoming 2017 Local Coordinated Public Transit Plan
- CEDS presentation on transportation issues for the region
- Attended freight workshop at Land of Sky Regional Council
- Met with WPCC officials to discuss potential future sites for the Burke County Emergency Services Training Center
- Attended Greenway Symposium in Asheville to discuss future greenway plans and public involvement
- Attended NADO's Rural Transportation Conference
- Hosted numerous U-4700 (US 321) public and private meetings
- Hosted SPOT 5.0 Training
- Attended Western NC Rail Conference
- Submitted CFWNC Grant for possible transit route in Burke County
- Presentation to Community Foundation of Burke County Trustees
- Submitted Bicycle & Pedestrian Planning Grant Initiative for Hudson

## 5-YEAR METRO TRANSPORTATION IMPROVEMENT PLAN (MTIP)



**100+**  
Projects for  
the region

**\$1.4 Billion**  
Projected cost of  
Improvements

## DATA CENTER



Data Center staff provides assistance in locating and analyzing demographics for local governments, nonprofits and the private sector. Data Center staff also produces specialized data products including community assessments, economic indicators newsletters, industry growth analysis, and student growth estimation models.

- Generated monthly and annual estimates for Greenway of unlinked passenger trips (UPT), passenger miles traveled (PMT) and average passenger trip length (APTL)
- Completed the 2016-17 Greenway Passenger Sampling Report and the 2017-18 Greenway Passenger Sampling Methodology Report
- Created demographic data maps for the Greenway Transit Plan
- Completed “Existing Conditions” chapter and the “Air Quality” section of the Metropolitan Transportation Plan (MTP) report
- Tabulated results of the 2017 Vehicle Occupancy Rate (VOR) data set for the Greater Hickory MPO
- Demographic/economic data presentations to Alexander and Burke County School administrators, Burke County Housing Summit, Catawba County Chamber, Conover, Lenoir, and Valdese Councils, Glen Alpine Comp. Plan Committee, Western Piedmont Vacant & Substandard Housing Taskforce, and the WPCOG Policy Board
- Completed 500 Mile Seattle vs. Catawba County radius analysis and maps for Amazon HQ2 proposal

- Completed demographic chapters of the Drexel and Hudson Recreation plans and the Burke County Fair Housing Plan
- Completed 2010-2016 Hickory MSA population change analysis
- Completed Stem West request for school enrollment, school personnel and free and reduced lunch data for 15 school districts/charter schools in Region C and D
- Completed economic analysis of ‘17 Hickory Hops & Oktoberfest
- Completed updates to demographic/economic data for the Catawba Chamber of Commerce Living Guide
- Completed demographic and economic information within 50 and 100 mile radius on NC 16 and NC 150 in Catawba County
- Completed IRS returns migration patterns for local managers
- Gave Census Presentations at North Lincoln High School
- Updated building permit census tract data for Alexander, Burke, Caldwell and Catawba Counties
- Completed occupation wage analysis for furniture related occupations in the Hickory Metro region
- Completed analysis of the change in Labor Force participation rates between the Hickory MSA, other NC Metro areas, North Carolina and the United States between 2008 and 2016

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

- Completed preparing regional profile
- Completed three group stakeholder interviews for the Comprehensive Economic Development Strategy (CEDS)
- Analyzed CEDS Survey results
- Tabulated the results of the CEDS SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis and assisted with draft of strategies
- Prepared list of performance measures for report



## ENVIRONMENTAL PLANNING

Environmental Planning staff work with federal, state and local governments, educational institutions and non-profits to implement policies and initiatives relating to stormwater management, water quality/quantity, air quality and land use related issues. Staff serve as collaborative partners and credible sources of information to various agencies on a variety of water and environmental issues, environmental compliance, policy support, education and outreach, watershed protection, and restoration work for the region.

- Held quarterly Western Piedmont Air Quality Committee and Western Piedmont Water Resources Committee meetings
- Held the 4th Annual Western NC Water Quality & 11th Annual Western NC Air Quality Conference at Lenoir Rhyne University
- Stormwater Outreach at Hickory Earth Day
- Began work on the newly funded Western Piedmont Septic Tank Repair Program
- Completed the McGalliard Creek Watershed Protection Plan
- STEM Tour for Jacobs Fork Middle School Students
- Held a workshop to educate teachers about stormwater

Image from the McGalliard Creek Watershed Protection Plan.



