

AGENDA
CRAVEN COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
MONDAY, FEBRUARY 7, 2011
7:00 P.M.

CALL TO ORDER

ROLL CALL

INVOCATION

PLEDGE OF ALLEGIANCE

APPROVE MINUTES OF JANUARY 18, 2011 REGULAR SESSION

1. PETITIONS OF CITIZENS
 - A. Tyker Gonzalez
 - B. Anthony Bonnici
 - C. Frank Kerr
 - D. Charlie Simmons
 - E. Stuart Smith
 - F. Kim Talbot
2. NC EASTERN REGION BRIEFING: Mark Griffin, Craven County
Appointee
3. MILITARY GROWTH TASK FORCE BRIEFING: Mark Sutherland,
Executive Director
4. CARTS REQUEST TO SET PUBLIC HEARING: Phyllis Toler, CARTS
Director
5. TWP. 7 FIRE DEPARTMENT REQUEST: Travis Blalock, Truck Purchase
Committee
6. INFORMATION TECHNOLOGY DEPARTMENTAL PRESENTATION:
Dennis Holton, IT Director
7. TAX DEPARTMENT MATTERS: Ronnie Antry, Tax Administrator
 - A. Tax Releases and Refunds
 - B. Report of Unpaid 2010 Taxes
8. RECYCLING AGREEMENT AND CONVENIENCE CENTERS HAULING
AGREEMENT: Rusty Cotton, Solid Waste Director

9. PLANNING DEPARTMENT MATTERS: Don Baumgardner,
Planning Director
 - A. Subdivisions for Approval
 - B. Road Addition Resolutions
 - C. FY08 CDBG-CR Program Contract Award Recommendations

10. FINANCE MATTERS: Rick Hemphill, Finance Director
 - A. Audit Contract
 - B. Budget Amendment

11. APPOINTMENTS
 - A. Health Board
 - B. Nursing Home Advisory Committee
 - C. Farmers Market Board
 - D. Craven Aging Planning Board
 - E. Fire Tax Commission
 - F. Firemen's Relief Fund Board of Trustees
 - G. Economic Development Commission
 - H. NC 20
 - I. Military Growth Task Force
 - J. New Bern Planning Board

12. COUNTY ATTORNEY'S REPORT: Jim Hicks

13. COUNTY MANAGER'S REPORT: Harold Blizzard

14. COMMISSIONERS' REPORTS

15. CLOSED SESSION

Agenda Date: February 7, 2011
Agenda Item No. 1
Presenters: Gonzalez, Bonnici, Kerr, Simmons,
Smith, Talbot, James
Board Action Required: No

PETITIONS OF CITIZENS

A. TYKER GONZALEZ

Ms. Gonzalez wishes to speak about taxes.

B. ANTHONY BONNICI

Mr. Bonnici requested to address the Board concerning unpaid taxes.

C. FRANK KERR

Mr. Kerr has asked to come before the Board to discuss taxes.

D. CHARLIE SIMMONS

Mr. Simmons wishes to address the Board concerning moving the Magistrate's Office.

E. STUART SMITH

Mr. Smith appeared before the Board several months ago with a concern about dog pen odors in his neighborhood, and will do so once again.

F. KIM TALBOT

Ms. Talbot will brief the Board on the programs and activities of Wellness City, a subsidiary of Recovery Innovations. She has provided the information in Attachment #1.F.

Board Action: Receive Information

Agenda Date: February 7, 2011

Presenter: Mark Griffin

Agenda Item No. 2

Board Action Required: No

NC EASTERN REGION BRIEFING

Mark Griffin, who was recently appointed as Craven County's representative on North Carolina's Eastern Region, will provide an update.

Board Action: Receive Information

Agenda Date: February 7, 2011
Presenter: Mark Sutherland
Agenda Item No. 3
Board Action Required: No

MILITARY GROWTH TASK FORCE BRIEFING

The Military Growth Task Force has requested an opportunity to update the Commissioners and to answer any questions the Board may have. Executive Director, Mark Sutherland, will make the presentation.

Board Action: Receive Information

Agenda Date: February 7, 2011
Presenter: Pyllis Toler
Agenda Item No. 4
Board Action Required: Yes

CARTS REQUEST TO SET PUBLIC HEARING

Ms. Toler will be requesting that the Board set a public hearing for the March 7 meeting at 7:00 p.m. A public hearing is required for the FY 2012 CTP Grant package. The letter and grant package overview appear as Attachments #4 and #4.1.

Board Action: Schedule public hearing

Agenda Date: February 7, 2011
Presenter: Travis Blalock
Agenda Item No. 5
Board Action Required: No

TWP. 7 FIRE DEPARTMENT REQUEST

Attachment # 5 contains a request from the Township 7 Fire Department to appear before the Commissioners concerning the Department's plans to purchase a ladder truck. The contract with the County requires the Department to inform the Commissioners before they purchase the vehicle or enter into an agreement. Although approval is not required, the provision in the contract is for the Department to inform the County Commissioners of their intent and allow any questions they might have to be answered. The Department has studied their financial situation and they have indicated they do not feel this purchase would create a need to increase the current Fire Tax rate for the next funding period.

Board Action: Receive request for intent to purchase a ladder truck.

Agenda Date: February 7, 2011
Presenter: Dennis Holton
Agenda Item No. 6
Board Action Required: No

INFORMATION TECHNOLOGY DEPARTMENTAL PRESENTATION

Information Technology Director, Dennis Holton, will provide an overview of his department.

Board Action: Receive Information

Agenda Date: February 7, 2011
Presenter: Ronnie Antry
Agenda Item No. 7
Board Action Required: Yes

TAX DEPARTMENT MATTERS

A. TAX RELEASES AND REFUNDS

Craven County Tax Administer, will present the routine tax releases and refunds contained in Attachment #7.A. for the Board's approval.

Board Action: A roll call vote is needed to approve tax releases and refunds.

B. REPORT OF UNPAID 2010 TAXES

Mr. Antry will present to the Board the amount of 2010 taxes that remain unpaid which are a lien upon real estate. NCGS 105-369(a) requires this report.

This statute also requires the Board to order the Tax Collector to advertise in a newspaper of general circulation in the County the tax liens for 2010. The Board is requested to authorize that the liens be advertised in The Sun Journal on April 11, 2011.

Board Action: Charge Tax Collector to advertise liens

Agenda Date: February 7, 2011
Presenter: Rusty Cotton
Agenda Item No. 8
Board Action Required: Yes

RECYCLING AGREEMENT AND CONVENIENCE CENTERS HAULING AGREEMENT

Our Recycling Franchise Agreement and Convenience Centers Hauling Agreement will expire June 30, 2011. We currently have Republic Services/GDS under contract for these two services which originated July 1, 2005. Craven County has the option to renew the term for an additional five (5) year period and negotiate future terms and conditions of the agreement. The Craven County Solid Waste Department has been very pleased with the level of service Republic Services/GDS has provided Craven County residents during the past six years. We feel confident that negotiating a new Agreement with GDS/Republic would be advantageous to the County.

Under our current Agreement, effective July 1 of each Fiscal Year the compensation rate payable to GDS is adjusted to reflect the amount of increase or decrease in the Consumer Price Index (CPI), All Urban Consumers, South Region, All Items as measured by the U.S. Department of Labor, Bureau of Labor Statistics. The base month for CPI adjustments will be January. The January 2010 CPI as compared to the January 2011 CPI is used to compute the adjustment, with the rate adjusted by a percentage equal to the percentage change in the CPI.

Craven County residents are currently charged \$36.00 per year for the recycling service which is placed on their yearly tax notice. Under the Recycling Franchise Agreement, Craven County compensates Republic Services/GDS \$35.89 for this service.

Under the Convenience Centers Hauling Agreement, Craven County compensates Republic Services/GDS \$122.86 per roll – off container hauled from each Convenience Center. This payment is made to GDS on a monthly basis and is calculated on the total number of roll – off containers hauled each month from all seven (7) Craven County Convenience Centers.

Recent conversations with other Recycle/Waste Management companies indicate a favorable climate for reducing costs by bidding this process out. However, in an effort to renew the current contracts Republic Services/GDS has verbally agreed to forgo any CPI adjustments for FY 2011/2012. In FY 2010/2011 there was a 2.8% increase in the CPI. This 2.8% increase will amount to approximately \$52,000 in additional expenses paid to Republic Services/GDS this FY. By forgoing a CPI adjustment next FY Craven County could potentially save a large amount of revenue over the life time of a five year renewal.

If Craven County decides to bid these agreements out, we would need to start this process as soon as possible for budgeting purposes.

Board Action: Board will be requested to:

- 1) authorize staff to renegotiate with GDS; or**
- 2) bid out both services**

Agenda Date: February 7, 2011
Presenter: Don Baumgardner
Agenda Item No. 9
Board Action Required: Yes

PLANNING DEPARTMENT MATTERS

A. SUBDIVISIONS FOR APPROVAL

Planning Director, Don Baumgardner, will present the following subdivisions for the Board's approval.

Lot 3 Purnell Division- Final

- Property is owned by Patricia & Vaughn Purnell and surveyed by Atlantic Survey & Design, P.A.
- Property is located within Twp 2, off of Saints Delight Church Rd (SR 1615)
- Parcel ID 2-033-051
- Subdivision contains 1 lot on 1.839 acres
- Lot proposed to be served by individual septic system and community water

Ethan M. Pitts Subdivision- Final

- Property is owned by Lottie Warren & surveyed by Atlantic Surveying, P.A.
- Property is located within Twp 3, off of Daugherty Rd (SR 1272)
- Parcel ID 3-056-015
- Subdivision contains 1 lot on 2.69 acres
- Lot proposed to be served by individual septic system and community water

Board Action:

B. ROAD ADDITION RESOLUTIONS

The following three petitions are from property owners and citizens of Craven County requesting the Board of Commissioners to approve the attached resolutions that petitions their subdivision roads to be turned over to the State of North Carolina for maintenance. The resolution once passed will be forwarded to NCDOT for their final consideration and acceptance of the road to the State Maintenance System.

Attachment #9.1 – Wadkins Boulevard, Mickelson Drive in the Oak Creek Estates @ Carolina Pines Subdivision located within Township 6

Attachment #9.2 – Duval Lane, Didrikson Drive in the River Ridge Estates @ Carolina Pines Subdivision located within Township 6

Attachment#9.3 – Joyner Drive in the Waterways Edge Subdivision located within Township 5

Board Action: A vote by the Board of Commissioners is needed to approve the Road Addition Resolutions.

C. FY08 CDBG-CR PROGRAM CONTRACT AWARD RECOMMENDATIONS

New Construction to Replace Two Deteriorated Homes:

A bid opening for the construction of two (2) replacement homes (733 sq ft, 2 Br, 1 Bath) was held on January 18, 2011. Sealed bids were received from eight (8) contractors: United Builders; Neil Weeks; Ben Hager; B&B Construction; Bruin Builders; Williams Services; HCR, Inc.; and Clint Blanton. See Attachment #9.4 .

A contract award recommendation for the contractor submitting the lowest responsible bid is as follows:

- Unit #6: 310 John Street **Clint Blanton \$66,250 (Low Bid)**
- Unit #9: 307 Kennedy Drive **Clint Blanton \$66,250 (Low Bid)**

Board Action: A vote is needed to award the New Construction of 310 John Street and 307 Kennedy Drive to Clint Blanton Construction with each being awarded for \$66,250.

Rehabilitation (Rebid):

A rebid for the rehabilitation of one (1) existing frame-built home was held on January 18, 2011. Sealed bids were received from three (3) contractors: United Builders, Neil Weeks, and Clint Blanton. See Attachment #9.5.

A contract award recommendation for the contractor submitting the lowest responsible bid is as follows:

- Unit #12: 304 Kennedy Drive **United Builders \$42,368 (Low Bid)**

Board Action: A vote is needed by the Board to award the rehabilitation of 304 Kennedy Drive to United Builders in the amount of \$42,368.

Demolition and Lot Clearing:

A bid opening for the clearance of six (6) lots containing debris and/or structures in the CDBG target area was held on January 11, 2011. Sealed bids were received from nine (9) contractors: Everette George; Roger Russell; Hassell Construction; Coastal Dragline; Williams Service Company; Armstrong, Inc.; T.G. Garner; Ray Langley; and United Builders. See attached Bid Tab.

A contract award recommendation for the contractor submitting the lowest responsible lump sum bid is as follows: See Attachment #9.6.

