



(LONG-TERM ECONOMIC ADVANCEMENT FOUNDATION)

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CHAIRMAN OF THE BOARD

SCOTT T. HAMILTON  
PRESIDENT

TO: Joint Legislative Commission on Governmental Operations  
Joint Oversight Committee on Agriculture and Natural and Economic Resources  
Joint Legislative Economic Development and Global Engagement Oversight  
c/o Mr. Mark Trogdon  
Fiscal Research Division  
North Carolina General Assembly  
Raleigh, NC

FROM: Scott T. Hamilton  
President, Chief Executive Officer

DATE: September 15, 2020

RE: Golden LEAF Annual Report

In accordance with the requirements of G.S. 143-712, enclosed are the following:

- 1) Grants made in the prior fiscal year, including the amount, term, and purpose of the grant.
- 2) Outcome data collected by the Golden LEAF Foundation, including the number of jobs created.
- 3) Cumulative grant data by program and by county.
- 4) Unaudited actual administrative expenses and grants made in the prior fiscal year.
- 5) Current fiscal year budget, planned activities, and goals for the current fiscal year.

Enclosures as stated:

cc: The Honorable Roy Cooper, Governor of North Carolina  
Senator Phil Berger, President Pro Tem, North Carolina Senate  
Representative Tim Moore, Speaker of the House, North Carolina House of Representatives  
Bo Biggs, Chairman of the Board, Golden LEAF Foundation  
David Kyger, Fox Rothchild, LLP



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Creedmoor

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Louisburg

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Raleigh

Charles Brown (2024)\*  
Albemarle

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### **Staff**

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Debbie Pennington, *Administrative Assistant for Programs*

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\*Mr. Brown serves as the Chair of the Rural Infrastructure Authority.

Board and staff list current as of September 15, 2020.

# Golden LEAF Foundation

## Annual Report of Activities

July 1, 2019 - June 30, 2020

### Overview

The purpose of this report is to provide an overview of Golden LEAF Foundation activities for fiscal year 2019-2020. For more detailed information regarding a project referenced in this report, please contact the Golden LEAF Foundation staff. This report includes action taken on applications received in the prior fiscal year. Award amounts and project descriptions referenced throughout are the current amounts for awards made during fiscal year 2019-2020, reflecting any adjustments.

These amounts do not include funds for projects that were awarded but subsequently rescinded prior to release of funds. These amounts do not include funds for projects in the disaster recovery grant program. Funds are awarded to governmental entities and 501(c)(3) nonprofit organizations to support permissible activities that lead to job creation and economic growth in rural, tobacco-dependent or economically distressed areas.

### Summary of Awards

The Golden LEAF Foundation receives applications and makes awards through three primary programs. While these programs share similar priority areas, eligibility, maximum award, and required outcomes distinguish each program from the others. Project proposals that do not fit within an established program may be funded as a special initiative.

Open Grants Program	Economic Catalyst Program	Community-Based Grants Initiative
Available year-round to local governments and 501(c)(3) nonprofits.  Up to \$200,000. Priority on agriculture, job creation and retention and workforce preparedness projects.	Job creation projects at risk without Golden LEAF participation. Job retention projects are also considered.  Funding for eligible projects directly linked to outcomes at a specific company.	Program available in one or more prosperity zone each fiscal year.  Awards limited to three projects per county, totaling no more than \$1,500,000, and a total of approximately \$11 million available for in a prosperity zone.

The Golden LEAF Foundation Board of Directors awarded \$27,911,987 to support 57 projects across 39 counties to enable implementation of agricultural, workforce preparedness, job creation and retention, healthcare, scholarships, and educational initiatives. Funds awarded to local government entities and 501(c)(3) nonprofit organizations through the Economic Catalyst Program are projected to support the creation of at least 1,592 jobs over the next few years.

Through the Community-Based Grants Initiative, Golden LEAF awarded a total of \$11,267,896.00 to support workforce development, infrastructure, education, economic development, and healthcare projects. The CBGI focused on the 10 counties within the Sandhills Prosperity Zone for FY 2019-20. One project held over from the Northeast Prosperity Zone was awarded in FY 2019-20.

The Golden LEAF Scholars Program awarded 215 new scholarships and 554 renewal scholarships to students from rural counties across the state. In addition, 734 scholarships were awarded to community college students enrolled in curriculum programs during the spring 2020 semester.

### *Golden LEAF Opportunities for Work (GLOW) Special Initiative*

The Golden LEAF Opportunities for Work (GLOW) special initiative was launched in January 2020 intended to address the urgent workforce issues facing North Carolina. Although the COVID-19 pandemic has drastically changed the unemployment numbers in the state, there is still a great need to educate and train a qualified workforce. It is projected that by 2030 67% of jobs in North Carolina will require a post-secondary degree or credential. On its current trajectory, post-secondary educational attainment in the state will only reach 54%.

As such, increasing the number of people in the workforce, especially for jobs requiring a post-secondary degree or credential, is necessary for North Carolina's economic vitality.

#### *COVID-19 Response*

Golden LEAF launched the N.C. COVID-19 Rapid Recovery Loan Program to provide loans to small businesses impacted by the COVID-19 pandemic with an initial allocation of \$15 million. The program was modeled after similar programs funded by Golden LEAF following major hurricanes. The program offers loans to businesses with low interest and deferred payments. Available funding for the program was expanded by N.C. General Assembly appropriation of CARES Act funds to Golden LEAF.

#### *Disaster Recovery*

The General Assembly has appropriated a total of \$114.5 million to the Golden LEAF Foundation for repair or replacement of equipment and infrastructure damaged or destroyed as a result of one or more of the recent named storms, as well as to provide loans for small business recovery. As of this report, \$112.5 million is encumbered. Funds awarded to support projects in this program are not included anywhere in this report. The Golden LEAF Foundation reports to the General Assembly through the Office of Recovery and Resiliency on the status of these projects.

### **Golden LEAF Foundation Awards**

July 1, 2019 - June 30, 2020

<b>Priority Area</b>	<b>Number of Projects</b>	<b>Total Awarded*</b>
Agriculture	2	\$438,000.00
Community Vitality	2	\$2,900,000.00
Economic Development	13	\$7,154,280.00
Education	3	\$645,192.00
Healthcare	4	\$1,400,000.00
Workforce Preparedness	20	\$7,618,048.00
<i>Golden LEAF Opportunities for Work (GLOW)</i>	10	\$3,494,142.00
<i>Golden LEAF Scholars Program</i>	2	\$4,082,325.00
<i>Special Initiative</i>	1	\$180,000.00
<b>Total</b>	<b>57</b>	<b>\$27,911,987.00</b>

\* Numbers do not include projects that have been awarded and then rescinded with no funds released. Funds awarded for projects in the disaster recovery grant program or for the COVID-19 loan program, whether Golden LEAF or CARES Act funding, are not reflected.

## Golden LEAF Foundation Impact Data

The Golden LEAF Foundation assesses the success of each project by reviewing outcomes specific to each project. Data is reported by grantees and reviewed by Golden LEAF Foundation staff against established goals. Staff also conduct site visits and use other strategies to determine the success of awarded projects.

<b>Impact Data as Reported by Grantees</b>	<b>†FY2020 (Q3, Q4)</b>	<b>Cumulative as of 6/30/2020</b>
§Verified New Positions Filled	236	65,318
§New Payroll	--	\$695,583,305
§Capital Investment	--	\$4,462,369,976
People Trained/Worker Skills Upgraded	1,377	85,849
†Industry/3rd-Party Credentials Earned	1,655	12,726
†Degree/Diploma/Certificates Earned	438	3,094

†Incremental impact for reports reviewed Q3 and Q4 of FY2020 (FYE 06/30/2020)

†New measure beginning CY2013

§ Does **not** include Economic Catalyst grants made to support projects to encourage companies to locate or expand in North Carolina. These grants are typically made in conjunction with awards from the N.C. Department of Commerce and for larger job creation projects. Consistent with Golden LEAF's prior reporting schedule, Golden LEAF received reports from companies and reported results for these projects on a CY basis, including the March 15, 2020 report which contained information for CY2019. Golden LEAF is transitioning companies' reporting to a fiscal year cycle and will provide a fully updated report for FY2021. The FY2021 report will also contain cumulative impact as of 06/30/2021 including data from Q3 and Q4 of FY2020.

## Golden LEAF Foundation Priority Area Activities

### ***Economic Development***

The Golden LEAF Foundation partners with the N.C. Department of Commerce, the Economic Development Partnership of North Carolina, and local governments to provide gap funding to assist with job creation in rural, economically distressed and/or tobacco-dependent communities.

Through the Economic Catalyst program, Golden LEAF awarded funds to support projects that are projected to enable the creation of 1,592 jobs and capital investment of more than \$360 million over the next few years. These economic development projects were at risk of not locating or expanding in North Carolina but for Golden LEAF support. Golden LEAF funds are used to fill a funding gap not addressed by state and local economic development programs. When determining whether to fund a project and at what level, Golden LEAF considers several factors, including the economic distress of the community and the number and quality of jobs to be created.