### 2017 SEPTIC TANK REPAIR PROGRAM

11

Projects

\$61,700  
Project Totals

\$5,609

Average Assistance  
per Project



### STORMWATER PARTNERSHIP OUTREACH

15

Presentations

260

Students  
Reached

36

Teachers  
Reached

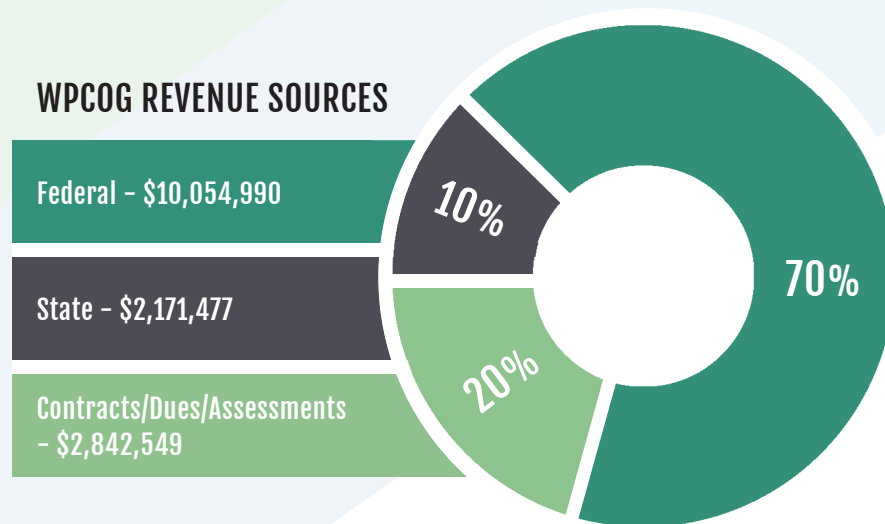
- Completed work on “Water Quality” portion of the Environmental chapter for the MTP report
- Began an Environmental Assessment for the Town of Valdese
- Completed an Environmental Assessment for Alexander County
- Participated in the “Fill in the Gap” STEM workshop for Stormwater Outreach
- Completed an Environmental Assessment for the Alexander County Industrial Shell Building
- Completed two Environmental Assessments for the Morganton greenway
- Participated in Duke Energy’s HEP Lake’s Advisory Committee
- Conducted Stormwater Outreach for students at the NC Center for Engineering Technologies
- Participated in Mock Interviews at the Career Prep Conference
- Completed Environmental Assessment for Old Hwy 10 in Burke County
- Judge for “Public Service Announcement” contest at NC Center for Engineering Technologies



# FINANCE

The Finance Department manages the agency's pass-through funds totaling more than \$10 million and supervises the intricacies of a \$15 million budget, which includes over 100 different contracts and programs with local, state and federal agencies and private firms.

In Fiscal Year 2016-2017, the General Fund had an increase in fund balance of \$44,999, totaling \$1,295,572. Out of total budgeted expenses, Federal awards paid \$10,054,990 (70%) and State awards paid \$2,171,477 (10%). The remaining expenses of \$2,842,549 (20%) were paid with local/assessment dues, local government contracts, appropriated fund balance and deferred revenues.



The focus of Western Piedmont Council of Governments' governmental funds is to provide information on near-term inflows, outflows, and balances of unusable resources. Such information is useful in assessing Western Piedmont Council of Governments' financing requirements.

The General Fund is the primary operating fund of Western Piedmont Council of Governments. At the end of the current fiscal year, Western












Piedmont Council of Governments' available fund balance in the General Fund was \$560,056 while total fund balance reached \$1,295,232. Western Piedmont Council of Governments currently has an available fund balance of 11.16% of General Fund expenditures, while total fund balance represents 28.83% of general fund expenditures.

As of June 30, 2017, the governmental funds of Western Piedmont Council of Governments reported a combined fund balance of \$1,822,877, with a net increase in fund balance of \$58,604. Included in this change in fund balance is a increase in fund balance in the General Fund of \$44,999 and the Aging Fund of \$22,081 and a decrease in fund balance of \$8,511 in the Section 8 Fund.

## FINANCIAL ADMINISTRATION SERVICES FOR LOCAL GOVERNMENTS

The finance staff has over 45 years of governmental accounting experience and two staff members have master's degrees in accounting. The financial administration provides cost effective services to local governments and other governmental organizations.

During 2017, the Finance Department was able to assist two local governments with administering financial services. By providing these services, the local governments were able to continue their duties without any interruption in their financial services. These services were rendered on various time frames and made to fit the need of each individual municipality. One local government was served with full financial administration, meaning that the Western Piedmont Council of Governments provided a finance officer for the local government. This position was housed at the Council of Governments while providing these services. The second local government was assisted on a temporary basis while they were understaffed. The Finance Department was able to customize what services were offered based on the local governments need. In this particular case, administering payroll and tax collections were the services provided to the municipality.