Units

302 John Street

304 John Street

310 John Street **Hassell Construction \$11,500 (Low Lump Sum Bid)**

312 John Street

307 Kennedy Drive

306 Kennedy Drive

Action: A vote is needed by the Board to award the Demolition and Lot Clearance to Hassell Construction in the amount of \$11,500.

Asbestos Abatement:

A bid opening for the removal of asbestos present within two (2) housing units was held on January 11, 2011. Sealed bids were received by four (4) contractors: Environmental Assessment East, EME Industrial Services, Eastern Environmental, and Davis Company. See Attachment #9.7.

A contract award recommendation for the contractor submitting the lowest responsible lump sum bid is as follows:

Units

302 John Street

307 Kennedy Drive **Environmental Assessment East \$3,000 (Low
Lump Sum Bid)**

Board Action: A vote is needed by the Board to award asbestos abatement for 302 John Street and 307 Kennedy Drive to Environmental Assessment East in the amount of \$3,000.

Agenda Date: February 7, 2011
Presenter: Rick Hemphill
Agenda Item No. 10
Board Action Required: Yes

FINANCE MATTERS

A. AUDIT CONTRACT

Attachment # 10.A is an arrangement letter and contract from McGladrey & Pullen to conduct the County's audit for fiscal years 2011 through 2013. The proposed amount is \$71,000 per year for three years. This is the same amount paid for the past fiscal year audit.

Board Action: Authorize Chairman to sign audit contract.

B. BUDGET AMENDMENT

Attachment #10.B is a budget amendment for the Home Health/Hospice program. The requested amendment will increase Medicare revenue by \$100,630 and increase the following expenditures: Unemployment \$6,084, Therapists \$75,186 and Contract Employees \$19,360.

Medicare collections are at \$860,000 for seven months against a budget of \$990,000. This revenue will exceed the original budgeted amount. The County does not pay unemployment insurance but chooses to be billed on actual claims. The Home Health program had a claim for fiscal 2010 which was not budgeted. The increase in the therapists and contract employees are necessary to continue to provide the services.

Board Action required: Roll call vote on the budget amendment

Agenda Date: February 7, 2011
Presenter: _____
Agenda Item No. 11
Board Action Required: Yes

APPOINTMENTS

A. HEALTH BOARD

The appointment of a veterinarian to the Health Board has been deferred for the last several meetings. Commissioner Allen indicated that he would likely have a nominee at this meeting.

B. NURSING HOME ADVISORY COMMITTEE

An appointment to the Nursing Home Advisory Committee to replace Kathleen Sbarra was deferred from the Board's last meeting. Attachment #11.B. contains a letter of interest.

C. FARMERS MARKET BOARD

The Board was advised at its last meeting that the term of Larry Ipock is expiring. The Farmers' Market Board recommends him for reappointment if the Commissioners so choose. He is completing his first term on this Board.

D. CRAVEN AGING PLANNING BOARD

Attachment #11.D and #11.D.1 contains a letter requesting two appointments to the Craven Aging Planning Board, and a letter of interest from a citizen.

E. FIRE TAX COMMISSION

At its last meeting, the Board was advised that the term of Craig Arthur (Twp. 6) was due to expire. In addition, the Board was advised on November 15 that the following terms were due to expire: Benjamin Broadway, Kenneth Dunn, Archie White (Tri-Community); Clarence Edwards, Larry Paul (Twp. 6); Luther Gaskins, William Stilley, Joseph Wetherington (Swift Creek); Reuben Hart, Alton Riggs (Twp. 7); James Jackson, Milton McCoy (Twp. 9); Grover Lancaster, Curtis Morris (Twp. 1); Mike Lucas, Steve Redd (West New Bern); Casessell Martin, Roy McCabe (Twp. 5); William Matthews, James Smith (Twp. 3); Bobby McLawhorn, Clarence Simpson (Rhems).

F. FIREMEN'S RELIEF FUND BOARD OF TRUSTEES

On November 15 the Board was also advised of expiring terms on the Firemen's Relief Fund Board of Trustees. They are: George Brown, Raymond White (Twp. 9); Joey Haddock, Jack Parker (West New Bern); James Johnson, Ralph Roeland (Twp. 6); Theron McCabe (Harlowe); John McCollum, Richard Peterson (Tri-Community); Johnny Midgette (Twp. #1); Harvey Phillips, Graham Williams (Twp. 7); Warren Richardson, Douglas Whitford (Swift Creek); Clarence Simpson (Rhems); Arthur Thompson (Ft. Barnwell); Duward White (Dover).

G. ECONOMIC DEVELOPMENT COMMISSION

At the meeting of January 3 several appointments were made to the Economic Development Commission. At that time the expiring term of Catherine Chew, representing Craven Community College, was overlooked. The President of Craven Community College has traditionally served on the EDC, and the Commission requests that the Board consider her for reappointment.

H. NC 20

When NC 20 was established several years ago, it was thought to be an ad hoc committee. At that time, Commissioner Sisk volunteered to attend to represent Craven County. It has now evolved into what appears to be an ongoing consortium which needs a permanent presence from member counties. Craven County has been requested to appoint a Commissioner to serve on this Board.

I. MILITARY GROWTH TASK FORCE

On January 3 Jimmy Sanders and Ernie Richardson were reappointed to the Military Growth Task Force, and Danny Walsh was appointed to the expiring term of Lonnie Pridgen. Commissioner McCabe and Marvin Raines also represent Craven County on the MGTF. It has been brought to the County's attention that Mr. Pridgen also served on the Executive Committee. As Mr. Raines also currently serves on the Executive Committee, the MGTF has asked that the Commissioners designate which one of their remaining members should serve on the Executive Committee.

J. NEW BERN PLANNING BOARD

Attachment #11.J. is a letter from the City of New Bern requesting that the Board appoint an ETJ member to the City's Planning Board, along with a resume of an interested citizen and a map of New Bern's ETJ areas.

Board Action: The Board will need to consider all necessary appointments.

Agenda Date: February 7, 2011
Presenter: Jim Hicks
Agenda Item No. 12
Board Action: Yes

COUNTY ATTORNEY'S REPORT

Offer to Purchase Real Property (1206 Walt Bellamy Drive, New Bern; Parcel ID# 011-182).

The County has received an offer from Clovis, Inc. in the amount of \$4,434.80 for this property, which is owned jointly with the City of New Bern (it was acquired as a result of a joint tax foreclosure). The total taxes that were foreclosed on for this property, both County and City, were \$4,434.80. The tax value is \$3,900.

Should the Board, as well as the City of New Bern, desire to accept this offer, then the property will then be advertised for upset bids in accordance with General Statutes. Once no further upset bids are timely received, the County and City may accept or reject the final bid.

Board Action: Accept offer

Agenda Date: February 7, 2011
Presenter: Harold Blizzard
Agenda Item No. 13
Board Action Required: Yes

COUNTY MANAGER'S REPORT: EMERGENCY MEDICAL SERVICES STUDY

Citizens of Craven County are provided emergency medical services (EMS) through a combination of hospital service and several separate contracted non-profit and municipal EMS service providers. This system has worked well for many years at minimum cost to the County primarily because the non-profit service providers relied on community volunteers. However, as state requirements for EMS certification became so demanding, the volunteer base has been severely reduced. Consequently, service providers have been forced to rely more and more on paid staff and the cost to the County has grown dramatically in recent years. Although the current system has provided a valuable service, there are multiple organizational, manpower and funding issues which have become problematic and must be addressed through a comprehensive service delivery plan. Recognizing these problems, the Board of Commissioners last year agreed to fund a study that would evaluate the current system and make recommendations in areas critical to the implementation of an acceptable and sustainable EMS delivery system. Attachment #13 is a proposal by VFIS Consulting to analyze and make recommendations on EMS in Craven County, which may be useful in the upcoming budget development process. Page 8 of the proposal lists the Deliverables and page 14 is the Cost Quote. Staff recommends the County contract for Phases I and II only, at a cost not to exceed \$20,000.

Board Action: Consider recommendation for approval.

Agenda Date: February 7, 2011
Presenter: _____
Agenda Item No. 14

COMMISSIONERS' REPORTS

Agenda Date: February 7, 2011

Presenter: _____

Agenda Item No. 15

CLOSED SESSION

The Board will be requested to go into closed session pursuant to NCGS 143-318.11(a)(3) as a matter of attorney-client privilege.

Recovery Innovations – Wellness City of New Bern

Wellness City of New Bern has served 175 individuals with challenges in Mental Health, Substance Abuse, Disabilities and other challenges since May 2009.

We received our Joint Commission certification as a Program of Excellence – January 2010.

We are a free, non-profit agency that is funded through county dollars which are administered through East Carolina Behavioral Health LME.

We are an agency that provides education in 9 dimensions of Wellness:

- Emotional Wellness – Acceptance of feelings and the ability to manage them in healthy ways
- Financial Wellness – Achieving personal economic stability and growth
- Home & Community Living – Creating a home of your choice in the neighborhood and community you choose
- Intellectual Wellness – An ongoing curiosity and learning which enhances your understanding of life
- Occupational Wellness – Contributing your unique gifts in rewarding ways through work or volunteering
- Physical Wellness – Living in harmony with, and awareness of your body's needs
- Recreational & Leisure – Enjoying meaningful activities and sharing good times with others
- Social Wellness – Developing active and mutually respectful interaction with others
- Spiritual Wellness – Seeking meaning and purpose in life by connecting from within and outside of self

Our agency provides peer support, assists individuals in development of goals, connects individuals to resources within the community, and coaches' individuals in their wellness through solution planning, building on strengths, and identifying barriers that prevent them from moving forward.

We work conjunctively with psychiatrists, therapists, case management and other programs within the community as a means of education and support that is not contingent on insurance and the ability to pay.

Wellness City of New Bern has recently added education and support to family and supporters of individuals with challenges in Mental Health, Substance Abuse, Disabilities, and other challenges as a means to connect families to resources, educate them on ways to support their loved one, and learn ways to stay well themselves.

Many programs are funded through county dollars, and we appreciate your support of our program. We are asking that you consider funding our program at the same rate so that we may continue to reach individuals and families that sometimes have no other resources for education and support.

OUR MISSION

To create opportunities and environments that empower people to recover, to succeed in accomplishing their goals, and to reconnect with themselves, others, and meaning and purpose in life.

*I'm the
Evidence!
Recovery
is real!*

CERTIFICATE CLASSES

Wellness Recovery Action Plan (WRAP) teaches people to use a strengths-based self-help tool that enables them to regain control of their lives. Participants identify warning signs and events that may lead to increased challenges with symptoms and the wellness tools that can overcome such challenges. (Total of 16 hours.)

Wellness for Empowerment In Life and Living (WELL) explores a wide range of life and community living skills. The goal of WELL is to equip people for success in community living. (Total of 30 hours.)

Home Is Where the HEART Is helps prepare people for successful living in a wellness-centered home of their own. Participants learn skills that help them to choose, create and maintain a home which supports their recovery and wellness. (Total of 21 hours.)

Medication for Success is designed to help people be a partner in the medication process by learning how to tell the difference between big feelings, symptoms and side effects. Participants develop tools to manage side effects and uses role play to practice talking with their prescribers. (Total of 6 hours.)

Awakening the Spirit Within explores a variety of ways that spirituality enters and fulfills one's life. Participants learn to be more aware of things that bring purpose and meaning to their own lives and how to communicate that to others. (Total of 16 hours.)



RINC
Recovery Innovations of North Carolina

Recovery Innovations of North Carolina was incorporated in 2007 as a non-profit organization, as part of the Recovery Innovations (RI) family of companies. RI offers a range of recovery-based services in Arizona, California, North Carolina, Pennsylvania, and Washington.

Wellness City was developed as a program unique to Recovery Innovations and piloted in Eastern North Carolina.

To learn more about Wellness City or to sign up to receive our electronic monthly newsletter and calendars, stop by or contact us:

 **WELLNESS CITY**
New Bern

1311 Health Drive
New Bern, NC 28560
252-672-8781
Fax 252-672-8784
Monday-Friday; 10AM-6PM

 **HOPE Station**

2407 S. Memorial Drive
Greenville NC 27834
252-321-0179
Fax 252-321-0578
Monday-Friday; 9AM-5PM

www.RecoveryInnovations.org

Recovery Innovations
of North Carolina
Wellness City



*Wellness City is
a community of adults
embarking on or expanding
their journey of recovery
from significant
mental health challenges
and/or addiction.*

- ♥ Recovery Education Center
- ♥ Recovery Coaching
- ♥ Wellness Planning
- ♥ Peer Support
- ♥ Community Linkages

 **RINC**
Recovery Innovations of North Carolina

WELLNESS CITY ...