<b>Grantee</b>	<b>Purpose</b>	<b>Projected New Jobs</b>	<b>Projected Average Annual Wage</b>	<b>County Average Annual Wage</b>	<b>Projected Capital Investment</b>
Caldwell Community College and Technical Institute	Renovation and upfit of lab space to be used for training	167	\$45,725	\$38,957	\$8 million
City of Conover	Extension of water and sewer infrastructure	67	\$38,371	\$42,068	\$26 million
County of Halifax	Expansion of county-owned building	120	\$22,979	\$32,216	\$2 million
City of Hickory	Extension of water infrastructure	151	\$47,301	\$42,068	\$50 million

<b>Grantee</b>	<b>Purpose</b>	<b>Projected New Jobs</b>	<b>Projected Average Annual Wage</b>	<b>County Average Annual Wage</b>	<b>Projected Capital Investment</b>
Town of Mocksville	Improvement of water infrastructure	141	\$35,511	\$35,277	\$52 million
County of Rockingham	Construction of new water infrastructure	403	\$40,000	\$35,146	\$93.3 million
City of Sanford	Extension of sewer infrastructure	460	\$51,780	\$41,567	\$117 million
County of Wayne	Extension of access road	83	\$54,398	\$37,063	\$11.8 million

Golden LEAF also awards funds for projects with economic development outcomes through programs other than the Economic Catalyst program. Eligible uses of Golden LEAF funds include: construction or improvement of public water, sewer, wastewater or road infrastructure. To aid in expansion or location of a business, Golden LEAF funds may be used by a unit of local government or 501(c)(3) to purchase equipment for lease to a company.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Town of Aurora	\$200,000.00	Open Grants	Construction of public water, sewer and road infrastructure for the 51-acre Aurora Industrial Park (AIP). When fully built out, the AIP will create sites for offices, laydown yards, fabrication and repair facilities for businesses and contractors. This project anticipates the relocation of 48 full-time jobs and the creation of at least 19 new jobs.
Bladen's Bloomin' Agri-Industrial, Inc.	\$100,000.00	Open Grants	Renovation of an industrial incubator to accommodate the expansion of Anthem Displays, which is currently located in the Elizabethtown Airport Industrial Park. This project will create 17 jobs, and add over \$1M in equipment and machinery. To accommodate the expansion, Bladen's Bloomin' will renovate and expand the building in which Anthem Displays will locate.
County of Columbus	\$500,000.00	CBGI	Creation of the Columbus County Entrepreneurial and Business Development Center to assist new local business start-ups and existing small businesses by offering low-cost shared office space, business development and management training and services. It is anticipated that Southeastern Community College's Small Business Center will locate a satellite office within the new facility and that partnering agencies, including UNC-Pembroke, the Brian Hamilton Foundation, Southeastern Community College, and Fayetteville State University, will provide business training and support services to participating businesses. The center plans to serve at least 21 businesses which will receive 700 training and/or support-service consultations and create 200 new jobs over a three-year period. Golden LEAF funds will be used for renovations to an existing building in downtown Whiteville.
Fayetteville State University	\$199,280.00	Open Grants	Establishment of Fayetteville State University's Innovation and Entrepreneurship Hub to expand the range of business services the university offers to small businesses. The Hub will provide: 1) faculty-led business advisory services delivered by graduate and undergraduate student teams; 2) workshops and webinars on topics such as financial management, data analytics, and opportunity research; and, 3) facilities for collaborative workspace and prototype development. The Hub aims to serve 100 businesses annually. Expected outcomes include growth of revenue and jobs among the businesses served.

<i>Economic Development</i>			
<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Town of North Wilkesboro	\$200,000.00	Open Grants	Construction of a 500,000-gallon, elevated water tank. As usage has increased throughout the system, the inadequate existing water supply in the area to be served by the tank has created a bottleneck that ultimately results in very low water pressure, especially during peak system demand. The town has determined that without the new tank, it cannot meet the fire suppression requirements that are needed to allow a local company, JELD-WEN, to continue to expand its current facility. The proposed water tank will also provide consistent water pressure along Highway 268, where Samaritan's Purse is currently undergoing expansion and creating new jobs, and will serve other planned businesses in the pressure zone. State loan funds and other grant funds will be used to complete the project.

### ***Workforce Preparedness***

Golden LEAF supports the development and expansion of workforce development programs at North Carolina Community Colleges and nonprofit organizations. As businesses change, workforce training must keep pace. Therefore, new equipment must be acquired, faculty trained, and facilities renovated. Eligible uses of Golden LEAF funds include: professional development for faculty, equipment and technology, and building renovations.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Alamance County Community College Foundation, Inc.	\$198,158.00	Open Grants	Enhancement of hands-on machining training that mimics workplace conditions. In new and existing courses students will be taught the operation, troubleshooting, programming, and other principles of computer-integrated machining processes in demand by employers. Alamance Community College projects that 200 students will receive training with 180 students receiving a certificate, diploma, or degree. Golden LEAF funds will be used for the purchase and installation of machining training equipment and related expenses.
Beaufort Community College Foundation, Inc.	\$200,000.00	Open Grants	To establish a boat building and manufacturing program to serve the local boat building industry, which includes nine companies in Beaufort County alone. These companies have expressed the need for a trained workforce for existing and future job openings. The curriculum will provide training in wooden hull construction, composite hull construction, and "rigging" (electrical, plumbing and engine installation), and will dovetail with training that is being established in Beaufort County Schools. The program is expected to start in Spring 2021, with enrollment growing to 15 students per year in each diploma program within the first two years of implementation. Golden LEAF funds will be used for equipment and initial personnel costs.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Bladen Community College	\$200,000.00	CBGI	To improve the education and training of nursing students, resulting in higher retention, completion, and NCLEX pass rates. The college is working to enhance access and learning for nursing students by consolidating the nursing program lecture halls, new lab and simulation lab spaces, computer lab and testing facilities, faculty offices, and other nursing program components which are currently spread among five campus buildings into one building. The program is at capacity for 70 nursing student slots approved by the NC Board of Nursing and its students share time with the whole campus in one computer lab that contains only about 30 PCs. Golden LEAF dollars will be used for computers, charging carts and renovations to provide dedicated and expanded access to technology for remediation in health sciences and preparation for changes to adaptive testing methods for the licensure exam. In fall 2019, the college increased the pathways that can lead to an associate degree in nursing having added LPN-to-RN and paramedic-to-RN pathways and two RIBN (Regionally Increasing Baccalaureate Nurses) students who will continue to BSN studies through UNC-P. The new pathways and next phase of improvements position the program to successfully request an expansion of the program in the future. Other sources of project funds include Bladen Community College (furniture/ equipment), Cape Fear Valley Health Systems (RN simulation instructor), and the Cannon Foundation (simulation mannequins).
County of Bladen	\$800,000.00	CBGI	To support a new commercial truck driving training program established in collaboration with Bladen Community College (BCC). The Commercial Truck Driving and Public Safety Training Center will be owned by the county and operated jointly by the county and BCC. With 23 area businesses actively planning to create 443 jobs and/or retain 499 jobs for commercial truck drivers, the county and Bladen Community College identified the commercial truck driving program and need for a driving pad and track as critical to fill local job openings. BCC's commercial truck driver training program will enable 125 students from Bladen and surrounding counties to receive a commercial truck driver license the first year with a goal of 168 per year by the end of the third year. Golden LEAF funds will be used for part of the cost of a driving pad, access drives, a multipurpose building and shed, and associated site work, and engineering. The total project cost is \$6,371,000.
College of the Albemarle	\$125,000.00	Open Grants	Addition of machining equipment utilized primarily in Computer Integrated Machining and Computer Aided Drafting programs to allow the college to train students and incumbent workers on the state-of-the-art machinery currently used in local industries. Training on this equipment is required for machining contractors engaged by the US Coast Guard. Hockmeyer Equipment Corporation, with manufacturing headquarters in Elizabeth City, recently announced an expansion of 90 employees. Golden LEAF funds will be used for the purchase of a CNC multitasking lathe and a coordinate measuring machine/laser scanner.