|  | FY 2016 – 2017                   | REVENUES     | EXPENSES     |
|--|----------------------------------|--------------|--------------|
|    | REGION E<br>DEVELOPMENT CORP     | \$2,441      | \$2,441      |
|    | TRANSPORTATION                   | \$650,100    | \$627,892    |
|    | AGING                            | \$3,176,252  | \$3,154,171  |
|    | ENVIRONMENTAL                    | \$120,144    | \$121,254    |
|    | COMMUNITY<br>DEVELOPMENT         | \$1,011,290  | \$949,904    |
|    | COMMUNITY &<br>REGIONAL PLANNING | \$288,473    | \$256,986    |
|    | REGIONAL PUBLIC<br>HOUSING       | \$6,173,803  | \$6,182,313  |
|   | GIS & IT<br>SERVICES             | \$258,536    | \$279,366    |
|  | ECONOMIC<br>DEVELOPMENT          | \$181,253    | \$153,461    |
|  | WIOA                             | \$2,843,272  | \$2,843,238  |
|  | GENERAL<br>GOVERNMENT            | \$562,067    | \$638,001    |
| TOTALS –   |                                  | \$15,267,631 | \$15,209,027 |

## SERVICES INCLUDED IN FINANCIAL ADMINISTRATION

- Accounts payable
- Accounts receivable
- Assistance in budget development and amendments
- Cash management
- Coordination with the local government's independent auditor
- General ledger accounting
- Monthly account reconciliations
- Monthly finance reports
- Payroll administration
- Powell Bill reports to NCDOT
- Purchase order processing
- Quarterly reports to IRS, LGC, etc.
- Review and preparation of audit related records and material
- Sales tax refund reports
- Other financial duties as needed

## BENEFITS OF THE WPCOG ADMINISTERING YOUR LOCAL GOVERNMENT'S FINANCES

- Segregation of duties that eliminates that annual finding in your audit
- Greater protections from fraud and misuse of funds
- Expertise of staff that comes with a larger organization
- Avoid difficulties of recruiting and retaining trained and experienced financial staff
- Continuity of service that is difficult for single-person or small financial operations in local governments
- Avoid expensive accounting software fees
- Cost savings from WPCOG financial administration versus hiring your own staff
- Seamless service to your board or council, staff and the public

# INFORMATION TECHNOLOGY/GIS

The WPCOG Information Technologies/Geographic Information System (IT/GIS) Department provides a variety of digital mapping solutions and geospatial data services for member governments as well as the public and private sector.

## NCDEQ AIA GRANT SUPPORT

The Towns of Rutherford College, Taylorsville, Drexel and Sawmills received WPCOG services in support of the NC Department of Environmental Quality (DEQ) Asset Inventory and Assessment (AIA) Grant Program. Following is a brief summary:

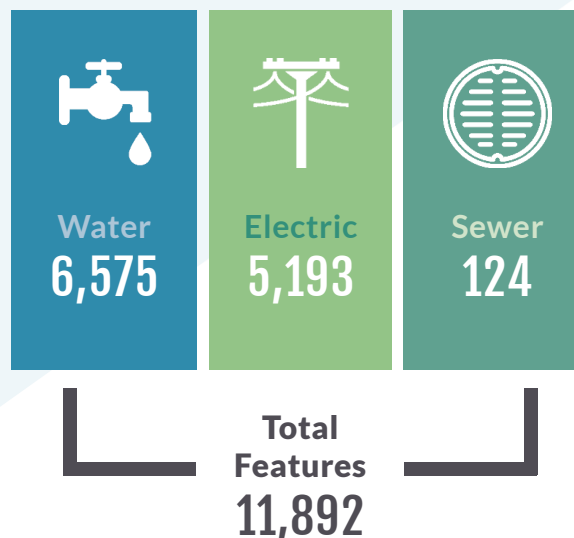
- **Drexel** – AIA grant application assistance 2017.
- **Sawmills** – Received grant application assistance.
- **Taylorsville** – Grant application assistance, collection of water utility asset data (4,110 features) and development of a web-based GIS water interface (including drawings and as-builts). Town staff are using ArcGIS collector software and mapping-grade GPS to update the new water features information.
- **Rutherford College** - Grant application assistance, collection of water utility asset data (2,269 features) and development of a web-based GIS user interface (including drawings and as-builts). Town staff are using ArcGIS collector software and mapping-grade GPS to update the new water features information.

## SUPPORT FOR EXISTING UTILITY-BASED GIS

For Claremont, Maiden and Valdese, services include upgrade and maintenance of related GIS software, hardware and

applications. Maiden received an import of new infrastructure drawings and received on-site training and system use analysis. Valdese received updates to symbology and assistance for their reverse-911 system. Claremont received 311 new features and map-book updates.

### GPS FEATURES COLLECTED BY IT/GIS FOR ALL MUNICIPALITIES



## CITY OF HICKORY GIS SUPPORT

Services consisted of applications constructed by WPCOG IT/GIS and hosted using the ArcGIS Online web-based tools. Areas of impact for these applications included:

- Industrial park locations and related information;
- Field-editing capabilities for the City's Water Quality and Wastewater departments;
- Collection of preplan occupancy and hazardous material information for all commercial and industrial buildings for the City's Fire Department;
- Zoning and overlay layer interface for the general public;
- And a food-truck location application.