- ~ Is a safe and welcoming setting of wellness and independence enriched by contribution.
- ~ Is founded on the five *Recovery Pathways* of Hope, Choice, Empowerment, Recovery Environment, and Spirituality: Meaning & Purpose.

"Wellness City is one-of-a-kind place that's done wonderful things for me. I hope it's always here for people like me."

WELLNESS CITY PARTICIPANTS ...

- ~ Are called Citizens
- ~ Learn to identify their own personal strengths and challenges.

"Wellness City is very positive and the people are very good to me"

- ~ Are respected and honored as the experts on themselves.
- ~ Grow and nurture strong and trusting relationships among themselves and our team.

WELLNESS CITY STAFF ...

- ~ Is a team of well-trained Peers — people who have experienced their own recovery challenges and successes
- ~ Share what they have learned and are committed to the founding principles of the recovery community.

"Wellness City is a blessing to me. I'm putting a lot of years and triggers behind me and I'm learning how to laugh and smile again."

"I truly enjoy the support that staff gives here at Wellness City. I think it makes you feel very welcome."

- ~ Model personal responsibility, self-advocacy and peer support,
- ~ Demonstrate that recovery is possible; that people can and do recover!

RECOVERY COACHING & PLANNING

- ~ Recovery Coaches are Peer Support Specialists who engage and support Citizens, and understand the challenges to actualizing hopes and dreams
- ~ Citizens choose and partner with a Recovery Coach who guides them in the development and activation of their *Personal Wellness Plan*.
- ~ The *Personal Wellness Plan* is a self-assessment

that identifies Citizens' strengths, talents and abilities, plus any challenges that may interfere with their recovery and wellness.

"The peer support here at Wellness City has helped me reconnect with the sources of my wellness. Thank you to all who are making wellness more than just a dream."

- ~ Citizens use their plans to steer their choice of classes and move toward independence, self-sufficiency and realizing their

dreams for the future.

- ~ Citizens and Recovery Coaches review the *Personal Wellness Plan* together to gauge progress and update goals as needed.

"Attending several classes at Wellness City inspired me to attend more. By using the wellness and recovery tools I learned, I gained enough confidence to enroll in college."

RECOVERY EDUCATION CENTER

- ~ Education is at the heart of Wellness City where our recovery environment is that of a learning studio.
- ~ Creative classes and activities promote wellness and recovery based on *Dimensions of Wellness*: Emotional, Intellectual, Occupational, Physical, Social, and Spiritual.

"I have learned more at Wellness City than I have ever learned anywhere else — life strategies and things to do for my mental health."

- ~ Classes support individuals in developing their own wellness and recovery tools that can lead to success in all aspects of daily living.

"Wellness City has taught me that recovery is possible by showing me the path where I want to go."

COMMUNITY LINKAGES

- ~ We maintain a database of local resources offering a wide range of opportunities and assistance for Citizens needs.
- ~ Wellness City Hall Meetings provide a forum for encouragement and celebrating Citizens' successes in accomplishing personal wellness and recovery goals, as well as feedback on classes and activities.
- ~ The Wellness City Council provides the opportunity for Citizens to develop and demonstrate leadership and self-direction.
- ~ We encourage volunteerism and "giving back" to the community, which may also lead to employment opportunities.

"At Wellness City, I have made lots of friends who help keep me from feeling isolated."

ELIGIBILITY

- ~ We welcome adults, 18 years and older, who are interested in developing their own *Personal Wellness Plan* and seeking peer support for their recovery from mental health struggles and/or addiction.

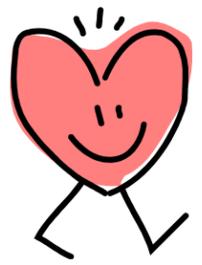
"Since coming to Wellness City, my family and friends have noticed I seem happier and my state of mind is better."

- ~ There is no cost to registered Citizens.

OUTREACH WELLNESS CITY

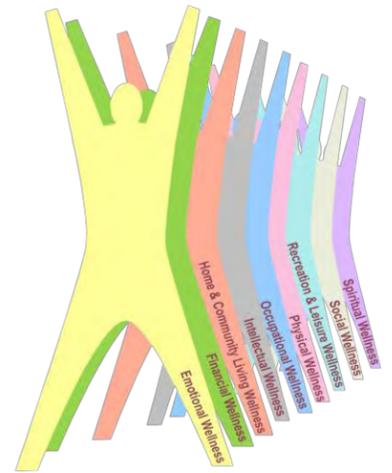


RINC East Carolina has also developed distance learning opportunities for people living in outlying communities throughout Eastern North Carolina. The goal of Outreach Wellness City is to collaborate with key community partners to bring WRAP training and other recovery classes to small towns and more rural areas that may not otherwise have those resources available. This also gives participants the opportunity to connect with other people who are furthering their recovery journey and who understand the challenges that lived experience can present. For more information, contact Sarah Grey at 252-412-4268 or WRAPEastCarolina@RecoveryInnovations.org.

| MONDAY 9A-5P | TUESDAY 9A-8P | WEDNESDAY 9A-5P | THURSDAY 9A-5P | FRIDAY 9A-5P | SATURDAY 1P-5P |
|--|---|---|---|---|---|
|  | 1 Creative Writing ♥■❖☞≈ 10:15-11:15 Tai Chi for Arthritis ♥★☞ 12:30-1:30 Letting Go & Forgiveness – Session 5 ♥■❖☞ 1:45-3:45 <hr/> POTLUCK 5:30-6:30 Reducing Stress ♥■❖☞ 6:30-7:30 | 2 Exploring the World of Music ♥■❖☞≈▲ 10:15-11:15 WELL-Session 5 ♥■❖☞≈★\$☞▲ 11:30-1:30 Wellness City Town Hall Mtg ♥■❖☞≈★\$☞▲ 1:45-3:00 Follow the Leader-Session 1 ♥■❖☞≈★\$☞▲ 3:15-4:30 | 3 Walking for Wellness ♥★☞ 10:15-11:15 Awakening the Spirit Within- Session 2 ♥■❖☞ 11:30-1:30 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 1:45-3:45 | 4 Meditation ♥■❖☞ 10:15-11:15 WELL- Session 6 ♥■❖☞≈★\$☞▲ 11:30-1:30 Making Changes-Session 3 ♥■❖☞ 1:45-3:45 | 5 Creative Writing ♥■❖☞≈ 1:30-2:45 Validating Strengths ♥■❖☞≈ 3:00-4:15  |
| | 7 Tai Chi ♥★☞ 10:15-11:15 Home is Where the HEART Is– Session 5 ☞♥■❖☞\$ 11:30-1:30 Spiritual Practices for Personal Happiness - Session 5 ♥■❖☞ 1:45-3:45 Setting Goals ♥■❖☞≈★\$☞▲ 4:00-4:45 | 8 Creative Writing ♥■❖☞≈ 10:15-11:15 Tai Chi for Arthritis ♥★☞ 12:30-1:30 Letting Go & Forgiveness-Session 6 ♥■❖☞ 1:45-3:45 <hr/> POTLUCK 5:30-6:30 Affirming Your Goodness ♥■❖☞ 6:30-7:30 | 9 Exploring the World of Music ♥■❖☞≈▲ 10:15-11:15 WELL- Session 7 ♥■❖☞≈★\$☞▲ 11:30-1:30 Wellness City Town Hall Mtg ♥■❖☞≈★\$☞▲ 1:45-3:00 Follow the Leader-Session 2 ♥■❖☞≈★\$☞▲ 3:15-4:30 | 10 Walking for Wellness ♥★☞ 10:15-11:15 Awakening the Spirit Within - Session 3 ♥■❖☞ 11:30-1:30 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 1:45-3:45 | 11 Meditation ♥■❖☞ 10:15-11:15 POT LUCK/CITY COUNCIL ELECTIONS ♥■❖☞ 11:30-1:00  WELL-Session 8 ♥■❖☞≈★\$☞▲ 1:30-3:30 |
| 14 WRAP ♥■❖☞≈★\$☞▲ 10-1 Tai Chi ♥★☞ 10:15-11:15 Home is Where the HEART Is- Session 6 ♥■❖☞\$ 11:30-1:30 Spiritual Practices for Personal Happiness - Session 6 ♥■❖☞ 1:45-3:45 | 15 WRAP ♥■❖☞≈★\$☞▲ 10-1 Tai Chi for Arthritis ♥★☞ 12:30-1:30 Letting Go and Forgiveness –Session 7 ♥■❖☞ 1:45-3:45 <hr/> POTLUCK 5:30-6:30 Keys to Healthy Thinking ♥■❖☞ 6:30-7:30 | 16 WRAP ♥■❖☞≈★\$☞▲ 10-1 Exploring the World of Music ♥■❖☞≈▲ 10:15-11:15 WELL- Session 9 ♥■❖☞≈★\$☞▲ 11:30-1:30 Wellness City Town Hall Mtg ♥■❖☞≈★\$☞▲ 1:45-3:00 Follow the Leader-Session 3 ♥■❖☞≈★\$☞▲ 3:15-4:30 | 17 WRAP ♥■❖☞≈★\$☞▲ 10-1 Walking for Wellness ♥★☞ 10:15-11:15 Awakening the Spirit Within- Session 4 ♥■❖☞ 11:30-1:30 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 1:45-3:45 | 18 WRAP ♥■❖☞≈★\$☞▲ 10-1 Graduation! Meditation ♥■❖☞ 10:15-11:15 WELL- Session 10 ♥■❖☞≈★\$☞▲ 11:30-1:30 Making Changes- Session 4 ♥■❖☞\$▲ 1:45-3:45 | 19 Holding the Hope ♥■❖☞ 1:30-2:45 Keys to Healthy Thinking ♥■❖☞ 3:00-4:15  |
| 21 Tai Chi ♥★☞ 10:15-11:15 Home is Where the HEART Is – Session 7 ♥■❖☞\$ 11:30-1:30 Spiritual Practices for Personal Happiness - Session 7 ♥■❖☞ 1:45-3:45 Validating Strengths ♥■❖☞ 4:00-4:45 | 22 Walking for Wellness ♥★☞ 10:15-11:15 Tai Chi for Arthritis ♥★☞ 12:30-1:30 Letting Go and Forgiveness – Session 3 ♥■❖☞ 1:45-3:45 <hr/> POTLUCK 5:30-6:30 Holding the Hope ♥■❖☞ 6:30-7:30 | 23 Exploring the World of Music ♥■❖☞≈▲ 10:15-11:15 WELL- Session 11 ♥■❖☞≈★\$☞▲ 11:30-1:30 Wellness City Town Hall Mtg ♥■❖☞≈★\$☞▲ 1:45-3:00 Follow the Leader-Session 4 ♥■❖☞≈★\$☞▲ 3:15-4:30 | 24 Walking for Wellness ♥★☞ 10:15-11:15 Awakening the Spirit Within- Session 5 ♥■❖☞ 11:30-1:30 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 1:45-3:45 | 25 Meditation ♥■❖☞ 10:15-11:15 WELL- Session 12 ♥■❖☞≈★\$☞▲ 11:30-1:30 Making Changes-Session 5 ♥■❖☞\$▲ 1:45-3:45 | 26 Affirming Your Goodness ♥■❖☞ 1:30-2:45 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 3:00-4:15  |
| 28 Tai Chi ♥★☞ 10:15-11:15 Home is Where the HEART Is – Session 8 ☞♥■❖☞\$ 11:30-1:30 Spiritual Practices for Personal Happiness - Session 8 ♥■❖☞ 1:45-3:45 Art – Self Expression in Picture and Words ♥■❖☞≈▲ 4:00-4:45  |  | |  |   | |

Each class we conduct is based upon at least one of these NINE DIMENSIONS OF WELLNESS

| | |
|------------------------------------|---|
| Emotional Wellness | Acceptance of feelings and the ability to manage them in healthy ways |
| Financial Wellness | Achieving personal economic stability and growth |
| Home & Community Living | Creating a home of your choice in the neighborhood and community you choose |
| Intellectual Wellness | An ongoing curiosity and learning which enhances your understanding of life |
| Occupational Wellness | Contributing your unique gifts in rewarding ways through work or volunteering |
| Physical Wellness | Living in harmony with, and awareness of, your body's needs |
| Recreation & Leisure | Enjoying meaningful activities and sharing good times with others |
| Social Wellness | Developing active and mutually respectful interactions with others |
| Spiritual Wellness | Seeking meaning and purpose in life by connecting from within and outside of self |