<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Cumberland County Hospital System, Inc.	\$461,200.00	CBGI	To equip the new Center for Medical Education and Research adjacent to the Cape Fear Valley Medical Center. Cape Fear Valley Health System (CFVHS) is in the third year of its physician residency program at Cumberland County Hospital. The program was initiated to address the physician shortage in southeastern North Carolina. To provide the classroom, auditorium, and learning space needed for the program, CFVHS is building the Center for Medical Education and Research. Currently, the program has 110 residents. CFVHS expects to add another 58 residents in 2020 and expand to the full capacity of 305 residents within three years. Most residency placements are at least four years. By 2022, CFVHS anticipates 69 physicians will complete their residency programs. CFVHS will assume responsibility for the ongoing maintenance and upgrades needed for the equipment. Federal funding received for each resident will support the ongoing costs of the program. CFVHS is committed to providing any additional funding needed to sustain the program and equipment. Golden LEAF funds will be used to fund technology for the main lecture auditorium.
Dunn Police Athletic and Activities League, Inc.	\$125,000.00	Open Grants	Dunn PAL plans to partner with Central Carolina Community College, Harnett County Schools and area workforce development centers to help youth who may not want to attend college learn a trade and enter the local labor force. Training will be in electrical, auto mechanic, construction, HVAC, media arts (videography, photography), car body repair, computer repair and information technology trades. In addition, students will experience a comprehensive workforce development program that includes training in both soft and general employability skills. Upon completion of the program, students would earn an industry-recognized credential. Dunn PAL plans to serve up to 60 youth annually, with 85% of youth completing the program and receiving a credential. Golden LEAF funds will be used for equipment and supplies to enhance the career readiness lab, and for student transportation and industry tours/field trips.
Fayetteville Technical Community College	\$961,200.00	CBGI	To renovate and equip existing space to create a dedicated simulation suite for its healthcare programs. The project will enable FTCC to increase student retention to above 50% and increase program completion and NCLEX pass rates through increased simulation capabilities within its nursing programs. The additional labs will also allow the college to increase enrollment in its nursing program by at least 25 students to 225. (The college is already approved by the North Carolina Board of Nursing to serve 280 nursing students.) FTCC states that the current average job posting-to-hire ratio is 5:1 for registered nurses in the Sandhills region, and this project will help increase the number of nurses available for those positions. Cape Fear Valley Health System partners with FTCC to grow the program by providing an annual allocation of funds to support one ADN faculty position. The hospital also provides scholarships (tuition, books, and uniforms) for students who commit to work at one of their regional facilities for at least two years after graduation. Golden LEAF funds will be used for equipment and furnishings for the simulated clinical setting.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Johnston Community College Foundation	\$185,994.00	Open Grants	To establish a new fabrication program and become a Certified Education Center through the Fabricators and Manufacturers' Association. This program would allow the college to provide specialized training for incumbent workers, add fabrication curriculum into its existing welding degree program, and offer a stand-alone certificate option. In addition, to help build the region's future pipeline of welders and fabricators, the project will host two manufacturing summer camps for middle and high school students. Expected outcomes for the two-year project include 54 college students and incumbent workers earning relevant third-party certifications, and 30 middle and high school students participating in the manufacturing summer camp. Golden LEAF funds will be used for the purchase and installation of new fabrication equipment, including software and educator training, as well as costs associated with the summer camps.
Men and Women United for Youth and Families	\$140,000.00	Open Grants	To address unemployment in marginalized communities of Columbus and Bladen counties. The program will work with area community colleges and local workforce development boards to offer participants electric lineman, EMT/nursing, client services, pharmacy technician, electrical engineering technology and information technology courses. In addition, students would receive training in both soft and general employability skills. Some of these courses will be offered in a satellite location near to the homes of the participants. MWUYF plans to implement an evidence-based case management program entitled "Moving Forward" that provides wrap-around services to further ensure participant success. MWUYF seeks to credential 30 students each year to create a pipeline of skilled employees to meet the needs of local businesses. Golden LEAF funds will be used for personnel, student support services, training, marketing, software/equipment, and operational costs.
North Carolina Wesleyan College	\$100,000.00	Open Grants	Establishment of a baccalaureate degree program in logistics and supply chain management that will support the growing manufacturing and distribution industry in eastern NC, including the CSX Carolina Connector being constructed in Rocky Mount. The program will serve traditional and transfer students as well as incumbent workers employed in the industry. By the end of the three-year grant period, NCWC expects to have matriculated 50 traditional and 50 adult students in the program with at least 30% of program graduates gaining employment in local industry within six months of graduation. Golden LEAF funds will be used for personnel and work-based learning opportunities.
Roanoke-Chowan Community College	\$410,000.00	CBGI	To establish two satellite campuses in Northampton County at which the college will offer short-term training programs. In addition, the college will leverage a distance-learning grant awarded by USDA to provide other training at both of the remote sites and award transportation vouchers to the students to travel to the campus in Ahoskie for any required hands-on labs. The college plans to serve fifty students at each site with short-term classes, completed in three to eight months, that lead to industry-recognized credentials in demand by the local industry to include truck driver training, Nurse Aide I and II, diesel mechanics, facilities maintenance, construction trades, heavy equipment operation, agribusiness, plate welding, production technology, and other programs. Earned FTE funds generated through enrollment in the programs will support continued program and instructional needs. Golden LEAF funds will be used for renovations, equipment and supplies, transportation, personnel, and marketing.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Robeson Community College Foundation, Inc.	\$201,496.00	CBGI	Upgrading the college's training lab to better align with modern machinery and needs of local employers. Expected outcomes include increases in enrollment and in the number of students earning third-party certifications. Scholarship funds provided by Piedmont Natural Gas will target students in these high-demand fields, helping to drive increased HVAC program enrollment. Golden LEAF funds will be used for HVAC/R training equipment.
Sampson Community College Foundation, Inc.	\$1,000,000.00	CBGI	Renovation of an existing building on the campus of Sampson Community College to expand vocational training for CTE classes for high school students and for traditional students for high-demand jobs in electrical, HVAC, and masonry trades. The space will also be used for short-term, customized worker training for existing and new businesses. Outcomes for the project include increases in the number of high school students completing a CTE pathway, community college students completing a certificate or degree, students earning industry credentials, and workers completing short-term customized training. Golden LEAF funds will be used for facility renovations.
Sandhills Community College Foundation, Inc.	\$680,000.00	CBGI	To build and help equip a 3,400 to 3600 sq.ft. multi-disciplinary center with two classrooms, two labs, and an open training space at the Larry Caddell Training Center near Carthage, NC. The facility will house new programs in construction, construction management, and HVAC and plumbing trades. The training center will serve residents from communities in and surrounding northern Moore County and Hoke County by offering short-term workforce training that can lead to jobs paying wages of \$17-\$25/hour. Area high school students will participate in the SCC construction trades programs through CTE and dual-enrollment Career & College Promise courses. There are 740 current construction-related job openings in the region and recent surveys of area employers indicate a critical shortage of construction workers. Sandhills Community College has secured approximately \$500,000 for the project from the American Red Cross, William and Josephine Weiss Family Foundation, The Palmer Foundation, and SCC workforce development funds.
Southeastern Community College	\$500,000.00	CBGI	SCC believes that increased student training in simulation labs will help improve its student retention rate to at least 50%, increase program completion rate, and raise the licensure exam pass rate to at least 85%. The college administration supports the nursing and health technologies programs and is committed to sustaining the simulation lab and its equipment. Golden LEAF funds will be used for equipment and supplies.
St. Andrews Presbyterian College	\$500,000.00	CBGI	Development of its Occupational Therapy Assistant (OTA) and nursing programs, instituted to address the shortage of healthcare professionals in NC. St. Andrews will also hire an additional six nursing faculty, three OTA professionals and two administrative staff. The construction of facilities to teach future nurses and OTAs should be completed over the next 12 months. Over the next four years, the programs will recruit up to 100 nursing and 100 OTA students and will serve a region of NC identified as a Health Provider Shortage Area (HSPA). Students will do clinical studies in local healthcare facilities. Because of the demand for nurses and OTAs in the region and the university's track record of job placement of graduates from other programs, the college expects many of the programs' graduates will seek jobs in the region. St. Andrews expects to graduate its inaugural class of students from the nursing and OTA programs in 2024. Golden LEAF dollars will help pay for renovation and upfit of the additional, required laboratory and student support areas.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
The University of North Carolina at Chapel Hill	\$150,000.00	Open Grants	Support Lead for North Carolina (LFNC), a two-year pilot program to train the next generation of public service leaders in North Carolina. LFNC will place thirteen participants in local government fellowships across the state, with particular focus on local governments in economically distressed, rural, or tobacco-dependent communities. Eleven of the thirteen sites are in Tier 1 counties. The UNC School of Government is collaborating with the N.C. League of Municipalities, N.C. Association of County Commissioners, and N.C. City and County Management Association to implement this project. Golden LEAF funds will be used to supplement compensation, training, and housing for participants during the second year of the pilot period.
Towncreek Vision Corporation	\$200,000.00	Open Grants	Support a collaborative effort designed to help young people learn construction skills and gain industry certifications. The project will offer participants Construction Bootcamp, Masonry I & II, Heating & Air, and Electrical I & II training among other certifications. Participants will receive real-life work experience constructing an 8,500 square foot building that will be used as a satellite location for Brunswick Community College. Brunswick Community College will provide on-site instruction, scholarship funds, curriculum, and materials. This on-site training concept ensures that participants understand the dynamics of a construction site, including the vocabulary of the worksite, how to read plans, and other relevant experiences. Golden LEAF funds will be used for supplies, materials, tools, and utilities for the construction of the classrooms.
University of North Carolina at Pembroke Foundation, Inc.	\$480,000.00	CBGI	Expansion of the business services offered through the Thomas Entrepreneurship Hub. This initiative will create a regional "ecosystem" by connecting entrepreneurs and support organizations across the region to share best practices and resources and offer collective events. The Hub will use the computer based Sourcelink network to help accomplish this task and will work with local partners to expand its entrepreneurship training programs. Outcomes for the project include the creation of new business start-ups, growth of existing businesses, and creation of new full-time jobs in addition to increased workshop/event participation and certificates earned through training completion. Golden LEAF funds will be used for network software and maintenance, personnel, and for entrepreneurs in residence.