## WPCOG COMMUNITY & TRANSPORTATION PLANNING SUPPORT

### Greenway Transportation

- Conducted passenger sampling for Catawba County fixed-route service, representing 349 Greenway bus stops and 208 individual fixed bus routes.
- Supported continued various public GIS Greenway Transit related web applications including; the Catawba County Bus-Stop Finder webapp, which saw 3,821 views, and the Alexander County Bus-Stop Finder, which received 250 views.

## PARTF Grant Applications

Mapping services for three PARTF Grant Applications including Maiden's Municipal Park, Valdese's Downtown Park and land acquisition for a future Lake Rhodhiss Park in Burke County.

## Manufacturing Solutions Center (MSC) & Carolina Textile District (CTD)

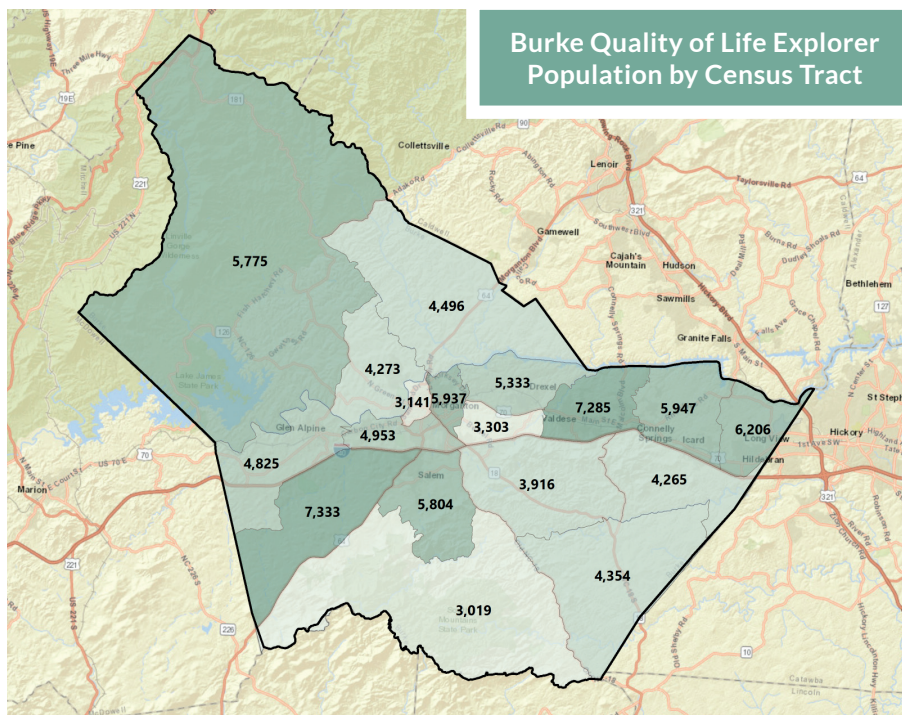
Sharing the locations of customers in North Carolina, the ARC region, the United States and internationally, IT/GIS staff produced a series of 18 maps semi-annually, 9 for the MSC and 9 for the CTD.

## Greater Hickory Metropolitan Planning Organization (GHMPO)

IT/GIS Staff provided mapping services for the 2045 Metropolitan Transportation Plan (MTP). Deliverables included over 80 maps for the; Bicycle and Pedestrian (10 maps), Environmental Justice (36 maps), Existing and Projected Conditions (21 maps), and Highway and Road (15 maps) chapters of the plan.

## KB Reynolds Burke Quality of Life

An ArcGIS Online Story Map was created, which enables users to combine narrative text, images, and maps to tell "the story" of the pressing health and quality of life challenges in Burke County.



## Miscellaneous Planning Assistance

Data and mapping services for various zoning, comprehensive plans, recreation plans and grants were provided to the municipalities of Claremont, Drexel, Gamewell, Glen Alpine, Hildebran, Hudson, Rutherford College, Sawmills and Valdese.

## GENERAL GIS EXTERNAL/INTERNAL

In addition to direct GIS and Data support to internal WPCOG departments and services, the ArcGIS Application Server and SQL Server received hardware and software updates, including migration of data and applications. IT/GIS staff participated in the Geographic Information Coordinating Council Working Group (GICC) for Professional Land Surveyors and GIS, provided the NC Association of Regional Councils of Government (NCARCOG) representation on the GICC Local Government Subcommittee and supported the NCARCOG GIS Users Group and ArcGIS OnLine/Community Analyst Effort cost share. In 2017, WPCOG hosted the annual Local Government GIS Symposium, with 81 individuals in attendance.