♥=Emotional \$=Financial 🏠=Home & Community Living ■=Intellectual ▲=Occupational ★=Physical ≈=Recreation & Leisure 🗨️=Social ✨=Spiritual

| | |
|---|---|
| Affirming Your Goodness ♥ ■ ✨ 🗨️ | Self Affirmations are positive statements that can help change negative self-perceptions. Explore your best qualities, abilities and attributes to begin to appreciate who you are and who you want to become. |
| Art -Self Expression in Picture and Words ♥ ■ ✨ ≈ ▲ | Creating art is the process of deliberately arranging elements in a way that appeals to the senses or emotions. This class will focus on all forms of art such as paintings, drawings, pottery, and any other artistic ways to express yourself. |
| Awakening the Spirit Within 🗨️ ✨ (16 Hrs) <i>Certif. Course</i> | This class guides you toward a general understanding of spirituality, learning tolerance for other belief systems, how to draw comfort and strength from inside and outside yourself, and how to build bridges toward those things that inspire meaning and purpose in your life. |
| Creative Writing ♥ ■ ✨ ≈ | Express yourself! This class enriches the mind, gets your creative juices flowing and is designed to promote recovery and stretch your imagination and communication skills through creative expression in writing. |
| Exploring the World of Music ♥ ■ ✨ ≈ ▲ | Gain an understanding of music--melody, rhythm, texture--and how it serves as an expression of culture. Music brings relaxation and alleviates stress. Let the music move you! |
| Five Principles of Total Forgiveness ♥ ■ ✨ 🗨️ | This class involves principles that lead to total forgiveness by looking at the five principles and discussing how we can incorporate the principles into our lives. |
| Follow the Leader ♥ ■ ✨ ≈ ★ \$ 🗨️ ▲ | This class looks at leadership skills in the areas of: planning, communication, brainstorming, decision making, conflict resolution and pushing through fear. This assists us in using our strengths and stepping into leadership roles. |
| Holding the Hope ♥ ■ ✨ 🗨️ ≈ | Hope is manifested in the way we speak about ourselves and others. Hope looks at respect, focusing on the positives, celebrating accomplishments and promoting choice. Hope is the belief that we can become all we were meant to be. |
| Keys to Healthy Thinking ♥ ■ ✨ 🗨️ | We are what we think. Our thoughts create our feelings. Healthy thinking assists in a healthy emotional life. Come explore five keys to promoting healthier thinking in your daily life. |
| Letting Go and Forgiveness ♥ ■ ✨ 🗨️ | This class helps us to better understand ways we can increase our happiness and inspire it in others by practicing letting go of things that no longer serve us. Letting go is an individual process and each person must find what works for them. Come explore with us the practice of letting go and discovering forgiveness and the power of moving forward. |
| Letting Go of Anger / Coping with Anger ♥ ■ ✨ 🗨️ | This class is designed to assist us in recognizing anger and how that affects relationships. Our hope is that as you recognize anger, you will begin to cope with that feeling and develop methods to let go of anger in a positive way that brings healing to yourself and others. |
| Making Changes ♥ 🗨️ \$ ▲ ■ | These classes takes a look at making changes. Beginning with pre-contemplation and the stages of change and then exploring the things we must attempt to go past our comfort zone to do so. |
| Meditation ♥ ■ ✨ 🗨️ | This class assists in spiritual, physical, emotional and intellectual wellness. Explore techniques that help bring focus and meaning. |
| Potluck ♥ ■ ✨ 🗨️ ≈ ★ | Join us in a potluck lunch as we build relationships and celebrate successes. |
| Pushing through Fear ♥ ■ ✨ 🗨️ | Pushing through Fear is about achieving personal growth that requires us to move in the direction of what is possible. This class is designed to look at the things that cause fear and how we can work through the process to be empowered to succeed in our goals. |
| Reducing Stress ♥ ■ ✨ 🗨️ | This class explores strategies to reduce stress, and explores how stress can sometimes be helpful in developing strategies to move forward. |
| Setting Goals ♥ ■ ✨ 🗨️ ≈ ★ \$ 🗨️ ▲ | Planning for what we want in our lives can be done in stages that make our goals achievable. It often begins with small steps that we can actually accomplish. This class is designed to look at goals and how we can design a plan to begin working toward the things that bring fulfillment in our lives. |
| Spiritual Practices for Personal Happiness ♥ ■ ✨ 🗨️ | We look at ways to better understand what spirituality is and how it can lead to happiness. |
| Tai Chi ♥ ★ 🗨️ | Exercise class designed for physical, emotional and spiritual wellness. This class is taught by a certified instructor in the different forms of Tai Chi. |
| Tai Chi for Arthritis ♥ ★ 🗨️ | This class is taught by a certified instructor and is designed for individuals with chronic conditions working on physical wellness. |
| Validating Strengths ♥ ■ ✨ 🗨️ | Validating Strengths and Celebrating Successes. This class is meant to look at strengths, a good place to start our wellness journey! |
| Walking for Wellness ♥ ★ 🗨️ | Exercise is good for physical and emotional wellness. Come walk with us! |
| WELL Wellness & Empowerment in Life & Living ♥ \$ 🗨️ ▲ ★ ≈ 🗨️ ✨ (30 Hrs) <i>Certif. Course</i> | WELL equips Citizens for success in community living by exploring a wide range of skills, including building a support system, stress management, conflict resolution, overcoming trauma, developing meaningful relationships and many more! This model was developed by peers and is recognized as an evidence-based practice by the US Mental Health & Substance Abuse Administration (SAMHSA.) |
| Wellness City Town Hall Meeting ≈ 🗨️ | A public forum for encouragement and celebrating success as citizens accomplish personal wellness and recovery goals. An opportunity for anyone interested in recovery and peer support to be an active part of the process and have a voice in identifying additional supports and services to be considered for implementation. |
| WRAP Wellness Recovery Action Planning ♥ \$ 🗨️ ▲ ★ ≈ 🗨️ ✨ (16 Hrs) <i>Certif. Course</i> | WRAP teaches people to use a strengths-based self-help tool that enables them to regain control of their lives. Participants identify early warning signs and events that may lead to increased challenges with symptoms and the wellness tools that can overcome such challenges. Beyond mental health and substance abuse issues, a WRAP can be developed to address any type of life struggle. |



BE THE CHANGE...

Advocate for something you believe will make a positive difference in your life or someone else's.

Your impact on this world and those around you is greater than you may ever know.



Advocacy: Giving Voice to What We Need or Want

In the world of wellness and recovery we honor, encourage and celebrate self-advocacy. Self-advocacy is about speaking up for ourselves and making our needs and desires known in order to have them met. It's about making our own decisions and finding the services and supports we need.

Advocacy is a strategy that involves educating ourselves—becoming the experts. Its about being effective communicators—using clear and simple language that gets our point across. Well-practiced advocacy skills increase our chances of getting what we want; when we want it. In the process, we develop skills to gain more control over our lives. As one person explained:

I enjoy being a self-advocate because it has made me a much stronger

person. It has helped me meet other people who have the same concerns and has showed me how I can get others involved. It has taught me to be more determined, more independent and it has made me more sensitive to the on-going struggles that others face in order to have a quality life.



Self-advocacy skills can help us avoid or solve problems with family and loved ones, doctors and lawyers, employers, associates, and friends. They can help us obtain reasonable and

necessary accommodations in both public and private settings, and they can be useful in matters of public entitlements, such as education, housing, employment, transportation and taxation.

Being an advocate takes time and effort. It means getting to the heart of the issue and, if possible, figuring out what is causing it. In some cases, defining the issue also leads to ideas for its solution. Developing advocacy skills gives us essential maps and tools to know what to do and how to do it. Using our own stories as part of our self-advocacy can provide a compelling case for the value of finding the right supports and services that help us recover and maintain wellness.

And as WRAP author Mary
(See ADVOCACY, page 2)

Graduates Are Certifiably Peer!

Nineteen dedicated individuals recently became graduates of Recovery Innovations' Peer Employment Training (PET.) Completion of the 80-hour course makes them all eligible to apply for their NC Certification as Peer Support Specialists. The course concentrates on understanding the role

of peer support, learning the peer support approach and developing supportive skills that allow persons in recovery to be the expert on themselves and make their own choices. Graduates included, Donna Corvello, Sharon Ford, Rebekah Giard, Laura Harden, Jim Harrison, Stephanie



Howard, Ron Lowe, Martin Mauer, Kathy McVey, Stephanie Mosier, Linda Nunn, Tracey Patrick, Cathy Pickering, Walter Shivers, Mary Summerlin, Sonia Tucker, Ben Watford, Michelle Wright and John Wood.



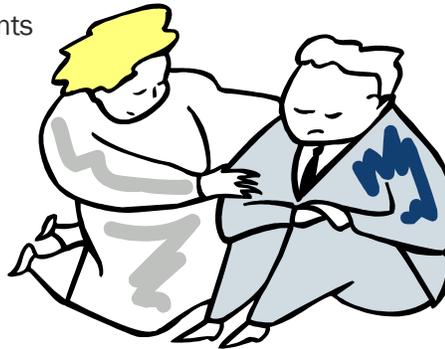
To me,
Recovery means
lost dreams
awaken and
new possibilities
arise.”

WRAP Class
Participant

Wellness City of New Bern is offering a new community education class on Tuesday nights from 5:30 to 8:00 pm called Family & Supporter Education.

A Potluck Dinner is scheduled for participants from 5:30 to 6:30 pm, followed by supportive education which will include topics like Wellness for the Supporter and How to Support Someone

Facing The purpose of the class is to assist adult family members and/or supporters in their own wellness and to discover ways to be an effective recovery coach in partnering with loved ones



who are working on recovery. There is no charge for this class and participants must be 18 years of age or older.

Wellness City of New Bern, is located at 1311 Health Drive, adjacent to the CarolinaEast Medical Center on Neuse Blvd. in New Bern, NC.

For more information, please contact Wellness City of New Bern at 252.672.8781.



NEW TEAM MEMBERS

HOPE Station Wellness City

Sonia Tucker, LCSW
Recovery Services
Administrator

OBX Wellness City & Psychosocial Rehabilitation

Stephanie Howard, LCSW
Recovery Navigator/Leader

Deanie Styons
Administrative Assistant

Linda Nunn
Peer Support Specialist

Michelle Wright
Peer Support Specialist

Donna Corvello
Peer Support Specialist-Pool

Rebekah Giard
Peer Support Specialist-Pool

ADVOCACY (continued from page 1)

Ellen Copeland describes it, self-advocacy is also a powerful wellness tool.

To truly experience wellness and recovery I have learned that I want to be, and have to be an advocate for issues that I feel passionately about. A big part of recovery for me has been learning to advocate for myself. As I have gotten more and more involved in this advocacy work, I have discovered that for me—perhaps not for everyone—advocacy is a wellness tool. I need to include it in my toolbox of things to do to keep myself well and to help relieve symptoms if I am feeling badly. I notice that my self esteem, self confidence and self respect have all gotten a "shot in the arm." I feel less stressed because I know I have done what I can. I have met and worked closely with many wonderful people. My circle of supporters,

friends and acquaintances has grown. I feel much more connected to my community. And I have created some change in the world. All in all, the payoff is great.

Advocacy is also about speaking up for others who may have difficulty being heard. It's a type of problem solving designed to protect personal rights and to ensure a dignified existence. Advocacy is very much a key role for Peer Support Specialists working at Wellness City and in other Recovery Innovations services. As stated in the Code of Ethics for Certified Peer Support Specialists in North Carolina:

The Peer Support Specialist is responsible for providing an array of support services and interventions designed to inspire hope, support personal responsibility, promote understanding,

offer education, and promote self-advocacy and self-determination.

PSS have a responsibility to help individuals find their own voices and to advocate for the principles of human dignity, self determination, and empowerment.

Advocacy is about bringing people together to create one strong voice that is loud enough to make change for the better. Remember though, having a strong voice doesn't mean it's okay to be offensive. We can get the best care for ourselves by being friendly—yet firm, assertive—not angry, and persistent—not pushy. And as in so many other ways of communicating, using a positive attitude in our advocacy efforts is critical to its success.

Excerpts taken from
www.NAMI.org;
www.MentalHealthRecovery.co;
and www.headinjury.com.