**Golden LEAF Opportunities for Work (Special Initiative)**

The Golden LEAF Opportunities for Work (GLOW) special initiative was launched in January 2020 to address the urgent workforce issues facing North Carolina and explore innovative and collaborative workforce training strategies. Although the COVID-19 pandemic has drastically changed the unemployment numbers in the state, there is still a great need to educate and train a qualified workforce. Eligible uses of Golden LEAF funds include: participant stipends and support services, program personnel, outreach, and equipment.

<b>Grantee</b>	<b>Award Amount</b>	<b>Purpose &amp; Outcomes</b>
Asheville Area Chamber of Commerce Community Betterment Foundation	\$365,000.00	To establish the Equity Employer Partnership Program (EEPP) to build a consortium of organizations working to link adults who have significant employment barriers to high-demand, high-wage jobs in construction, manufacturing, and health services. EEPP will target individuals ages 24+ who live in two high poverty census tracts. Participants will include the formerly incarcerated, housing authority residents, homeless, and domestic violence victims served by a local self-sufficiency program. The program will coordinate with local partners, including the SPARK Foundation, Community Action Opportunities, AHA, and A-B Tech to provide training and intensive wraparound support services utilizing the Recovery to Work model and certified peer support specialists. To ensure the ongoing cooperative nature of the project, both a local Business Collaborative and an Education Collaborative will be facilitated by project staff. EEPP anticipates serving 384 individuals and linking 100% of them to work-based learning opportunities. It is projected that 138 of the participants will enter a skills training program with 123 earning a diploma, certificate, or credential and 115 obtaining a permanent position. Golden LEAF funds will be used for staffing, travel, marketing and outreach, career readiness software, training and curriculum development, and supplies and equipment.
County of Cleveland	\$239,298.00	Expansion of Accelerate Cleveland County, a workforce development initiative to train and upskill underemployed individuals for high-demand, high-wage, local manufacturing jobs. In its pilot year, 19 of 20 graduates were hired into manufacturing industry jobs with salaries that, on average, doubled their pre-training salary. In cooperation with business partners, the program recruits and interviews participants to enroll in a multi-week training course focusing on the Certified Production Technician (CPT) curriculum, soft skills training, and industry tours. The program provides financial incentives to participants as they transition from full-time employment in low-wage jobs to full-time student status while they train for new careers. Upon completion, the graduate will receive CPT certification, CPT Plus certification, and Working Smart credentials. Through this expansion, the program expects to enroll 100 individuals over a three-year period and to graduate and connect 90 of those individuals into new jobs. Golden LEAF funds would be used for participant stipends, teacher externships at local businesses, equipment, and support services.
Elizabeth City State University	\$358,000.00	Establishment of an educational and support program that targets disconnected young adults ages 18-24, including women with dependent children, the long-term unemployed, single parents, foster care participants, high school dropouts, court-referred individuals, and academically at-risk ECSU students. ECSU will recruit, in partnership with NCWorks, other local educational entities, public housing, and faith- and community-based organizations, participants in its 21-county service area. Program elements include a short-term, on-campus residential experience where participants will receive academic and vocational assessments followed by educational remediation as needed, hands-on training, career counseling and job placement. Participants will have access to a comprehensive system of supports provided during program participation and after program completion. ECSU expects to serve 110 individuals, with 80 earning credentials, and 70 expected to become employed. Golden LEAF funds will be used for staffing, travel, marketing and outreach, participant training and wraparound services, and supplies and equipment.

Grantee	Award Amount	Purpose & Outcomes
Family Resource Center South Atlantic	\$452,000.00	<p>Workforce training and supportive services to individuals, particularly participants in reentry programs, in Halifax County. Family Resource Center South Atlantic (FRCSA) will provide employment assessment and training, job placement, and case management services for long-term unemployed adult workers in rural Halifax County. FRCSA expects to enroll 150 individuals over three years in the areas of solar technology, electrical work, and construction training. It anticipates that 75% of participants will complete the program and obtain employment as solar construction and safety installers. Training will also qualify the completers for electrical and construction-related jobs. FRCSA will partner with both the NC Department of Public Safety to target and recruit returning citizens for the program and the local NCWorks employment center for the participant assessment process. While FRCSA will provide general employment training, it also partners with The Center for Energy Education, which provides industry-specific and OSHA-10 certification training in conjunction with Halifax Community College. Following training completion, participants will receive job placement assistance. Wraparound services for reentering adults may also include legal services such as assistance with record expungement and driver license restoration to help eliminate barriers to employment. Golden LEAF funds will be used for personnel and program-related and administrative expenses.</p>
Fayetteville Technical Community College	\$296,535.00	<p>Assessment, training, and job placement support to individuals previously incarcerated for non-violent crimes, long-term unemployed persons, and young adults aging out of foster care. The Cumberland County District Attorney and local law enforcement agencies will help in the identification of potential program candidates. Identified candidates will complete a case management screening and career assessment. Participants will then receive ongoing employment coaching from a success coach and will be enrolled in a 15-week course focusing on electrical, HVAC, plumbing, and carpentry trades. Course completers will receive Forklift Certification, OSHA 10 Basic Construction Card, and NCCER Core Credential. A success coach, in collaboration with business entities, will assist program completers with job placement. To fully support participant success, the project will collaborate with community and industry partners to provide wraparound services and individual mentoring for program participants. The program expects to serve 105 individuals with 50% expected to complete the training and obtain industry credentials. Golden LEAF funds will be used to support staffing, outreach, pre-screening, student support and wraparound services, student internships, and mentor stipends.</p>
Goodwill Industries of Northwest North Carolina, Inc.	\$434,850.00	<p>Serve individuals with scholarship support, funding for books and college fees not covered by WIOA and other available funding, unmet needs for items like work-related physicals, driver's license fees, etc., and childcare while the participants are in training. The program plans to serve a minimum of 375 individuals with the goal of 300 earning at least one, industry-recognized credential, 285 finding/advancing in employment tied to the credential earned, and 242 of the jobs obtained by participants being at or above the living wage for the individual's county of residence. Careers in high demand for this region are Professional Truck Driver Training/CDL, Customer Service/Call Center, Forklift Operator, Nursing Assistant, Welding, Pharmacy Assistant, HVAC, and Facility Maintenance Technician. Goodwill became the service provider for NCWorks in July 2018 for a seven-county region of North Carolina and the project will serve participants from five of them—Davie, Stokes, Surry, Wilkes, and Yadkin counties. Training will be implemented in coordination with area community colleges. Grant funds would be used for childcare, salaries, support services, outreach events, and supplies. Goodwill plans to sustain the program by working with funding partners, then including the program as one of Goodwill's core services.</p>

Grantee	Award Amount	Purpose & Outcomes
Phoenix Employment Services Of Wilmington, Inc. (DBA StepUp Wilmington)	\$225,000.00	Extension of services including targeted interventions around employment, financial well-being, job training and placement for low-income and unemployed adults seeking to improve their lives and develop stable careers to Brunswick and Pender counties. Between June 2020 and June 2023, Cape Fear Works will place 800 low-income Cape Fear residents into 1,000 jobs with the purpose of preparing working age adults for high-demand, living-wage careers. (Some participants will have more than one job.) SUW expects that 275 of the 800 participants will be from rural Pender and Brunswick Counties, areas that SUW currently does not serve. SUW will address both the need for immediate employment for those in poverty, often through the attainment of entry-level or low-skill jobs, and the long-term needs of workers that require the pursuit of additional training, credentialing, etc. to create pathways to living wage jobs available with local employers. Outreach to identified groups occurs through SUW's partnership with over 30 agencies. Golden LEAF funds will be used for training/case management, job placement services, and for new or expanded personnel costs associated with the project.
Piedmont Community College	\$500,000.00	PCC will work collaboratively with local workforce development agencies, human services agencies, and employers to increase the number of working age adults obtaining at least one industry-led, third-party credential (Certified Production Technician (CPT), Siemens Level I, and HVAC) and participating in work-based learning opportunities through paid internships or on-the-job training. PCC expects to serve 200 students in Person and Caswell counties over the next three years in the Triple E project. A case manager will work closely with students and refer them to collaborating agencies for assistance addressing their barriers to employment. Many local employers have guaranteed an interview to students who successfully complete CPT and Siemens Level I credentialing due to the high demand for individuals with those skills. Golden LEAF funds will be used for staffing (shared with PCC), equipment, supportive services, training, and work-based learning.
Piedmont Triad Regional Council	\$200,000.00	Addressing the issue of lack of transportation which it has identified as the number one barrier to workforce inclusion in the region. While WIOA funds have provided much needed bus passes and gas cards to participants, more rural areas have limited options for transportation assistance. This project seeks to build upon local transportation systems (Piedmont Authority for Regional Transportation, Yadkin Valley Economic Development District, Inc., Winston-Salem Transit Authority, Support Systems of Forsyth County Transportation, and Uber/Lyft models) and convene a transportation consortium to assist in expanding the regional transportation network to serve residents of Caswell, Davie, Forsyth, Surry, Yadkin, Stokes, and Rockingham counties. An expanded transportation system will allow more opportunities for individuals served by the PTRC's Workforce Development Board to earn credentials in high-demand career pathways of healthcare/nursing, transportation/logistics, advanced manufacturing, aviation, technology, and hospitality/tourism—industries that are prevalent in the region. To receive transportation assistance, an individual must be a qualified participant in an NCWorks program. Such programs support job seekers through resume assistance, funding support for training, supportive services, and other strategies to reduce barriers to employment. The proposed transportation model would leverage PTRWDB's current transportation funding from other sources. Golden LEAF funds will be used to study the logistics of the program and for implementation of the project in two counties upon Golden LEAF approval of the results of the study.