## INFORMATION TECHNOLOGY

WPCOG staff provided many information technology-related services during the past year. Internally, the highlight project was the agency's migration to the cloud-based Office 365 service from an on-premise Microsoft Exchange-based email system. Upgrades and enhancements to agency servers, digital lobby displays, multifunction printers, video surveillance, and a 4G cell signal booster.

## IT SUPPORT



**1,157**  
"Help-Desk"  
Tickets



**238**  
End-User  
Support



**146**  
Map  
Requests



**86**  
Data  
Requests



**467**  
System  
Tasks



**220**  
Software/  
Hardware  
Support



# REGIONAL HOUSING AUTHORITY

## HOUSING CHOICE VOUCHER PROGRAM

The Housing Choice Voucher Program, the federal government's most important program for helping families find safe, affordable housing in the private market, is administered through the US Department of Housing and Urban Development (HUD). Participants are free to choose any housing that meets program guidelines, and the Regional Housing Authority (RHA) works with any landlord willing to comply with all program guidelines.

At the peak of 2017, the RHA provided decent, safe, sanitary and affordable housing to 1,124 families throughout Alexander, Burke, Caldwell and Catawba Counties. While ensuring regional residents have access to quality, affordable housing, the RHA diligently seeks partnerships with property owners, community advocates and housing resource agencies. Through the Housing Choice Voucher program, the RHA provides opportunities for families to move to better neighborhoods. The ultimate goal is to provide participants the foundation needed to improve their quality of life and achieve self-sufficiency.

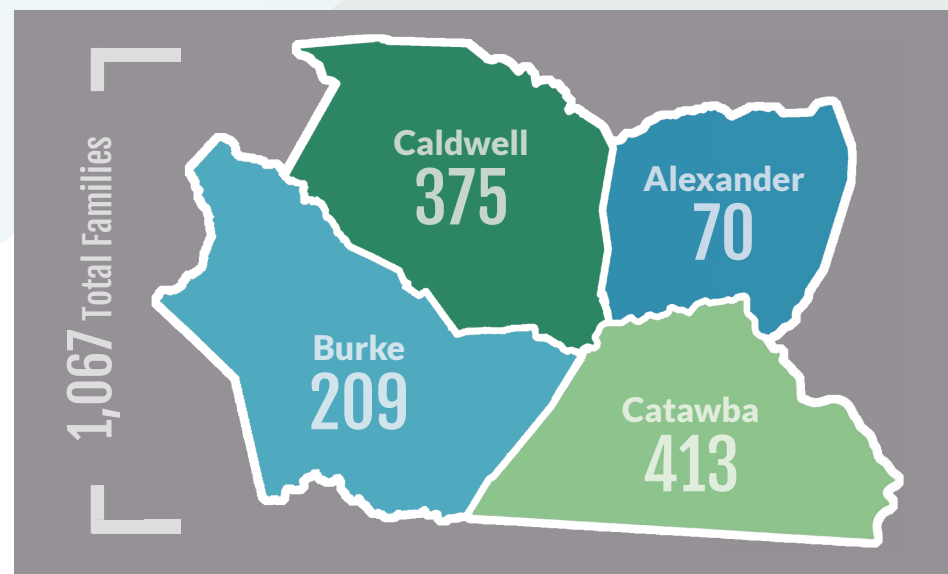
## SPECIAL PROGRAMS





The RHA works to enhance the quality of life for the people we serve by offering opportunities to participate in a multitude of special programs. Special programs offered only to RHA housing participants include Family Self-Sufficiency (FSS) and Homeownership.

Through FSS, RHA housing participants are offered the opportunity to achieve economic independence through community resources with the help of an FSS coordinator. The FSS coordinator provides the head of household and/or other adult family members with resources on how to obtain an education, job training, counseling or other types of social services. In 2017, FSS had 4 graduates, 7 new enrollments and 61 total participants. The RHA deposits money into an escrow account for each participant as they achieve their goals, obtain employment and increase their income.