December 2010

- ♥ Beaufort County Resource Connection
- ♥ Behavioral Health Outpatient Services, Belhaven
- ♥ Behavioral Health Services at Pitt County Memorial Hospital
- ♥ Bertie Day Reporting Center
- ♥ Bertie County Social Services
- ♥ Kathleen Brehony, PhD
- ♥ Camden County Medical Park
- ♥ Century 21 Head Agency, Frisco
- ♥ Choanoke Public Transportation Authority
- ♥ The Coastland Times
- ♥ Coastal Women's Shelter - New Bern
- ♥ Comprehensive Interventions
- ♥ Continuity of Care, Windsor
- ♥ Craven Community College
- ♥ Craven County Senior Center
- ♥ Crisis Intervention Training - Greenville/Pitt County
- ♥ Crossroads & Partial Hospital at CarolinaEast Health System
- ♥ Currituck County Library
- ♥ Dare CASA
- ♥ Dare County Library
- ♥ Dare County Parole & Probation
- ♥ Dare County Social Services
- ♥ Dream Provider Care Services, Inc.
- ♥ ECU Outpatient Psychiatry

SUPPORTIVE COMMUNITY PARTNERS

Recovery Innovations extends heartfelt thanks and appreciation to the following organizations for providing class locations, presentations, services, or referrals to our programs.

- ♥ Dr. Andrea Facci
- ♥ God's Love Ministries
- ♥ Greenville Community Shelters
- ♥ HIV Support Group, Ahoskie
- ♥ Hyde County Board of Education
- ♥ Hyde County Health Department
- ♥ Hyde County Social Services
- ♥ Inner Banks Hotline
- ♥ Integrated Family Services, Inc.- Ahoskie, Greenville
- ♥ LifeQuest, Inc., Washington
- ♥ Martin County Community Action, Inc.
- ♥ Martin Enterprises, Williamston
- ♥ MHA in Pitt County
- ♥ NAMI-Pitt County
- ♥ New Horizons, Nags Head
- ♥ Northside Behavioral Health, Ahoskie
- ♥ Outer Banks Hotline
- ♥ Pitt Area Transit System
- ♥ Pitt Community Collaborative
- ♥ Pitt Community College
- ♥ Pitt County AIDS Service Organization (PiCASO)
- ♥ Pitt County Journey Home/ Homeless Continuum of Care
- ♥ Pitt County Social Services

- ♥ Pitt Partners for Health
- ♥ Pitt Resource Connection
- ♥ PORT Human Services- Ahoskie, Elizabeth City, Greenville, New Bern
- ♥ Pungo District Hospital
- ♥ ResCare
- ♥ Roanoke-Chowan Domestic Violence Task Force
- ♥ Room in the Inn - Dare County Churches
- ♥ Solid Foundation -Windsor
- ♥ TASC - Dare, Hyde, Northampton, Tyrrell Counties
- ♥ Tyrrell County Parole & Probation
- ♥ Tyrrell County Public Library
- ♥ Tyrrell County Social Services
- ♥ Vocational Rehabilitation - Craven and Pitt Counties
- ♥ Walter B Jones Alcohol & Drug Addiction Treatment Center
- ♥ Washington County Center for Human Services/Job Link
- ♥ Washington County Social Services
- ♥ Wilson County Legal Aid
- ♥ Yellow House Ministry

Thank You!

Our Mission

To create opportunities and environments that empower people to recover, to succeed in accomplishing their goals, and to reconnect with themselves, others, and meaning and purpose in life.

Recovery Innovations Eastern North Carolina

is part of the international family of nonprofit organizations operated by Recovery Innovations offering recovery-based services in Arizona, California, North Carolina, Pennsylvania, Virginia, Washington and New Zealand.

www.RecoveryInnovations.org

HOPE Station Wellness City

2407 S. Memorial Drive
Greenville, NC 27834
252-321-0179

Wellness City of New Bern

1311 Health Drive
New Bern, NC 28560
252-672-8781

OBX Wellness City & Psychosocial Rehabilitation

115 W. Meadowlark Street
Kill Devil Hills, NC 27948
252-715-2244
Toll Free 1-855-833-0214

Outreach Wellness City

252-876-3645
WRAPeastcarolina@RecoveryInnovations.org

Bertie, Hertford, Martin, and Northampton Counties
252-481-4010

Beaufort, Jones, Pamlico, and Washington Counties
252-886-1104

Dare, Hyde, and Tyrrell Counties
252-702-2804

Camden, Currituck, Gates and Perquimans Counties
252-702-2987

Recovery Innovations has earned the Joint Commission's Gold Seal of Approval™



Peer Employment Training graduates enjoy greeting supporters and co-participants after the ceremony in New Bern on January 14, 2011.

If you wish to experience peace, provide peace for another.



—Tenzin Gyatso

Funding for these services is made possible by East Carolina Behavioral Health LME.



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

BEVERLY EAVES PERDUE
GOVERNOR

EUGENE A. CONTI, JR.
SECRETARY

January 14, 2011

MEMORANDUM

To: Community Transportation Program Applicants
From: Miriam Perry, Director, Public Transportation Division (PTD)
Subject: FY 2012 Community Transportation Program Application Package **Section 5311**

The Fiscal Year 2012 Community Transportation Program (CTP) application package contains the administrative, capital, operating assistance and facility safety and security improvements grant programs. FY 2012 Certifications and Assurances are also included with this grant package.

The 5311 program is intended to provide financial assistance for the support of public transportation services, which are open to the general public on an equal basis (defined as regular and continuing) in rural areas, and urban areas under 50,000 in population not included in an urbanized area. The 5311 funds can be used for the costs of transit planning activities, local project administration, transit operations and the purchase of capital equipment or facilities to aid in the provision of transit services in non-urbanized areas, as well as provide funds for state-level administration.

Public Hearing

As part of the CTP application, a public hearing must be held in front of the applicant's governing body. The applicant must publish one public notice in a newspaper(s) having general circulation in the project's proposed service area. The Public Hearing Notice shall provide a minimum of seven (7) calendar days notice and a maximum of fourteen (14) calendar days notice between the time that the Public Hearing Notice is published in the newspaper and the actual public hearing date. The applicant **MUST** publish a public hearing notice in English and the second most widely used (spoken/read) language in the transit system's service area, for most, but not all areas this will be Spanish. PTD is not including a Spanish version of the public notice in the application package. Applicants should have the public notice translated locally to ensure that the notice is accurately translated.

MAILING ADDRESS:
NC DEPARTMENT OF TRANSPORTATION
PUBLIC TRANSPORTATION DIVISION
1550 MAIL SERVICE CENTER
RALEIGH, NC 27699-1550

TELEPHONE: 919-733-4713
FAX: 919-733-1391

WWW.NCDOT.GOV/NCTRANSIT

LOCATION:
TRANSPORTATION BUILDING
1 SOUTH WILMINGTON STREET
RALEIGH, NC

Administrative and Operations Funding

Due to the limited availability of funding, administrative and operating funds are capped at the FY 2011 level. Applicants should request no more than the total funds approved in their FY 2011 CTP administrative and operating budgets. Indirect costs remain an eligible expense, provided the applicant obtained an approved indirect cost rate. Direct expenses should be budgeted first. Administrative budgets must be developed sufficient to cover only those administrative costs directly attributable to the execution of the Section 5311 grant.

Capital Budget

A Capital Replacement Schedule to clarify the useful life of capital items is included. Construction of new facilities or major renovation projects will not be considered unless planning and environmental requirements have been met at the time of the application.

Relationship to Other Grant Programs

While the overall objectives of Section 5311 and Section 5310 differ (the former is to provide transportation to the general public in non-urbanized areas and the latter is to serve elderly individuals and individuals with disabilities in both rural and urbanized areas), there are parallels between the two programs. These parallels make it desirable for states to consider both resources, and to plan for their use in a complementary way. For instance, with a few exceptions, the same state agency administers both programs. FTA encourages participation in such coordinated efforts so long as the coordinated services continue to meet the purposes of their respective programs.

Federal Funding Accountability and Transparency Act (FFATA)

Due to this legislation, all applicants must have a DUNS number (unique nine-digit number issued by Dun & Bradstreet). A DUNS number may be obtained free of charge at: <http://fedgov.dnb.com/webform>. Applications without a DUNS number will not be considered for funding.

The completed FY 2012 CTP grant application must be received at the Public Transportation Division office no later than 5:00 P.M. ET, **March 11, 2011**. This deadline applies to both the electronic and mailed sections of the application package. Submit the documents identified in the Application Checklist for electronic submittal to: ctptransportation@ncdot.gov. All other sections may be mailed to postal address below or scanned copies may be e-mailed (ensure that seal is visible for documents with seals).

For US Postal

Mailing Address
ATTN: Faye McCullen
Public Transportation Division
1550 Mail Service Center
Raleigh, NC 27699-1550
Re: CTP Application

For FedEx, UPS, etc.

Physical Address
ATTN: Faye McCullen
1 South Wilmington Street
5th Floor, Room 542
Raleigh, North Carolina 27601
Re: CTP Application

North Carolina Department of Transportation



FY 2012 Community Transportation Program Application Package

Includes the Section 5311- Non-urbanized Area Formula Program, Human
Service Transportation Management Program,
and Rural Capital Program

JANUARY 2011

N.C. Department of Transportation
Public Transportation Division
1550 Mail Service Center
1 S. Wilmington Street
Raleigh, NC 27699

Background

The Federal Transit Administration, on the behalf of the Secretary of Transportation, apportions appropriated 5311 funds annually to the Governor of each state for public transportation projects in non-urbanized areas.

Specifically, the Section 5311 program intends to: (1) enhance the access of people in nonurbanized areas to health care, shopping, education, employment, public services and recreation; (2) assist in the maintenance, development, improvement and use of public transportation systems in nonurbanized areas; (3) encourage and facilitate the most efficient use of all transportation funds used to provide passenger transportation in nonurbanized areas through the coordination of programs and services; (4) assist in the development and support of intercity bus transportation; and (5) provide for the participation of private transportation providers in nonurbanized transportation.

The Governor of North Carolina, in accordance with the Urban Mass Transportation Act of 1964, as amended, designated the N.C. Department of Transportation (NCDOT) Public Transportation Division (PTD) as the agency to receive and administer federal and state public transportation funds. The NCDOT (G.S. 136-44.20) is the recipient of all Section 5311 funds and the Community Transportation Program (CTP) applicant is the sub-recipient.

The Public Transportation Division shall have principal responsibility and authority for the administration of the Section 5311 Program, and shall administer the programs in accordance with the guidance published by the Federal Transit Administration (FTA Circular 9040.1F) and in accordance with existing Federal and State regulations pertaining to the administration of Federal grants by the North Carolina Department of Transportation.

NCDOT incorporates the Federal Section 5311, State Rural Capital Program (includes vehicles and related equipment, facility improvements and baseline technology) and the State Human Service Transportation Management Program into a single CTP funding application.

Timetables

Application Process

| DATES | TASK/EVENT |
|-------------|---|
| January | ▪ Funding Solicitation (Grant Application and Instructions Distributed) |
| March | ▪ Grant Application Due to NCDOT |
| March/April | ▪ Grant Application Review Process |
| April/May | ▪ PTD makes funding recommendation to NCDOT BOT |
| May - July | ▪ FTA grant review and award |
| July 1 | ▪ Effective date of one year grant agreement |

Designated Applicant

North Carolina's coordinated approach to service delivery currently allows only a single applicant (sub-recipient) for CTP funding within a county or group of counties as identified by an approved Community Transportation Service Plan (CTSP). Applicants must maintain a minimum level of coordinated transportation services to be eligible to receive any public transportation assistance through the CTP program. The minimum level will be determined in the CTSP process and must be illustrated beyond vehicle sharing unless local conditions clearly prohibit greater coordinating opportunities. Each applicant shall ensure that, to the maximum extent feasible, all transportation services provided utilizing funding through the CTP are coordinated with transportation services provided by other entities receiving federal funds, including any urban transit providers. Coordination can be used to improve transportation system performance by eliminating duplicative efforts and improving the efficiency of transportation operations. Each transportation system will have a Transportation Advisory Board (TAB) approved by the applicant's governing body.