<b>Grantee</b>	<b>Award Amount</b>	<b>Purpose &amp; Outcomes</b>
Wilkes Recovery Revolution, Inc.	\$423,459.00	Assist connecting individuals seeking recovery from substance use disorders to support services and employment. The organization plans to use certified peer navigators to link 100 individuals with community and agency referrals and help them find employment. WRR provides residential and non-residential support for men and women in recovery or sober living. The program would assess and provide transportation for workforce training and support services. Fifty participants are expected to be referred to WRR's housing program and about 16 will receive restorative dental work provided by Wilkes Public Health Dental Clinic. WWR will partner with Wilkes Community College to provide clients with training in manufacturing skills, nurse aid, and construction trades including HVAC and electrical certifications. The organization operates two enterprises—a thrift store and a nursery/landscaping operation—that provide a safe, transitional work environment where clients can learn and practice basic workplace skills while working toward industry credentials. Golden LEAF funds will be used primarily for personnel, participant education and support services, computers and equipment, and other limited operating expenses.

### **Education**

Golden LEAF supports projects to help students graduate from high school and/or college with the technical and life skills necessary to enter work and become productive citizens. Through STEM and Career Pathways initiatives, local school systems are promoting career exploration and increasing the pipeline of skilled workers for in-demand fields including advanced manufacturing and biotechnology. Eligible uses of Golden LEAF funds include: salaries and benefits for additional instructional positions, student transportation, building improvements, professional development, lab equipment, and classroom technology.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Fayetteville Area Health Education Foundation d/b/a Southern Regional AHEC	\$300,000.00	CBGI	Professional development to help reduce nursing student attrition. Nursing faculty, preceptors and educators from 14 school districts, community colleges, and universities will be trained to implement a model that helps students succeed despite barriers they face. The training will be delivered in a series of sessions over two years, with a third year designed to develop a train-the-trainer component of the project. Two cohorts are expected to complete the training within the first two years. A goal of the project is to achieve a five percent or greater increase in nursing student retention rates annually at all participating post-secondary institutions and to improve graduation rates. By implementing a train-the-trainer model, participants at partner institutions will offer repeat coursework and training every six months to capture new faculty and nurses. Southern Regional AHEC will host an online community to facilitate continued collaboration, communication, and the sharing of best practices that can improve faculty skills and increase student retention.



<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Lexington City Schools	\$145,192.00	Open Grants	Establishment of a Cybersecurity Academy. The Academy will create a new pipeline of courses and opportunities for students to establish a workforce of highly trained and credentialed technicians who are prepared to meet the cybersecurity demand in the local and regional areas. The district anticipates enrolling 24 students per year beginning August 2020 with 80% of students completing the pathway by the end of their senior year. Lexington City Schools will partner with Davidson County Community College, local businesses, and industry to establish internship and apprenticeship programs and courses that offer students the opportunity to earn third-party credentials. The students will begin at the middle school level with exploratory programs followed by a sequence of classes completed at the high school and community college level. Upon successful completion, students will leave high school with a certification in cybersecurity and can either begin their career or continue their education toward a post-secondary degree in the cybersecurity field. Golden LEAF funds will be used for some costs of the students taking Career and College Promise courses, professional development, and other program expenses necessary to implement a cybersecurity program.
Pitt Community College	\$200,000.00	Open Grants	Expansion of the Pitt Technical Academy to add Electrical and Industrial Systems CTE programs to the existing HVAC and Computer Integrated Machining CTE programs. This expansion is in direct response to local employers needing to fill over 600 openings over the next five years. Completers will finish high school with one year of community college credit. The program will recruit from six high schools. Golden LEAF funds will support a project coordinator who will recruit students and manage all aspects of the program. Pitt County Schools has committed to pay for student transportation.

### ***Agriculture***

Golden LEAF supports agriculture as an economic engine in rural communities. Projects include education or training opportunities to enable transition to a career in agriculture or technical assistance and research projects to support existing farmers. Eligible uses of Golden LEAF funds include salary, equipment, and other program costs.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
Montgomery Community College	\$375,000.00	CBGI	Development of an agriculture program that expects to train current and future growers with best farming and farm-business practices, advanced technologies, and sustainable farming techniques. In addition to courses related to traditional horticulture and animal husbandry, extending crop growing seasons, improving yields, and reducing loss, the program would also teach greenhouse production and high tunnel applications. The college also has 1+3 and 2+2 agreements with both NCSU and NC A&T University that will allow students to pursue a 4-year degree if they choose. Montgomery Community College has recently opened a new Career Technical Education center and will have the county's sole high school, with its growing FFA program, located adjacent to the college. Golden LEAF funds will be used for a greenhouse and high-tunnel (including construction), equipment, and instructional supplies.

Wilkes Economic Development Corporation	\$63,000.00	Open Grants	Wilkes EDC has operated an equipment leasing program for several years and has demonstrated that local farmers use the equipment available to them and that rental fees are enough to cover the costs of maintaining and ensuring the equipment. The equipment acquired with this Golden LEAF grant will supplement the equipment Wilkes EDC currently offers for rent. Equipment usage will be managed and tracked by the local NC Cooperative Extension Service.
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### **Healthcare**

Golden LEAF invests and supports healthcare as an economic engine in rural, economically distressed and/or tobacco dependent communities. Eligible uses of Golden LEAF funds include: faculty training, technology and equipment, and building and site improvements to create new healthcare jobs.

<b>Grantee</b>	<b>Award Amount</b>	<b>Golden LEAF Program</b>	<b>Purpose &amp; Outcomes</b>
High Country Community Health	\$200,000.00	Open Grants	To renovate and expand the Watauga dental clinic. High Country Community Health is in its seventh year of operation and has three dental clinics and five medical facilities. The Watauga dental clinic is at capacity and the current wait time for new patients is four months or more, and for established patients, six months. The project would create an additional six new full-time positions, including a dentist, hygienist and two dental assistants, and one billing and one coding position. The project is anticipated to more than double patient visits, from 2,605 visits to 6,681 patient visits within the first year. The dental clinic will also support dental assistant internships through a partnership with NC Works. Golden LEAF funds will be used for renovation costs, dental equipment and some dental supplies.
Metropolitan Community Health Services, Inc.	\$200,000.00	Open Grants	To help establish a Federally Qualified Health Center new access point in Plymouth, NC. The local health department does not provide dental care and no longer provides primary care services to adults. Golden LEAF funds will be used for upfit and equipment for the dental suite, but this community health center will also provide primary care in its first phase and add behavioral health services in phase two. MCHS has received a \$1 million grant from Health Resources and Services Administration toward this \$1.9 million project. Dental services at MCHS in Plymouth are anticipated to create seven full-time jobs and to provide care to 2,500 patients. Golden LEAF funds will be used for the renovation of the dental section of the health center facility.
Southeastern Regional Medical Center	\$500,000.00	CBGI	Expansion of a cancer center to add a second linear accelerator and increase the size of the 23,725-square foot facility by 8,700 square feet. At completion in the second quarter of 2021, Gibson Cancer Center will be designated a comprehensive cancer center qualifying SRMC to provide additional services including a permanent PET scanner. The center will serve cancer patients from Robeson, Bladen and Columbus counties. The existing accelerator's capacity is insufficient to meet current demands and has no room for growth. The project will create 21 new jobs at the center to staff the second accelerator and the PET scanner. As patient volume continues to grow over the next two years another 12 new jobs will be added. In addition, 10 new rotation positions will be added to existing education and training programs for medical students, medical residents, allied health and nursing students. Golden LEAF funds will support construction.

Grantee	Award Amount	Golden LEAF Program	Purpose & Outcomes
Tri-County Community Health Council, Inc.	\$500,000.00	CBGI	Renovation of the 42-year old facility on its campus in Newton Grove. The renovated facility will continue to offer primary medical, dental, and behavioral health services including pediatrics, WIC, infectious disease, specialty care, laboratory, x-ray, and a pharmacy, and will add specialty care in partnership with other providers. The campus serves approximately 8,000 patients annually and the expanded capacity will provide care to an additional 2,800 patients over five years. The project will create 22 new jobs over five years, including four health care providers. The average wage for the new cohort of FTEs will be approximately \$48,500. CWH will leverage partnerships with secondary schools and universities to enhance work-based learning in healthcare. CWH has seen a positive correlation between the number of medical/ dental students training at CWH and those who accepted employment with CWH.