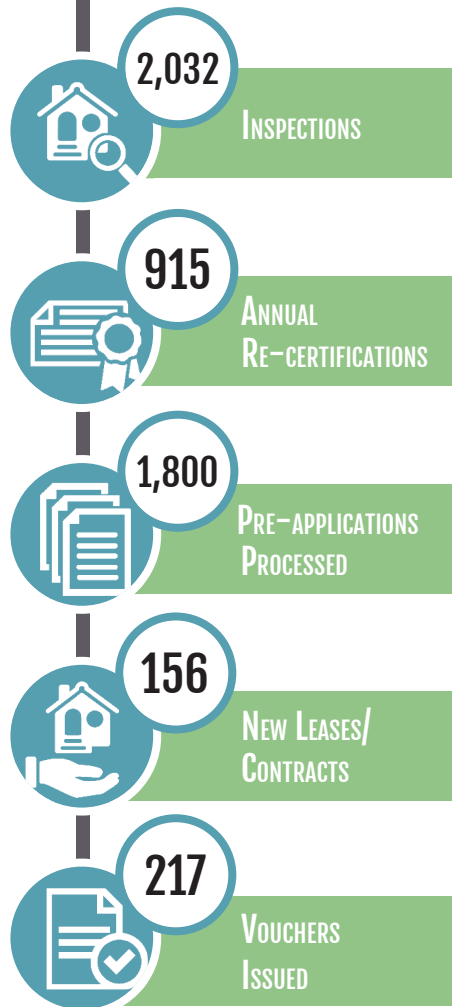
Through the Homeownership program, Section 8 participants are able to use their rental subsidy towards their mortgage. This year, the RHA assisted 6 participants with their mortgage each month.

## 2017 AVERAGE # OF FAMILIES PROVIDED RENTAL ASSISTANCE



|   |                                      |
|---|--------------------------------------|
|  2,317 | Total family members                 |
|  462   | Disabled and/or elderly families     |
|  22    | Family Unification Program families  |
|  61    | Family Self-Sufficiency participants |

## BREAKDOWN OF PROCESS TO PROVIDE ASSISTANCE



## SECTION 8 MANAGEMENT ASSESSMENT PROGRAM

The RHA is required to submit an annual performance assessment to HUD. The Section Eight Management Assessment Program (SEMAP) measures the performance of the public housing agencies that

## PUBLIC OUTREACH

Each year, the RHA holds a Landlord Information Workshop. The fourth annual meeting was held in November 2017, with approximately 50 landlords in attendance. Information regarding the Section 8 program process was shared, and attendees were able to ask questions relevant to the program. The RHA strongly encourages current and interested landlords to list their available properties with *Go Section 8*. This is a tool the RHA currently uses to help clients find affordable housing, and to help landlords market their properties.

The RHA held the first Housing Partnership Network (HPN) meeting in March 2017 with over 60 people in attendance. In an effort to better assist our clients, the RHA created the HPN for agencies in the region who are working with individuals to find housing. The RHA focused on helping these agencies understand the Housing Choice Voucher program and policies. The RHA hopes to help clients become aware of the many resources in this area that could help them become self-sufficient.

## RHA FAMILY DEMOGRAPHICS

### Race



54% White/Caucasian

45% Black/African-American

1% Asian-American

### Ethnicity



96% Non-Hispanic 4% Hispanic

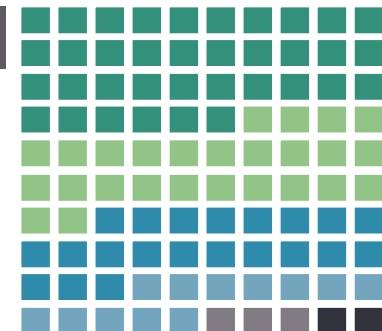
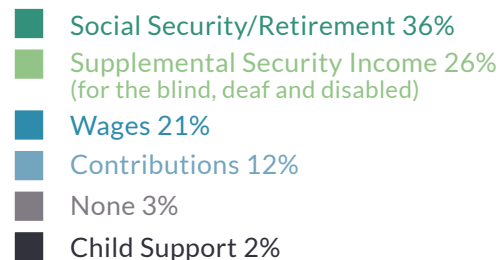
administer the Housing Choice Voucher program using 14 key indicators. SEMAP helps HUD target monitoring and assistance to public housing agencies that need the most improvement. The RHA submits the SEMAP certification within 60 days of its fiscal year end.

In addition to the 14 key indicators, HUD allows public housing agencies the opportunity to earn 5 bonus points. The RHA tracked Section 8 families with children living in high poverty areas for the end of

fiscal years 2016 and 2017. The demographic information was submitted to HUD earning the RHA the additional points. Each year, the RHA will continue to compare this data to show percentages of these demographics.

For the second year in a row, the RHA received a 100% score on SEMAP and a *High Performer Rating* (SEMAP scores of at least 90 percent are rated as high performers). Public Housing Authorities (PHA) that achieve an overall performance rating of high performer may receive national recognition by HUD and competitive advantage under notices of fund availability.

## RHA FAMILY INCOME SOURCE



# WORKFORCE DEVELOPMENT BOARD

The Western Piedmont Workforce Development Board (WDB) is a business led local board that is made up of 51% private sector industries, such as Manufacturing, Furniture, Banking, Healthcare and Retail. The board is involved in regional collaboration with economic development efforts:

- Helps identify and resolve skill gap issues with resources such as Career Readiness Certifications, OJT, (Wage Reimbursement) Scholarships and Career Advising;
- Oversight of NCWorks Career Center One-Stop Operations, which provide a talented workforce to employers;
- Provide critical labor market intelligence for the region (Economic Indicator Newsletter, Industry Growth Analysis, Labor Market Overview and NCWorks.gov);
- Rapid Response Outreach - WDB staff and Career Center partners respond to dislocations resulting from business closings and reductions in force.