Transportation Advisory Board

Each applicant is REQUIRED to have a Transportation Advisory Board (TAB). A TAB is typically made up of stakeholders from the service area that care about the services provided by the transit system. The make-up of the TAB is representative of the various target audiences in the service area and typically includes one or more actual passengers of the transit system. An "ACTIVELY ENGAGED" Transportation Advisory Board is expected to discuss unmet needs in the service area, service design and scheduling, billing rates and fares, and to resolve complaints. They also monitor compliance with federal regulations and the status of any deficiencies noted in any official federal, state or local review or report. The Transportation Advisory Board is a locally formed advisory group based on the following guidelines and requirements:

NOTE: Information was sent out in December 2008 that effective with the FY 2010 CTP application the designated public transit recipients will be **REQUIRED**, as a condition for funding, to have an actively engaged, representative TAB in place. This requirement has not been waived and remains a condition for funding. Applications from subrecipients that don't meet this requirement **will not** be taken to the Board of Transportation for funding approval.

TRANSPORTATION ADVISORY BOARD (TAB) COMPOSITION

| CATEGORIES | PUBLIC HUMAN SERVICE AGENCY | TRANSPORTATION PROVIDERS | PUBLIC AND BUSINESS SECTORS | GOVERNMENT AND GOVERNMENTAL AFFILIATES |
|---|---|--|--|---|
| <i>Suggested number of representatives per category</i> | 3-5 | 1-2 | 4-5 | 3-5 |
| <p>NOTE: TAB members should be individuals that know about the transit needs of the general public including the elderly, minorities, disabled, LEP, or low income populations living in the service area.</p> | <ul style="list-style-type: none"> ▪ Senior Services ▪ DSS ▪ Vocational Rehabilitation ▪ Head Start ▪ Shelter Workshop ▪ Health Dept. ▪ Veterans Admin ▪ Smart Start ▪ Mental Health ▪ Housing Authority ▪ Human Service Transit Users | <ul style="list-style-type: none"> ▪ Private transportation providers ▪ Intercity bus providers ▪ Ambulance Service ▪ Regional Authority ▪ Urban System ▪ Faith based services ▪ Volunteers | <ul style="list-style-type: none"> ▪ Chamber of Commerce ▪ Major employers ▪ DBE's ▪ Hospital/Dialysis Ctr. Staff ▪ Non-profit organizations ▪ Employment Transit Users ▪ General Public Transit Users ▪ Public Citizens | <ul style="list-style-type: none"> ▪ MPO ▪ RPO ▪ Economic Development ▪ Employment Security Commission ▪ Job Link and/or Career Centers ▪ Elected Officials ▪ County Government staff ▪ Community College |

- The Transportation Advisory Board must include representatives from the elderly, minority, LEP, disabled and/or low income populations in the service area **or** include individuals that represent these consumer groups that will challenge the transit system to be more sensitive to their needs or to discuss unmet needs of their consumer group. Census data should be consulted to determine which groups should be represented and the size of the representation needed.
- If the applicant serves as an "umbrella" agency for programs in addition to transportation services, then the Executive or Governing Board may not serve as the Transportation Advisory Board. There may be overlapping of members from the Executive or Governing Board, but there must be a separate Transportation Advisory Board that meets the requirements.
- If the applicant is a transportation authority or a non-profit organization that only provides transportation, the Executive or Governing Board may serve as the Transportation Advisory Board. In this case, the composition of the Executive or Governing Board will have to meet the 5311 Program requirements to serve as the TAB **or** consider creating a separate TAB that does meet the requirements.
- PTD expects, at a minimum, **quarterly TAB meetings** for the community transportation system to maintain ongoing communications as one means of seeking public involvement, and ongoing administrative oversight. TAB meetings must be open to the public and the public must be notified of the scheduled meetings through such means as posting notices on agency Web sites; local news media; flyers; etc. Additionally, meeting minutes must be published and distributed to PTD regional mobility development specialists, with original file copies maintained by the transportation system for a minimum of five (5) years.

Regulatory Compliance

All projects must annually meet all Federal/State requirements prior to July 1, the beginning of the project period and State fiscal year, to be eligible for reimbursement of Federal funds for the entire project period. Applicants that do not meet federal and state requirements are not eligible to receive reimbursement for expenses incurred prior to the effective date of compliance. NCDOT will not award any financial assistance until the applicant provides assurance of compliance and it has been determined that federal and state requirements are met.

ALL the following documents must be completed and returned as part of the CTP application.

- Some documents must be signed by the AUTHORIZED OFFICIAL as indicated
- Some documents must AFFIX A SEAL as indicated on the form
- Instructions are included with the form

| | DOCUMENTS | COMMENTS |
|---|--|--|
| 1 | <i>Authorizing Resolution</i> | Each applicant will accurately complete and submit with its grant application a <u>GOVERNING BOARD APPROVED</u> Community Transportation Program or Human Service Transportation authorizing resolution. The Community Transportation Program Resolution is for Federal and State funded projects that provide general public transportation, while the Human Service Transportation Resolution is for State funded projects that provide only human service transportation. |
| 2 | <i>Certifications and Assurances, Attorney's Affirmation, and 5333(b) Labor Warranty</i> | In accordance with 49 U.S.C. 5323(n), Certifications and Assurances have been compiled for the North Carolina Community Transportation Program. NCDOT requires sub-recipients to certify to all applicable categories. |
| 3 | <i>Title VI Certification</i> | Recipients of FTA and State funds must comply with Title VI of the 1964 Civil Rights Act, Section 601. Title VI states that "No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." <ul style="list-style-type: none"> ▪ Additional federal information may be found at: http://www.fta.dot.gov and view the Civil Rights and Accessibility section to access the proposed changes in Circular 4702.1A |
| 4 | <i>Disadvantaged Business Enterprise (DBE) Certification</i> | All recipients and sub-recipients of grant funds from the FTA and/or the State of North Carolina must participate in the DBE Program/Minority Business Enterprises (MBE) Program. DBE Program information may be found at https://apps.dot.state.nc.us/vendor/directory/ . |
| 5 | <i>Public Hearing Notice</i> | As part of the CTP application, a public hearing must be held in front of the applicant's governing body. The applicant must |

| | | |
|---|--|---|
| | | publish one public notice in a newspaper(s) having general circulation in the project's proposed service area. It is recommended that the Public Hearing Notice provide a minimum of seven (7) calendar days notice and a maximum of fourteen (14) calendar days notice between the time that the Public Hearing Notice is published in the newspaper and the actual public hearing date. The applicant <u>MUST</u> publish a public hearing notice in English <u>and</u> the second most widely used (spoken/read) language in the transit system's service area, for most, but not all areas this will be Spanish. PTD is not including a Spanish version of the public notice in the application package. Applicants should have the public notice translated locally to ensure that the notice is accurately translated. |
| 6 | <i>Public Hearing / Public Hearing Record / Public Hearing Minutes</i> | The applicant <u>MUST</u> hold a public hearing on the proposed project to allow members of the community the opportunity to comment on transportation needs and the grant application. During the hearing the public should <u>EXPLICITLY BE ASKED</u> if they wish to comment on the proposed funding. The public hearing will be held before the governing board. <ul style="list-style-type: none"> ▪ County Commissioners - county applicants ▪ Board of Directors - non-profit applicants ▪ Authority Board of Directors or Executive Board - public transportation authorities ▪ City/Town Council - municipalities The Clerk/Secretary to the Board must complete, sign and certify the Public Hearing Record form. Either indicate that NO public comments were made <u>or</u> public comments were made and enter the estimated date for board approval of meeting minutes. |
| 7 | <i>Public Hearing Outreach</i> | A <u>DETAILED DESCRIPTION</u> of public hearing outreach efforts by the applicant to inform the public (<u>INCLUDING MINORITY, WOMEN, ELDERLY, DISABLED, LIMITED ENGLISH PROFICIENCY (LEP), AND LOW INCOME INDIVIDUALS</u>) about the public hearing to comment on the Community Transportation Grant application. |
| 8 | <i>Local Share Certification for Funding</i> | The Legal Applicant must certify to the North Carolina Department of Transportation that the required local funds for the FY2012 Community Transportation Program will <u>be</u> available as of July 1, 2011 for FY2012, which has a period of performance of July 1, 2011 – June 30, 2012. |
| 9 | <i>Surface Providers Information</i> | All approved applicants for Federal Section 5311 funding provided through the Community Transportation Program must provide verification of all private transportation providers in their service area. |

FUNDING AND MONITORING

The PTD supports community transportation systems in fulfilling the transportation needs of each community by providing ADMINISTRATIVE, CAPITAL, AND OPERATING funding assistance programs. The division has sought increased state funding in these key areas to assist in meeting the goals and policy objectives of the Community Transportation Program. Community transportation systems will be eligible to receive these funding assistance programs if the policy requirements of the Community Transportation Program are met.

| Budget Category | Not to exceed | | Local Share |
|-----------------|---------------|--------------------|--------------------------|
| | Federal | State ¹ | |
| ADMINISTRATION | 80% | 5% | 15% |
| CAPITAL | 80% | 10% | 10% |
| ▪ Technology | 80% | 10% | 10% |
| ▪ Facilities | 80% | 10% | 10% |
| OPERATING (net) | 50% | | 50% or more ² |

¹ State funding is subject to State appropriations and availability of funds

² Small Fixed Route Systems' Local Share exceeds 50%

Community Transportation Systems in Urbanized Area Counties - The Public Transportation Division and the Institute for Transportation Research and Education developed methodology to allocate funds to community transportation systems located in counties within urbanized areas. The same method was used in the FY2011 grant. This method is used to determine the percentage of service eligible for non-urbanized funding. To come up with these estimates, we used the following methodology:

- Total Population for each county using Census 2000 data.
- Subtract the Urbanized Area Population from the Total Population to derive the Non-Urbanized Population.
- Divide the Non-Urbanized Population into the Total Population to derive the Percent Non-Urban Population.
- Determine the Multiplier for each county to adjust for individual differences. The Multiplier is essential because some counties have urban fixed route options for the urban population while other county Community Transportation systems are solely responsible for the mobility of the urban population. The following assumptions were used:
 - Community Transportation systems in counties with fixed route options will provide a higher percent service to the non-urban population (Multiplier of 2.5).
 - Community Transportation systems in counties with fixed route options that perform the ADA service for the fixed route will provide a slightly lower percent service to the non-urban population (Multiplier of 2).
 - Community Transportation systems in counties with no fixed route option will provide the same percent of service to the non-urban area as the Non-Urbanized Population (Multiplier of 1).
- Multiply the Percent Non-Urban Population by the Multiplier to determine the Estimated Non-Urban Trip Share Percent (5311 eligible trips).

Consolidated Urban-Rural Systems - Consolidated urban-rural transportation systems must use an equitable method to distribute costs that cannot be directly allocated to one program. Expenses will be allocated to the appropriate program when the product, service, or material is not a shared resource

between the rural and urban public transportation programs. Consolidated urban-rural systems will use a cost allocation based on urban-rural miles, hours and trips from FY 2010 Operating Statistics to allocate any joint urban-rural expenses and determine the rural share eligible for Section 5311 funding. PTD will determine and provide the cost allocation percentages to the consolidated systems.

Funding Requests - All community transportation systems are required to utilize the Uniform Public Transportation Accounting System (UPTAS) for budgeting and reporting. The governing board determines how to allocate the maximum amount of funds for which they are eligible, to meet the transportation needs of the service area for the fiscal year. The administrative funding (with the exception of indirect cost, vehicle insurance, marketing and employee development) allocated to the system can be budgeted at the discretion of the system, utilizing eligible UPTAS cost categories (Object Codes).

Indirect Cost Plans - Under Federal and State funded grant programs, recipients may incur costs of both a direct and indirect nature. Sub-recipients who seek federal or state funding for indirect costs must have an approved indirect cost plan (cost allocation plan) and an approved indirect cost rate. A cost allocation plan is required if a grantee desires to charge indirect program-related costs. The Public Transportation Division requires each sub-recipient requesting central services (indirect costs) in their CTP budget to submit a copy of their most recently audited cost allocation plan and obtain an approved indirect cost rate prior to submitting their grant application.

NOTE: Indirect cost is an eligible operating expense for small fixed route, regional transportation systems, and urban/rural consolidated transportation systems. Grantees must have an **approved cost allocation plan and indirect cost rate prior to submitting their grant application.**

Program Auditing - The Public Transportation Division is responsible for providing sufficient program monitoring and oversight to ensure that Federal/State funds are used for the intended purpose. This is accomplished through various onsite program monitoring and evaluation tools including but not limited to: Maintenance Reviews, Site Visits, Compliance Reviews, and attendance at TAB meetings. In addition, the Community Transportation Program is subject to the OMB A-133 single audit requirement. The department's External Audit Branch periodically conducts site visits to audit expenditures of the local Community Transportation Grant program subrecipient.