### ***Special Initiative***

Golden LEAF awarded \$185,000 to the Rural Center to provide leadership and capacity-building outreach in the Northwest Prosperity Zone in advance of Golden LEAF launching its Community Based Grants Initiative there in 2020. This is a continuation of the work done by the Rural Center in the Northeast region in 2018 and in the Sandhills region in 2019. The primary goal of the program is to ensure that participating counties have an increased readiness to pursue economic advancement funding opportunities, particularly Golden LEAF's. The Rural Center will work within the region to identify a core regional team composed of county managers, Council of Government staff, community college and university key staff, and economic development partners. Members from the core regional team and key stakeholders from across the region will participate in a two-day Homegrown Leadership training program to equip them with the knowledge and tools to understand comprehensive rural economic development. Identifying low-hanging fruit and "shovel-ready" projects will be a priority in the capacity-building process. The project will review regional and local strategic plans to inform project ideas and ensure that new projects are supporting a broader vision for the community and region. The Rural Center will also provide coaching to the communities, meeting at least once a month in-person with each team in the region and guiding the teams through an exploration of a variety of state and national best practice models, drawing on sources of innovation from other rural communities around the country.

## **Golden LEAF Priority Area Activities**

### ***Golden LEAF Scholarships***

Since 2000, Golden LEAF has awarded \$63,161,293.32 to enable more than 22,855 students from rural counties to attend two- and four-year colleges and universities in North Carolina.

Scholarships target students who (1) reside in rural N.C. counties that are tobacco-dependent and/or designated economically distressed, (2) who demonstrate financial need, and (3) who show an interest in staying in a rural N.C. county after graduation. Recipients may attend the participating N.C. college or university of their choice.

### ***Four-Year Colleges and Universities***

The North Carolina State Education Assistance Authority is the manager of the Golden LEAF scholarship program for four-year colleges and universities. Golden LEAF awarded \$2,420,500.00 to support 215 new and 554 renewal scholarships for students to attend public and private universities and colleges in North Carolina. Each scholarship is valued at \$3,000.00 per year. The program also supports four scholarships to students in the Regionally Increasing Baccalaureate Nurses program (RIBN) valued at \$1,500.00 per year for the first 3 years and \$3,000.00 for the fourth year.

Golden LEAF Scholarship recipients enrolled in four-year colleges and universities are eligible to participate in a leadership development program that includes paid summer internships in rural communities. The goal of the program is to prepare the next generation of rural leaders and expose students to career opportunities in rural communities. Golden LEAF awarded the Center for Creative Leadership \$2,036,704 to support 301 freshman, sophomore, junior, and senior scholars who participated this year. Funding supports leadership development activities but the majority of the funding is for the costs of the summer internships.

### ***Community Colleges***

The Foundation awarded \$1,500,000 to the North Carolina Community College System (NCCCS) to support scholarships from rural counties that attend a community college in either continuing education or curriculum programs. Students are eligible for up to \$2,250/year for curriculum programs and up to \$1,000/year for occupational and continuing education programs. Up to \$500,000 of the funding was available to help eligible students who are experiencing additional costs of attendance due to the Coronavirus (COVID-19). NCCCS expects to award Golden LEAF scholarships to over 1,000 students.

## **Golden LEAF Foundation Annual Report**

### **Planned Activities and Goals**

#### ***Performance on FY 2019 - 2020 Goals***

1. *Provide funding for economic development projects across North Carolina that create jobs and add investment.*

✓ The Golden LEAF Foundation Board of Directors awarded \$27,911,987 to support 57 projects across 39 counties to enable implementation of agricultural, workforce preparedness, job creation and retention, healthcare, scholarships, and educational initiatives. Funds awarded to local government entities and 501(c)(3) nonprofit organizations through the Economic Catalyst Program are projected to support the creation of at least 1,592 jobs over the next few years.

2. *Complete the process of grant administration for many of the grants awarded to aid local governments and small businesses affected by natural disasters.*

✓ Following Hurricane Matthew, Hurricane Florence, and Hurricane Dorian the Disaster Recovery Acts of 2016, 2017, 2018 and 2019 appropriated a total of \$114.5 million to the Golden LEAF Foundation for repair or replacement of equipment and infrastructure damaged or destroyed as a result of one or more of the recent named storms, as well as to provide loans for small business recovery. All available funds have been awarded to support 215 projects. As of this report, 97 projects are complete.

3. *Complete Sandhills Prosperity Zone capacity building and begin process of grantsmaking.*

✓ Capacity building efforts concluded in the fall of 2019 with grantees submitting Letters of Inquiry (LOIs) for developed projects. LOIs were reviewed by the Golden LEAF Foundation Board at its December 2019 meeting with 23 proposals invited to submit a full application. The Board reviewed full applications and made awards at the April 2020 meeting.

4. *Develop and implement initiatives targeting workforce development in a low-unemployment environment.*

✓ Following a thorough development process, the Golden LEAF Foundation launched the Golden LEAF Opportunities for Work (GLOW) initiative in January 2020. Applications were submitted in March and awards were made in June. GLOW is intended to provide funding to address the urgent workforce issues facing North Carolina. Priorities of the program include closing the skills gap by targeting working-age adults who are pursuing work but who face significant barriers to employment, are underemployed, or are experiencing long-term unemployment; providing opportunity for working-age adults to obtain post-secondary credentials; preparing working-age adults for employment in high demand fields in their community or region.

5. *Implement revised grant monitoring policy and streamlined priority outcomes reporting.*

✓ The Golden LEAF Board approved the revised grant monitoring policy, grantee acknowledgement and agreement, and streamlined priority outcomes at their annual retreat in January 2019. These policies and procedures were implemented by the spring. An overview of the streamlined priority outcomes is included in the appendix of this report.

6. *Celebrate the Foundation's 20th anniversary.*

✓ The Foundation celebrated with current and former Board and staff, as well as friends of the Foundation at a gathering in December. Golden LEAF produced a video highlighting work of the Foundation available here: <https://www.goldenleaf.org/20th-anniversary-video/>

***Planned Activities and Goals for FY 2020-2021***

1. Provide funding for economic development projects across North Carolina that create jobs and add investment.
2. Close-out many of the grants awarded to aid local governments and small businesses affected by natural disasters.
3. Complete Northwest Prosperity Zone capacity building and grantmaking through the Community-Based Grants Initiative.
4. Implement initiatives targeting workforce development in a changing environment.
5. Complete a strategic planning process, including review and evaluation of existing programs.
6. Complete and review results of a third-party evaluation of the Golden LEAF 4-year scholarship program.
7. Increase outreach efforts to encourage more and higher quality applications from priority counties.

**Golden LEAF Foundation**  
Annual Report of Foundation Activities  
July 1, 2019 - June 30, 2020

Appendix

**Funds Received by Golden LEAF**

<b>(in millions)</b>	<b>MSA Payments</b>	<b>Investment Income</b>	<b>Total Income</b>
FY 2009	\$87.5	<\$142>	<\$54>
FY 2010	\$73	\$67	\$140
FY 2011	\$69	\$122	\$191
FY 2012	\$70.5	<\$10>	\$61
FY 2013	\$105.5	\$99	\$205
FY 2014	\$0	\$125	\$125
FY 2015	\$0	\$21	\$22
FY 2016	\$10	<\$4>	\$7
FY 2017	\$10	\$117	\$152*
FY 2018	\$17.5	\$83	\$130*
FY 2019	\$17.5	\$57	\$115*
FY 2020	\$17.5	\$2	\$45*
Cumulative	\$1,185	\$742	\$2,050

\*Includes state general fund appropriation for disaster recovery.

## **Active Golden LEAF Foundation Programs**

### *Overview*

#### **Open Grants Program**

Up to \$200,000 in funding available year-round to local governments and 501(c)(3) nonprofit organizations. Program places priority on agriculture, job creation and retention and workforce preparedness.

#### **Economic Catalyst Program**

Focuses on job creation and retention projects associated with business locations or expansions that are at risk without Golden LEAF participation. Specific criteria include urgent need, eligible use of funds, and economic impact of the project (jobs and capital investment).

#### **Community-Based Grants Initiative (CBGI)**

Golden LEAF invites participation from one or more prosperity zone each year. CBGI awards are limited to three projects per county, totaling no more than \$1,500,000 per county. This program is a competitive process and not all counties in a region receive funds in support of their projects.

#### **Scholarships**

##### *Four-Year Scholarship Program*

The Golden LEAF Scholarship Program four-year scholarship program assists current high school seniors and North Carolina community college transfer students. Recipients must be from certain rural counties, demonstrate both financial need and merit, and plan to attend participating North Carolina colleges and universities. Scholarships for students attending four-year colleges and universities worth \$3,000 each are funded through a grant to the North Carolina State Education Assistance Authority. Students awarded Golden LEAF Scholarships attending four-year colleges and universities are also eligible to participate in the Golden LEAF Scholars Leadership Program. The program provides Golden LEAF Scholars with leadership training at the Center for Creative Leadership, one of the nation's leading leadership development organizations. Students participating in the leadership development program also engage in a paid internship in rural communities.