**Within the Western Piedmont Workforce Development Board local service area, the NCWorks Career Centers have delivered:**



**Employer Services**

**4,811**



**Jobseeker Services**

**7,532**



**Recruitment Events Held**

**122**



**Scholarships Awarded**

**75**

## ON-THE-JOB TRAINING (OJT)

The On-the-Job Training (OJT) program provided by the Western Piedmont Workforce Development Board is a resource to assist

businesses in acquiring skilled workers and helping eligible individuals to gain employment. Many employers in our area have taken advantage of the On-the-Job Training program as they add additional employees to their workforce. Wage reimbursement for OJT was paid out to employers to offset the high cost of training new hire employees:



**Total OJT Placements**

**37**



**OJT Wage Reimbursement to Businesses**

**\$112,003.60**



**Average Hourly Wage Paid to Employee during OJT**

**\$11.82**

**NCWorks  
NEXTGEN**  
*Your Future Starts Here*

In 2017, North Carolina's 23 Workforce Development Boards worked together to establish a consistent message and marketing plan for its Workforce Innovation and Opportunity Act (WIOA) youth and young adult education and training program. The NextGen program is designed to help young adult career-seekers remove the obstacles to employment through a variety of services, including (but not limited to) career advising, work experience, education, mentoring, and leadership development. Our NextGen young adults are ages 16 to 24, and live within Alexander, Burke, Caldwell and Catawba Counties. NEXTGen participants may also identify



with one or more of the following: are in or out of school; have difficulty with math and reading; need a high school diploma or GED; are juggling the responsibility of a child or finding a stable place to live; had some legal missteps; want to attend college or earn a credential. To learn more about NEXTGen, visit [www.wpcog.org/youth](http://www.wpcog.org/youth).

### NEXTGEN WORK EXPERIENCE: WILLIAM PRUITT

William Pruitt came into the Catawba NCWorks Career Center needing job training. As part of the NEXTGen Youth/Young Adult program, he was placed in a work experience opportunity with Goodwill Career Connections to gain job skills. This was William's first job ever! He was set up to learn the skills of an environmental specialist. During William's work experience he was enrolled in the CVCC's ten week Manufacturing Academy. William successfully completed the Manufacturing Academy in November and was vigilant in his employment. Within a week William had an interview lined up with Sarstedt and was soon offered a job as a quality inspector! William also intends to further his education by attending the Mechatronics Fundamentals course at CVCC.



## NCWORKS CERTIFIED CAREER PATHWAYS

NCWorks Certified Career Pathways are key to engaging industry and ensuring the education and training pipeline at the local level is aligned with the needs of local businesses. Career pathways are purposeful plans for education and training leading to knowledge and skill acquisition and successful careers. While K-16 has done a great job establishing career pathways within the education system, the next step is to take those pathways beyond K-16 so any age jobseeker knows what local education and industry certifications are in demand. Currently the WDB has received approval for an Advanced Manufacturing Career Pathway, and a Healthcare Career Pathway is in the development stages.



Western Piedmont receiving the NCWorks Advanced Manufacturing Certified Career Pathway from Governor Cooper, November 2017

The region's NCWorks Certified Career Pathways are being established through K-16 and industry collaboration. Career pathways also have the endorsement of the Division of Workforce Solutions, making them eligible for targeted grant funds.



# STEM WEST

Science | Technology | Engineering | Math

STEM West advocates and supports the alignment of educational and occupational objectives through the regional workforce and community partnerships. STEM West is a non-profit organization involved with the Western Piedmont Workforce Development Board, which is a part of the Western Piedmont Council of Governments. In partnership with CVCC's Education Matters, EXTREME STEM Tour team

received training in 2017 (Alexander, Burke, Caldwell, and Lincoln Counties). Over 10,000 8th graders have participated in these tours since 2013, visiting local STEM businesses and touring community colleges and the pathways that align with STEM careers.

## NEW IN 2017:

- **GEMS (Girls Engaged in Math and Science) Clubs:** 25 clubs where established - Coaches received 4 days of training and \$200 for club supplies.
- **EdCamp STEM West:** The first STEM related EdCamp was attended by more than 130 people interested in STEM Education. Over \$1,500 in door prizes and food was donated by local businesses.
- **Code.org:** STEM West organized and hosted Code.org training for over 30 teachers across western North Carolina.
- **GIZMOs Grant:** STEM West collaborated with Explore Learning to access an estimated \$120,000 in services for western NC school districts. These districts received a one-year access to GIZMOS, an online simulation site, and 3 days of training on inquiry instruction.
- **EXTREME STEM Tour Training:** In partnership with Education Matters of CVCC, STEM Tours teams were trained from 12 different counties. Over 30 community stakeholders learned how to implement their own tours. Additional school districts have implemented the tours.