FUNDING ASSISTANCE

Administrative Budgets

Applicants are expected to carefully consider administrative budget request submissions. A careful review of actual line item expenditures over the past 2-3 years should play an integral role in determining current budget request. Applicants must cap their administrative budget requests to the FY 2011 approved budgets. PTD reserves the right to decrease the FY2012 administrative allocation for those applicants that have significant unexpended administrative funds over the past two fiscal years and for budget line costs that appear excessive.

Vehicle insurance is an allowable administrative expense in the CTP application. Only revenue vehicles are eligible for vehicle insurance cost participation by PTD. The applicant will be required to submit the following documentation that will be used to determine the PTD financial participation level for vehicle insurance:

- Certificate of Insurance - verifying liability limits, and the deductible amount,
- Auto Schedule - a list of the vehicles insured and the cost associated with insuring each vehicle at the required levels. The PTMS cannot be used as a substitute for the Auto Schedule.

The applicant should request this information from their insurance provider. PTD will cap reimbursement to the federal and state share of 85% of the actual annual premium cost, up to a maximum annual premium cost of \$2,500 per revenue vehicle.

Training - Employee Education Expenses (Object Code 395) - These funds are intended to support training and development activities for community transportation systems' employees. Eligible employee training expenses include: registration fees, tuition, books and materials for approved courses; travel, lodging and meals related to approved training activities; fees for purchase or rental of Video or CD-ROM training or fees for participation in Internet or world wide web based training courses (excluding basic Internet service provider fees); and instructor fees and materials cost for approved courses. Employee Development funds may be used to support the travel and registration fees for no more than two drivers for the annual statewide Bus and Van Rodeo.

NOTE: Travel expenses for Rodeo volunteers and judges must be paid from another source or the administrative travel line items (object codes 311, 312, and/or 314). Employee Development funds may not be used to defray the cost of salaries for staff attending a training course or conducting a training course for other system employees.

IMPORTANT: No costs that are actually or potentially associated with lobbying activities may be paid for using funds approved in the CTP grant in general and in Object Code 395 in particular. Applicants may not comingle approved activities eligible to be funded in this line item with any lobbying activities.

The Public Transportation Division will issue minimum training standards for all community transportation systems that receive state financial assistance from the department.

Marketing and Promotional Items - Applicants are required to budget Marketing (Object Code 371) and Promotional Items (Object Code 372) at designated levels. The amount in Object Code 371 must be a minimum of 2% of the total of administrative funding request minus vehicle

insurance. Applicants should thoroughly evaluate their marketing needs to determine if more than the 2% minimum should be budgeted. Additionally, funding requests for Object Code 372 cannot exceed 25% of the budgeted amount for Object Code 371. Funding which is budgeted to Object Codes 371 and 372 cannot be transferred to other object Codes as part of a budget revision.

Capital Budgets

All rural transportation systems will be eligible for capital assistance funds. A Capital Replacement Schedule is included with this application. ASSETS THAT HAVE MET USEFUL LIFE WILL NOT AUTOMATICALLY BE REPLACED. The Capital Replacement Schedule represents the minimum threshold for replacement consideration unless the applicant can document that a capital item has a history of mechanical failure, is un-repairable or that it is financially prohibitive to repair the item.

Expansion Vehicles and Replacements - Each applicant has been required to provide a current Public Transportation Management System (PTMS) which includes two inventories, one for Other Capital and the other for Rolling Stock. The Regional Mobility Development Specialists will perform a capital assessment to determine the system's fleet needs. Several technical tools such as the Vehicle Utilization Data Analysis, spare ratios, lift-equipped vehicle ratio, operating statistics, agency contracts, and other data will be used to evaluate vehicle usage and needs. Once the recommended fleet size has been determined through the capital assessment process, vehicles may be designated for disposition instead of being replaced.

Other Capital, Advanced Technology and Baseline Technology – Applicants should consult the Capital Replacement Schedule before requesting any replacements of Other Capital or Advanced/Baseline Technology. The applicant must provide one (1) retail estimate per item if they request funding to replace or purchase Other Capital or Advanced/Baseline Technology. The estimate will determine the amount of funding recommended by the reviewer. Some Object Codes in the Other Capital and Baseline Technology budgets include the maximum cost in which PTD will participate. Requests for funding cannot exceed these amounts per item. The applicant is required to enter written justification in No. 14 of the Program Description form (System Description) for any Other Capital or Advanced/Baseline Technology requested.

Operating Budgets

Applicants must cap their operating budget requests to the FY2011 approved budgets. PTD reserves the right to decrease the FY2012 operating allocation for those applicants that have significant unexpended operating funds over the past two fiscal years and for budget line costs that appear excessive. Section 5311 operating funds can ONLY be used to support rural general public routes (RGP).

RGP DEFINITION: Service provided on a repetitive, fixed-route schedule or deviated fixed-route schedule basis along a specific route for pick up and delivery of passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike demand responsive, taxicabs, or subscription service.

Operating Expenses - Operating expenses are considered those costs directly related to system operations. Eligible items are defined as stated in the UPTAS manual.

Net operating expenses are eligible for assistance. Net operating expenses are those expenses that remain after the provider subtracts operating revenues from eligible operating expenses. Operating revenues must include farebox revenues. Farebox revenues include fares paid by riders who are later reimbursed by a human service agency or other user-side subsidy arrangement. Farebox revenues do not include payments made directly to the transit system by human service agencies to purchase service. However, purchase of transit passes or other fare media for clients would be considered farebox revenue. A voluntary or mandatory fee that a college, university, or similar institution imposes on all its students for free or discounted transit service is not farebox revenue. Farebox revenue must be used to reduce total operating expenses (treated as revenue).

Funds received pursuant to a service agreement with a State or local social service agency or a private social service organization may be used as local match. Income from contracts to provide human service transportation may be used either to reduce the net project cost (treated as revenue) or to provide local match for Section 5311 operating assistance. In either case, the cost of providing the contract service is included in the total project cost.

The manner in which a subrecipient applies income from human service agencies to a project affects the calculation of net operating expenses and, therefore, the amount of Section 5311 operating assistance the project is eligible to receive.

Sources of Local Match. Local match for the remainder of net project costs may be provided from:

- An undistributed cash surplus, a replacement cash fund or reserve, a service agreement with a State or local social service agency or a private social service organization; or
- Amounts appropriated or otherwise made available to a department or agency of the Government (other than the [U.S.] Department of Transportation) that are eligible to be expended for transportation.

Examples of non-Federal sources that may be used for any or all of the local share include: State or local appropriations; dedicated tax revenues; private donations; and net income generated from advertising and concessions.

Subrecipients may use funds from other non-DOT Federal agencies (e.g., employment training, aging, community services, vocational rehabilitation services, and TANF) for the entire local match if the other agency makes the funds available to the recipient for the purposes of the project. Any non-DOT Federal funds used as local match must be used for activities included in total net project costs of this grant.

Net Operating Expenses = Total Eligible Operating Expenses – Fare Revenues

Cost Participation: The Federal share for net-operating expenses may not exceed 50%.

ONLY the systems listed below are eligible for 5311 OPERATING Funds

| Small Fixed Route Systems | Regional Systems | Urban/Rural Consolidated Systems |
|---|---|---|
| NOTE: Increases in operating assistance are provided consistent with percentage increases in the State's Governor's Apportionment through the Section 5307 Program and/or at the discretion of PTD. | NOTE: Section 5311 operating funds are also provided to the regional transportation systems listed below to support rural general public routes as defined above. | NOTE: Section 5311 operating funds will be available to the systems listed below to support <u>GENERAL PUBLIC ROUTES</u> in the non-urbanized area. Consolidated urban/rural transportation systems will use a cost allocation based on urban/rural miles, hours, and trips from FY 2010 Operating Statistics to allocate any joint urban/rural expenses and determine the rural share eligible for Section 5311 funding. |
| WILSON TRANSIT City of Wilson | ICPTA Albemarle Regional Health Services | GATEWAY Goldsboro-Wayne Transportation Authority |
| SALISBURY TRANSIT City of Salisbury | CPTA Choanoke Public Transportation Authority | WAVE TRANSIT Cape Fear Public Transportation Authority |
| AppalCART Town of Boone and Watauga County | KARTS Kerr Area Transportation Authority | APPLE COUNTRY TRANSIT Western Carolina Community Action, Inc. |
| | RCATS Randolph County Senior Adults Association, Inc. | TAR RIVER TRANSIT City of Rocky Mount (operates in a region) |
| | CARTS Craven County | GREENWAY PUBLIC TRANSPORTATION Western Piedmont Regional Transit Authority (operates in a region) |
| | YVEDDI Yadkin Valley Economic Development District, Inc. | |

Facility Safety and Security Improvement Budgets - Applicants will be eligible to request facility SAFETY AND SECURITY IMPROVEMENT assistance to address safety and compliance with federal and state regulations. Facility improvement/repairs funding is available only for a facility owned by the applicant and occupied by the transit system.

NOTE: DOCUMENTATION TO INCLUDE WITH APPLICATION

- A copy of the deed of ownership must be provided to the Public Transportation Division (PTD) with the safety and/or security renovation budget request.
- An estimate is required if funding is applied for in the application.

Public Transportation Division

CAPITAL REPLACEMENT SCHEDULE

Note: Assets that have met their useful life will *not* automatically be replaced.
 This schedule represents the minimum threshold for replacement consideration.
 Listed capital items are illustrative and not exhaustive

| CATEGORY CAPITAL ITEMS | MINIMUM REQUIREMENTS | MINIMUM DOCUMENTATION REPLACEMENT CONSIDERATION |
|--|--|---|
| MAJOR FACILITY RENOVATIONS AND NEW CONSTRUCTION | 40 years | |
| <ul style="list-style-type: none"> ▪ Building Purchase ▪ Facility Construction | | Note: Major Renovation involves the purchase of an existing building and complete refurbishing of the building. Plans and specs would be required. |
| OFFICE FURNITURE | 12 Years | |
| <ul style="list-style-type: none"> ▪ Desk ▪ File Cabinet ▪ Chairs ▪ Safe (Fireproof) | | <ul style="list-style-type: none"> ○ 1 retail estimate ○ Description of need for replacement |
| OFFICE EQUIPMENT | 5 Years | |
| <ul style="list-style-type: none"> ▪ Fax Machine ▪ Copier ▪ Calculator ▪ Etc. | | <ul style="list-style-type: none"> ○ 1 retail estimate ○ Description of need for replacement |
| AUDIO VISUAL EQUIPMENT | 10 Years | |
| <ul style="list-style-type: none"> ▪ VCR ▪ TV ▪ Camcorder ▪ Etc. | | <ul style="list-style-type: none"> ○ 1 retail estimate ○ Description of need for replacement |
| BASELINE TECHNOLOGY | 5 Years | |
| <ul style="list-style-type: none"> ▪ Computer ▪ Printer ▪ Laptop (Includes Projector)* ▪ Server ▪ Scanner (6 yrs) | | <ul style="list-style-type: none"> ○ 1 retail estimate ○ Description of need for replacement in item #14 of project description <p>* Will be considered if needed for presentations</p> |
| COMMUNICATIONS EQUIPMENT | 6 Years | |
| <ul style="list-style-type: none"> ▪ Radios ▪ Video surveillance ▪ Cell phones | | <ul style="list-style-type: none"> ○ 1 retail estimate ○ Description of need for replacement in item #14 of project description |
| MAINTENANCE EQUIPMENT & FIXTURES | 12 Years | |
| <ul style="list-style-type: none"> ▪ Roller cabinets ▪ Portable tool stands ▪ Compressors- (5 yrs) ▪ Hoists- (10 yrs) ▪ Bus washers- (10-15 yrs) ▪ Diagnostic equipment ▪ Lift truck ▪ Engine stands ▪ Brake lathes ▪ Etc. | | <ul style="list-style-type: none"> ○ Only Systems with in-house Maintenance Garage are eligible ○ 1 retail estimate |
| MAINTENANCE VEHICLES | | |
| <ul style="list-style-type: none"> ▪ Trucks - Light Duty (under 12,500 lbs. g.v.w.) ▪ Trucks - Heavy Duty (over 12,500 lbs. g.v.w.) | 7 Years 9 Years | <ul style="list-style-type: none"> ○ Only Systems with in-house maintenance garage are eligible ○ 1 retail estimate ○ description of need for replacement |
| REVENUE VEHICLES | 100,000 miles | |
| Vans | | <ul style="list-style-type: none"> ○ Updated PTMS ○ Current VUD ○ Once required fleet size has been determined through the capital assessment process, vehicles may be designated for disposition and not be eligible for replacement. |
| <ul style="list-style-type: none"> ▪ Center Aisle Van ▪ Mini-Van ▪ Conversion Van or Lift Van | | |
| Buses | | |
| <ul style="list-style-type: none"> Light Transit Vehicle (LTV) Less than 30 feet body on cut-a-way chassis | 130,000 miles | |
| <ul style="list-style-type: none"> Medium (Medium duty chassis) Approximately 30 ft. body on truck chassis | 7 Years or 200,000 miles | |
| <ul style="list-style-type: none"> Medium (Heavy Duty Chassis) 30-35 feet | 10 Years or 350,000 miles | |
| <ul style="list-style-type: none"> Large (Heavy Duty Chassis) 35-40 feet | 12 years or 500,000 miles | |

No. 7 Township Fire & Rescue

Of Craven County, North Carolina

P.O. Box 3062

New Bern, NC 28564

1 February 2011

To: Craven County Fire Marshall

From: #7 Township Fire & Rescue

Subj: Ladder Truck

No. 7 Township Fire and Rescue request approval to move forward with the purchase of an E-One HP75 Typhoon Aerial Ladder Truck, stock number 134561. The purchase price of this truck is \$526,170.00, which the department plans to finance through the Local Government Federal Credit Union at an interest rate of 4.5% for 13 years. The department's monthly payment at the above stated terms would be \$4460.00, which is within the allowances of our current yearly budget.