##### *Community College Scholarship Program*

The Golden LEAF Community College Scholarship Program supports students from certain rural counties to attend a participating community college. The scholarship provides students with up to \$2,250.00 per year to students in curriculum programs and up to \$1,000.00 per year to students in continuing education and occupational programs. Funds can be used for tuition and other components of the total cost of attendance.



## **Active Golden LEAF Foundation Programs**

### *Priority Goals and Outcomes*

#### **Economic Investment and Job Creation**

Collaborate with EDPNC, N.C. Department of Commerce, and local governments and organizations to provide gap funding to assist with job creation. Support healthcare as an economic development engine in rural and economically distressed areas of North Carolina.

- Investment in publicly owned infrastructure
- Investment in privately owned property, plant, and equipment
- New full-time jobs created
- Average annual wage of new full-time jobs

Golden LEAF will also collect information regarding jobs retained that were at risk without Golden LEAF support; comparison to county wages; etc.

#### **Workforce Preparedness and Education**

Increase the number of qualified individuals with skills aligned with current and future needs of North Carolina businesses. Prepare students with the technical and life skills necessary to enter work.

- Increase in students completing at least one curriculum program in the area funded.
- Increase in students completing at least one continuing education course or program in the area funded.
- Increase in students earning at least one industry/third party certification, license, or other credential (non-academic) in the area funded.
- Increase in students completing CTE pathways in the area funded.
- Increase in students participating in work-based learning.
- Increase in students receiving meaningful exposure and opportunities to explore local career opportunities.

Golden LEAF will also collect information regarding students employed; incumbent workers trained; employer input and feedback; survey results; etc.

#### **Agriculture**

Support agriculture as a means of promoting economic development

- Number of participants at agricultural training
- New publications directed towards farmers
- Monthly use of agricultural facilities that benefit farmers

Golden LEAF will also collect information regarding increased revenues; acres in production; new crops/products grown or produced; etc

#### **Community Vitality**

Support other opportunities to promote economic development.

- Investment in public infrastructure

Golden LEAF will also collect information regarding private investment; new broadband miles; new connections to infrastructure; business start-ups or expansions; number of patient visits in healthcare facilities; improved financial position of rural healthcare facilities; etc.

### Golden LEAF Foundation Awards

<b>Project Area</b> (years active)	<b>Number</b>	<b>Amount</b>
<b>Annual / Open Grants</b> (2000 - present)		
Agriculture	248	\$33,397,549.24
Community Vitality	25	\$6,664,486.92
Economic Development	243	\$32,925,017.43
Education	106	\$23,784,701.30
Healthcare	78	\$15,154,588.28
Workforce Preparedness	157	\$25,577,763.18
<b>Economic Catalyst</b> (2005- present)	132	\$175,809,140.03
<b>Scholarships / Scholars Leadership Program</b> (2000 - present)	62	\$61,361,293.32
<b>Strategic Initiatives</b>		
Aerospace Alliance (2005 - 2008)	6	\$10,231,884.27
AgBiotech Initiative (2010)	4	\$1,140,243.09
Agriculture Special Initiative (2014)	2	\$183,378.50
Biotechnology (2003 - 2006)	9	\$67,493,935.25
Community Assistance Initiative (2007 - 2013)	194	\$85,103,504.15
Community-Based Grantsmaking Initiative (2013 - present)	146	\$88,626,987.26
Disaster Recovery Grant Program (2017 - 2020)	202	\$89,608,293.80
Disaster Relief Grant Program (2018-2019)	47	\$5,468,493.30
Disaster Recovery Loan Program (2017-2020)	4	\$14,888,709.71
Economic Stimulus (2002- 2004)	16	\$6,543,402.86
Essential Skills in Advanced Manufacturing (2012 - 2013)	23	\$10,533,647.40
Financial Markets Access (2009)	1	\$5,000,000.00
Golden LEAF Opportunities for Work (GLOW) (2009)	22	\$3,003,239.64
Golden LEAF Opportunities for Work - Advanced Manufacturing (2009 - 2010)	10	\$4,614,830.40
Golden LEAF Opportunities for Work (GLOW) (2020)	10	\$3,494,142.00
Healthcare Workforce Initiative (2015)	9	\$2,532,213.67
Local Foods Initiative (2010)	12	\$1,855,677.94
Major Site Development Initiative (2016)	5	\$25,179,727.55
Rural Broadband Initiative (2010, 2016, 2019)	4	\$26,836,171.43
Rural Health Care (2009 - 2012)	20	\$3,098,247.14
Site Certification (2002- 2006)	20	\$438,695.21
Special Programs Initiative (2011 - present)	24	\$216,669,372.34
STEM Initiative (2010 - 2011)	16	\$5,369,201.63
UNC-CH Initiative (2007 - 2011)	25	\$3,789,964.19
<b>Total</b>	<b>1,882</b>	<b>\$1,056,378,502</b>

\*Numbers do not include awards made and then rescinded with no funds released.

# Golden LEAF Foundation Awards

FY2000 - 2020 by County

County	Amount Awarded FY 2000 - 2020	Number of Projects FY2000 - 2020	2020 Tier	Amount Awarded Per Capita
Alamance	\$3,476,243.59	9	2	\$20.86
Alexander	\$2,175,281.74	4	2	\$56.79
Alleghany	\$2,757,572.55	8	2	\$241.43
Anson	\$3,817,851.30	12	1	\$150.97
Ashe	\$1,822,005.36	7	2	\$66.00
Avery	\$739,581.67	1	2	\$40.96
Beaufort	\$7,387,817.41	27	1	\$155.61
Bertie	\$2,276,312.35	10	1	\$115.50
Bladen	\$6,403,972.44	20	1	\$185.27
Brunswick	\$1,043,672.75	5	3	\$7.61
Buncombe	\$7,494,337.59	41	3	\$28.71
Burke	\$3,364,544.87	13	2	\$36.81
Cabarrus	\$767,179.75	4	3	\$3.67
Caldwell	\$3,591,293.07	11	1	\$43.12
Camden	\$2,239,100.00	3	2	\$213.45
Carteret	\$1,628,024.58	9	2	\$23.03
Caswell	\$3,431,245.21	8	1	\$144.91
Catawba	\$5,801,599.22	23	2	\$36.61
Chatham	\$7,953,337.55	15	3	\$107.10
Cherokee	\$4,425,594.18	12	2	\$151.17
Chowan	\$1,425,348.02	6	1	\$100.57
Clay	\$2,105,571.00	6	2	\$180.61
Cleveland	\$11,081,416.21	19	1	\$111.78
Columbus	\$5,148,529.03	16	1	\$91.25
Craven	\$5,274,455.04	11	2	\$50.91
Cumberland	\$4,610,284.82	17	1	\$13.90
Currituck	\$1,000,000.00	1	3	\$36.90
Dare	\$2,243,944.56	10	2	\$60.65
Davidson	\$4,190,962.11	11	2	\$24.93
Davie	\$4,505,362.13	5	3	\$104.83
Duplin	\$5,478,737.69	18	1	\$91.66
Durham <i>including organizations based in the Triangle that serve other counties</i>	\$78,496,294.42	59	3	\$252.27
Edgecombe	\$27,813,108.89	44	1	\$527.52
Forsyth	\$11,376,197.04	30	2	\$30.23

County	Amount Awarded FY 2000 - 2020	Number of Projects FY2000 - 2020	2020 Tier	Amount Awarded Per Capita
Franklin	\$1,722,347.49	4	2	\$25.32
Gaston	\$2,208,011.65	5	2	\$9.99
Gates	\$1,040,424.03	3	2	\$86.03
Graham	\$2,629,980.81	9	1	\$302.78
Granville	\$1,930,332.85	10	2	\$31.80
Greene	\$3,841,427.65	15	1	\$182.72
Guilford <i>including organizations based in the Triangle that serve other counties</i>	\$26,344,609.13	32	2	---
Halifax	\$5,835,576.20	25	1	\$113.20
Harnett	\$4,609,683.50	11	2	\$34.61
Haywood	\$3,666,579.74	12	3	\$58.35
Henderson	\$4,149,441.27	12	3	\$35.51
Hertford	\$3,585,613.39	10	1	\$148.82
Hoke	\$3,447,155.92	5	2	\$63.85
Hyde	\$2,528,464.84	8	1	\$486.43
Iredell	\$1,647,243.41	5	3	\$9.22
Jackson	\$5,119,279.08	18	2	\$116.83
Johnston	\$8,848,156.34	27	3	\$44.29
Jones	\$3,802,740.07	10	1	\$372.96
Lee	\$9,309,947.33	11	2	\$152.93
Lenoir <sup>3</sup>	\$109,346,689.62	38	1	---
Lincoln	\$200,000.00	1	3	\$2.36
Macon	\$549,556.49	1	2	\$15.22
Madison	\$2,567,606.48	11	2	\$114.83
Martin	\$4,523,212.89	17	1	\$194.43
McDowell	\$2,814,732.21	6	2	\$60.70
Mecklenburg	\$93,906.52	1	3	\$0.09
Mitchell	\$3,409,786.10	15	1	\$223.99
Montgomery	\$3,804,175.00	16	2	\$137.73
Moore	\$2,227,254.41	8	3	\$22.41
Nash	\$5,505,956.95	20	1	\$57.76
New Hanover	\$1,177,146.35	8	3	\$5.07
Northampton	\$3,059,405.53	11	1	\$148.39
Onslow	\$1,516,660.57	6	1	\$7.63
Orange <i>including organizations based in the Triangle that serve other counties</i>	\$18,555,852.94	61	3	---
Pamlico	\$1,317,358.20	3	2	\$98.61
Pasquotank	\$7,391,150.17	20	1	\$185.75