- **LEGO Equity Grant:** 144 girls in FIRST LEGO League, Jr. Expos to share their learning during the Aqua Challenge. Received a LEGO Equity grant (approximately \$9,000 value), 3 schools received WeDo kits, training, materials and iPad to engage
- **Fairs & Festivals:** A STEM West table was set up at the Caldwell County Fair, the Historic Morganton Festival, and the Taylorsville Apple Festival in the fall of 2017 to share STEM Career information with students and parents. In partnership with the NC Bionetwork of Community Colleges, many students and adults made their own DNA necklaces and over 500 community members engaged in discussions of STEM Careers.
- **4,000 students impacted:** In less than 2 years, STEM West has impacted almost 4,000 students and over 400 educators through teacher training, student events, clubs, etc. Students have participated in STEM units, clubs, and events focused on STEM Careers and/or skills.
- **Computer Science Training:** STEM West collaborated with The Friday Institute to host follow-up trainings for the middle school NC Computer Science Pilot at the NC Center of Engineering Technologies.
- **Grants received and deployed:** Duke Energy Foundation (\$100,000), Biogen (\$5,000), Burroughs Wellcome Fund (\$9,000).



GEM Coaches participated in 4 days of training.

## ADMINISTRATION

**Anthony Starr** - Executive Director  
**Sherry Long** - Assistant Executive Director/ Community & Economic Development Director  
**Ashley Bolick** - Director of Administrative Services & Human Resources  
**Jason Toney** - Communications Specialist  
**Lauren Livingston** - Administrative Assistant  
**Judy Caldwell** - Receptionist

## AREA AGENCY ON AGING

**Tina Miller** - Director of Area Agency on Aging  
**Christina Franklin** - Regional Ombudsman  
**Amber Thompson** - Regional Ombudsman  
**Mary Mitchell** - Family Caregiver Specialist  
**Karen Phoenix** - Project C.A.R.E. Family Consultant  
**Sarah Stamey** - Aging Specialist  
**Anita Roberts** - Aging Specialist

## COMMUNITY & ECONOMIC DEVELOPMENT

**Sherry Long** - Assistant Executive Director/ Community & Economic Development Director  
**Leah Martin** - Senior Planner, Infrastructure & Economic Development  
**Rick Oxford** - Community Development Administrator  
**Laurie Powell** - Community Development Administrator  
**Lisa Helton** - Community Development Administrator  
**Jennifer Cannon** - Community Development Administrator  
**Erin Schotte** - Community Development Administrator  
**Helen Whisnant** - Housing Counselor

## COMMUNITY & REGIONAL PLANNING

**Alison Adams** - Community & Regional Planning Director  
**John Wear** - Senior Planner & Natural Resources Administrator  
**Teresa Kinney** - Community & Regional Planner  
**Becca Bleich** - Community & Regional Planner

**Taylor Dellinger** - Data Analyst  
**Duncan Cavanaugh** - Data Technician  
**Brian Horton** - Transportation Planning Manager  
**Averi Ritchie** - Transportation Planner

## FINANCE

**Andrea Roper** - Director of Finance  
**Sandy Jones** - Financial Manager  
**Amanda Wallace** - Accounting Technician

## INFORMATION TECHNOLOGY/GIS

**Scott Miller** - Director of IT/GIS  
**Daniel Ezell** - GIS Analyst  
**Tom Bell** - GIS Analyst  
**Todd Stroupe** - GIS Technician  
**Trey Schweitzer** - GIS Technician  
**Aaron McMillan** - GPS Technician

## REGIONAL HOUSING AUTHORITY

**Stephanie Hanvey** - Director of Regional Housing Authority  
**Vicky Abernethy** - Housing Program Administrator  
**Kim Duncan** - Family Self-Sufficiency Coordinator  
**Kala Guido** - Housing Program Specialist  
**Elizabeth Moncrief** - Housing Program Specialist  
**Joann Parlier** - Housing Compliance Specialist  
**By Khang** - Housing Inspector

## WORKFORCE DEVELOPMENT BOARD

**Wendy Johnson** - Director of Workforce Development  
**April Lail** - Financial Manager  
**Donna Gilbert** - Program Administrator  
**Elizabeth Hilliard** - Program Coordinator  
**Leslie Farris** - Strategic Initiatives Coordinator  
**Matthew Xiong** - Business Services Consultant  
**Carol Moore** - STEM West Coordinator



1880 2<sup>nd</sup> Avenue NW  
Hickory, NC 28601  
828.322.9191  
[www.wpcog.org](http://www.wpcog.org)