County	Amount Awarded FY 2000 - 2020	Number of Projects FY2000 - 2020	2020 Tier	Amount Awarded Per Capita
Pender	\$1,207,562.64	5	3	\$19.42
Perquimans	\$2,530,709.72	5	1	\$185.37
Person	\$2,031,135.91	7	2	\$50.52
Pitt	\$25,680,472.27	55	1	\$143.92
Polk	\$400,000.00	1	2	\$18.57
Randolph	\$2,239,140.07	11	2	\$15.54
Richmond	\$5,949,452.35	13	1	\$131.63
Robeson	\$11,065,815.31	33	1	\$84.09
Rockingham	\$8,131,233.03	21	1	\$88.63
Rowan	\$2,340,988.05	6	2	\$16.51
Rutherford	\$6,393,201.88	12	1	\$93.44
Sampson	\$4,104,415.03	13	1	\$64.04
Scotland	\$6,321,507.00	10	1	\$176.86
Stanly	\$4,839,998.26	14	2	\$76.43
Stokes	\$2,698,882.50	5	2	\$58.08
Surry	\$8,788,578.18	31	2	\$120.01
Swain	\$3,446,820.53	5	1	\$238.67
Transylvania	\$1,798,343.04	6	2	\$51.21
Tyrrell	\$2,963,862.07	8	1	\$695.74
Union	\$280,000.00	1	3	\$1.20
Vance	\$5,141,244.49	21	1	\$112.34
Wake <i>including organizations based in the Triangle that serve other counties</i>	\$176,903,585.82	262	3	---
Warren	\$2,330,027.59	6	1	\$116.12
Washington	\$3,601,393.97	13	1	\$296.34
Watauga	\$2,962,075.88	16	3	\$51.91
Wayne	\$5,995,097.17	15	1	\$48.08
Wilkes	\$6,532,112.64	20	1	\$93.43
Wilson	\$8,092,386.66	25	1	\$98.75
Yadkin	\$1,067,321.50	8	2	\$28.01
Yancey	\$2,901,398.79	10	2	\$157.21
Out-of-State	\$1,000,000.00	1	---	---

1. Awards to entities based in Durham, Orange or Wake to support projects throughout the state are included.
2. Awards to entities based in Durham, Guilford, Wake and Orange for administration of the Golden LEAF Scholarships and Golden LEAF Scholars Leadership Program are included.
3. Lenoir County includes \$99,370,109 awarded to the N.C. Global TransPark Authority for Project "Marco Polo" involving Spirit AeroSystems.
5. Disaster relief and recovery projects are not reflected.
6. Funding for the N.C. COVID-19 Loan Program is not reflected.

## **Golden LEAF Foundation Financial Information**

**The Golden LEAF, Inc.**  
**FY2021 Budget**

	Preliminary Budget FY 2021
Budget Sources:	
MSA Payment (Appropriated)	\$ 17,500,000
Budget Carryforward	20,707,532
Endowment	41,034,028
Total Budget Sources	\$ 79,241,560
Administration/Capital	\$ 3,284,028
Grants:	
Open Grants Program	4,500,000
Economic Catalyst	14,045,000
Community Based Grantsmaking	11,000,000
Subtotal Grants	29,545,000
Other Initiatives:	
Scholarships	7,417,675
Disaster Recovery Grant Program	10,738,999
Site Infrastructure*	7,000,000
Plant Sciences Initiative*	7,000,000
Other (Covid-19 Response, Rural Leadership)	14,255,858
Total Grants	75,957,532
Total Budget	\$ 79,241,560
% of Net Assets - Budget from Endowment	4.39% **
% of Net Assets - Budget from Endowment/MSA	6.27% **
Admin/Capital as % of Budget	4.32% **

\*Does not represent new awards in FY2020 and FY2021, but rather shows when funds awarded in FY2017 are expected to be requested and shows

how the prior year awards count toward FY2020 and FY2021 spending targets.

\*\*Does not include carryforward to/from FY2021.

The Golden LEAF, Inc.  
FY2021 Administrative Expenses/Capital Budget

	<b>Preliminary Budget FY2021</b>
<b>Expense</b>	
<b>Board of Director Expenses</b>	
Bd of Directors Expenses	\$ 12,250
Bd of Directors Per Diem	13,520
Board Meetings	42,000
<b>Total Board of Director Expenses</b>	<b>67,770</b>
<b>Depreciation Expense</b>	98,106
<b>Insurance</b>	
Property Insurance	7,008
Directors & Officer's Liability	13,272
Workers Compensation	4,518
<b>Total Insurance</b>	<b>24,798</b>
<b>Miscellaneous &amp; Bank Charges</b>	780
<b>Occupancy Expenses</b>	
Maintenance	45,536
Utilities	38,800
<b>Total Occupancy Expenses</b>	<b>84,336</b>
<b>Office Operations Expenses</b>	
Equipment Rental	844
Office Supplies	22,000
Postage and Freight	3,000
<b>Total Office Operations Expenses</b>	<b>25,844</b>
<b>Personnel Expenses</b>	
<b>Employee Insurance &amp; Benefits</b>	
Dental Insurance	14,277
Disability Insurance	10,816
Life Insurance	8,021
Medical Insurance	228,182
Retirement	161,313
<b>Total Employee Insurance &amp; Benefits</b>	<b>422,609</b>
Salaries	1,617,331
Salary Reserve	



Temporary and Personnel Reserve	100,000
Total Salary Reserve	100,000
Staff Development	10,000
Taxes - Payroll	117,360
Travel & Meetings	
Meals	3,000
Travel	48,000
Total Travel & Meetings	51,000
Total Personnel Expenses	2,318,300
Professional Fees	
Audit & Tax Return	80,000
Communication Expense	41,000
Dues & Memberships	10,000
Legal Fees	
General Representation	130,000
Special Matters	20,000
Total Legal Fees	150,000
Payroll Services	2,720
Technical Consulting	236,736
Total Professional Fees	520,456
Program Expenses	
Meetings	5,000
Total Program Expenses	5,000
Technology	
Computer Installation & Repairs	750
Maintenance	33,192
Software Expense	40,665
Telephone-Long Distance/Local	20,000
Total Technology	94,607
Total Expense	\$ 3,239,996
Capital Budget	
HVAC Replacement	\$ 40,000
Computers	4,032
Total Capital Budget	\$ 44,032

**The Golden L.E.A.F.  
(Long-term Economic Advancement Foundation), Inc.**

**Statement of Activities and Governmental Fund Revenues,  
Expenditures, and Changes in Fund Balance (Unaudited)**

<i>Year ended June 30, 2020</i>	General Fund	Reclassifications and Eliminations	Statement of Activities
<b>Revenues</b>			
State general fund appropriation	\$ 19,500,000	\$ -	\$ 19,500,000
Proceeds from state settlement	17,500,000	-	17,500,000
State aid - Coronavirus Relief Fund	5,047,608	-	5,047,608
Net investment income	2,277,149	-	2,277,149
Grant revenue	659,382	-	659,382
Other income	390	-	390
<b>Total Revenues</b>	<b>44,984,529</b>	<b>-</b>	<b>44,984,529</b>
<b>Expenditures/Expenses</b>			
Grant distributions	64,886,238	-	64,886,238
Administrative costs	2,693,090	-	2,693,090
Capital outlays	28,977	(28,977)	-
Loss on capital assets	-	3,253	3,253
Depreciation expense	-	98,662	98,662
Unrelated business income tax	4,006	-	4,006
<b>Total Expenditures/Expenses</b>	<b>67,612,311</b>	<b>72,938</b>	<b>67,685,249</b>
<b>Excess Revenues Over (Under)</b>			
Expenditures/Expenses	(22,627,782)	(72,938)	(22,700,720)
<b>Change in Fund Balance/Net Position</b>	<b>(22,627,782)</b>	<b>(72,938)</b>	<b>(22,700,720)</b>
<b>Fund Balance/Net Position, beginning of year</b>	<b>995,942,388</b>	<b>3,269,877</b>	<b>999,212,265</b>
<b>Fund Balance/Net Position, end of year</b>	<b>\$ 973,314,606</b>	<b>\$ 3,196,939</b>	<b>\$ 976,511,545</b>