If you have any questions regarding the capabilities of this apparatus or on the department's selection process please contact President Blalock (229-5301) or myself (259-4413).

Respectfully,



Chad Smith, Chief
No. 7 Township Fire & Rescue

CREDIT MEMOS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | <u>Attachment #7.A.</u> AMOUNT |
|---|----------------------|-----------------------------------|
| BANKS, ALEEZE ARTHUR DID NOT OWN 1/1/2010 | 0003352 2010-0002458 | 169.81 |
| BANKS, ALEEZE ARTHUR DID NOT OWN 1/1/2010 | 0003352 2010-0090198 | 1,098.25 |
| BRANTON, JIMMY L & SHIRLEY CORRECTED APPRAISAL ERROR | 0021905 2010-0095632 | 12.54 |
| COOKE, RANDY C & SHANNON L DOUBLE BILLED-ACCT 59258 | 0059258 2010-0098166 | 112.68 |
| DAVIS, JOHN DOUBLE BILLED SEE ACCT 85130 | 0081559 2010-0012964 | 103.03 |
| DIXON, JESSE JR & ELDINE G DID NOT OWN 1/1/2010 | 0037675 2010-0014135 | 98.77 |
| FIKE, ISAIAH LEMONT MIL-1/2 VAL LES 10 ECC-6/19/12 IN | 0083252 2010-0016976 | 113.97 |
| FINLAYSON CONSULTING LLC APPRAISAL ERROR CORRECTION | 0082293 2010-0017072 | 103.56 |
| FULCHER, GREGORY & STACEY APPRAISAL ERROR CORRECTION | 0049790 2011-0090014 | 44.75 |
| GEORGE, ANGANESE MICHELLE CORRECTING APPRAISAL ERROR | 0056874 2010-0019564 | 69.06 |
| HALL, JOHN V DID NOT OWN 1/1/2010 | 0074295 2010-0021748 | 62.52 |
| ISLAND CREEK LAND COMPANY LLC APPRAISAL ERROR CORRECTION | 0037667 2010-0097557 | 625.67 |
| J & H RENTALS INC APPRAISAL ERROR | 3724659 2010-0097109 | 1.89 |
| JACKSON, ROSEZELLA FULMORE HOME NOT LIVABLE | 3746250 2010-0026580 | 36.00 |

CREDIT MEMOS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|--|----------------------|----------|
| JENKINS GROUP LLC-THE STATE ACCEPTED ROADS 12/10/09 | 0061745 2010-0026865 | 28.72 |
| LEWIS, JOE M APPRAISAL ERROR CORRECTION | 0069397 2010-0030931 | 6.43 |
| LINKS AT PLANTATION HARBOR LLC CORRECTING APPRAISAL ERROR | 0024002 2010-0098064 | 4,807.58 |
| MACK, PETER JR DOUBLE LISTED SEE-ACCT 69094 | 4559425 2010-0032365 | 1,196.68 |
| MENDOLLA, TONY DOUBLE BILLED-SEE ACCT 66670 | 0084767 2010-0034935 | 14.03 |
| MILLER, HENRY W JR DID NOT OWN 1/1/2010 | 0085244 2010-0035370 | 106.34 |
| MOORE, JOYCE W APPRAISAL ERROR CORRECTION | 0023128 2010-0093607 | 148.05 |
| MUSE, GREGORY DEAN OUT OF BUSINESS 1/1/2010 | 0039111 2010-0037441 | 6.68 |
| MUSE, GREGORY DEAN OUT OF BUSINESS 1/1/2009 | 0039111 2009-0090708 | 9.34 |
| MUSE, GREGORY DEAN OUT OF BUSINESS 1/1/2008 | 0039111 2008-0090722 | 10.06 |
| MUSE, GREGORY DEAN CORRECTING APPRAISAL ERROR | 5298855 2010-0037443 | 562.61 |
| PARKER BUILDERS INC-AMOS APPRAISAL ERROR CORRECTION | 0033243 2010-0098227 | 183.78 |
| PRIETO, DAVID CARBALLO & BLANC APPRAISAL ERROR CORRECTION | 0041211 2010-0093798 | 92.99 |
| SALTER, ANITA L SELLARS APPRAISAL ERROR CORRECTION | 0028398 2010-0095253 | 1.92 |

CREDIT MEMOS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|--|----------------------|-----------|
| SPRINGSTON, JAMES N & CYNTHIA DID NOT OWN 1-1-2010 | 0076258 2010-0090113 | 6.49 |
| T & H PROPERTIES OF NEW BERN L APPRAISAL ERROR CORRECTION | 0054158 2010-0050034 | 1,521.04 |
| TRADER, EDWARD D DWELLING UNOCCUPIED SINCE 2008 | 7295955 2010-0051778 | 36.99 |
| TRIPP, JOYCE R & MOORE, CRYSTA CORRECTING APPRAISAL ERROR | 0075188 2010-0094131 | 29.53 |
| WARD, LINDA DIXON MOBILE HOMES LISTED AS REAL PROPERTY | 0022963 2010-0053859 | 165.82 |
| WARD, STEPHEN T & NINA HIGGINS APPRAISAL ERROR CORRECTION | 0013029 2010-0053909 | 31.50 |
| WETHERINGTON, GLORIA WIGGINS APPRAISAL ERROR CORRECTION | 0044962 2011-0090031 | 6.77 |
| WETHINGTON, GEORGE E & TINA S APPRAISAL ERROR CORRECTION | 0022355 2010-0054956 | 68.00 |
| | 36 -CREDIT MEMO(S) | 11,693.85 |

REFUNDS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|--|----------------------|--------|
| BRADLEY, THOMAS P JR & DEBORAH APPRAISAL ERROR CORRECTION | 0028739 2010-0005515 | 33.53 |
| COWAN, DOUGLAS E APPRAISAL ERROR CORRECTION | 1504300 2010-0096978 | 63.92 |
| COWAN, DOUGLAS E APPRAISAL ERROR CORRECTION | 1504300 2010-0096980 | 41.60 |
| COWAN, DOUGLAS E APPRAISAL ERROR CORRECTION | 1504300 2010-0096979 | 44.64 |
| CRARY, HAYES G JR & OLGA M APPRAISAL ERROR CORRECTION | 0050203 2010-0092663 | 14.97 |
| CRAWFORD, WILLIAM HUNTER APPRAISAL ERROR CORRECTION | 1575300 2010-0011720 | 27.08 |
| CUSHMAN, AUDREY SWIFT DOUBLE BILLED-SEE ACCT 78782 | 0083236 2010-0012274 | 41.93 |
| DANIELS, JIMMIE E APPRAISAL ERROR CORRECTION | 1685100 2010-0012567 | 39.24 |
| DOUGHTY, JOHN M & JANET H CORRECTING APPRAISAL ERROR | 1948510 2010-0090582 | 180.83 |
| GASKINS, GARY A & SHIRLEY H DWELLINGS VACANT SINCE 2009 | 2643751 2010-0019141 | 72.00 |
| GEDULIG, ROBERT APPRAISAL ERROR CORRECTION | 0065763 2010-0019493 | 49.80 |
| GODETTE, LILA F APPRAISAL ERROR CORRECTION | 0027797 2010-0020118 | 7.35 |
| GOFAS, JUDITH APPRAISAL ERROR CORRECTION | 0074712 2010-0020220 | 18.51 |
| GORMLEY, JOSEPH V & KATHLEEN E APPRAISAL ERROR CORRECTION | 0046693 2010-0020454 | 131.43 |

REFUNDS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|---|----------------------|--------|
| GUDAITIS, JOHN P & JENNIFER L CORRECTED APPRAISAL ERROR | 0063823 2010-0098044 | 455.67 |
| HARDY, WINNIE EDWARDS MOBILE HOME MOVED TO REAL | 0069494 2010-0022257 | 164.12 |
| HCH BUILDERS LLC APPRAISAL ERROR CORRECTION | 0037676 2010-0023499 | 41.64 |
| HOLLAND, CLIFTON & VIRGINIA BARN REMOVED FROM PARCEL | 0008319 2010-0096069 | 13.54 |
| HOLLOWS, WILLIAM H & NANCY S APPRAISAL ERROR CORRECTION | 0039880 2010-0096072 | 88.41 |
| HOLLOWS, WILLIAM H & NANCY S APPRAISAL ERROR CORRECTION | 3483300 2010-0096074 | 65.43 |
| IPOCK, MARY ELIZABETH I APPRAISAL ERROR CORRECTION | 3697100 2010-0093238 | 22.30 |
| JONES, CATHY HOLLAND APPRAISAL ERROR CORRECTION | 0052406 2010-0027596 | 125.75 |
| JONES, IRIS MARIE SMITH APPRAISAL ERROR CORRECTION | 0012270 2010-0027734 | 998.24 |
| JONES, IRIS MARIE SMITH APPRAISAL ERROR CORRECTION | 0012270 2010-0027735 | 625.99 |
| JONES, WARREN CARSON APPRAISAL ERROR CORRECTION | 0023346 2010-0097123 | 127.29 |
| LRH DEVELOPMENT LLC APPRAISAL ERROR CORRECTION | 0068360 2010-0031847 | 7.55 |
| MOELLER, PHILLIP L & LISA A INCORRECT BILLING/SB 6H NOT 8N | 0060789 2010-0035962 | 142.31 |
| NEWTON, JESSE EARL & LINDA LEE ORDERED BY BOARD OF E & R ON 12-14-2010 | 0032736 2010-0038266 | 113.06 |

REFUNDS SUBJECT TO BOARD APPROVAL ON 02/07/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|--|----------------------|----------|
| NOTO, JOHN A & HEATHER B APPRAISAL ERROR CORRECTION | 0041423 2010-0098075 | 535.49 |
| SCOTT, DEWEY & LANA SUE SANDER APPRAISAL ERROR CORRECTION | 0056484 2010-0093926 | 239.66 |
| SKINNER, JEFFERY B APPRAISAL ERROR CORRECTION | 0017127 2010-0047155 | 8.55 |
| SMITH, CHRISTY DOUBLE BILLED-SEE ACCT 80787 | 0082556 2010-0090086 | 116.04 |
| SMITH, JAMES R & DENISE L APPRAISAL ERROR CORRECTION | 0008685 2010-0047535 | 53.96 |
| SMITH, PHILIP LONday III & PEG APPRAISAL ERROR CORRECTION | 0080901 2010-0047744 | 6.75 |
| STALLINGS, DANIEL L & BARBARA APPRAISAL ERROR CORRECTION | 0067397 2010-0090993 | 1,342.39 |
| THOMAS, LEE ROY JR APPRAISAL ERROR CORRECTION | 7177050 2010-0098098 | 695.68 |
| WARJAS, MICHAEL B APPRAISAL ERROR CORRECTION | 0065453 2010-0098107 | 43.65 |
| WELLER, DONNA GASKINS MOBILE HOME MOVED TO PID 1 028 3002 | 7646880 2010-0054520 | 428.21 |
| WILSON, TROY E DOUBLE LISTED | 0045619 2009-0091400 | 8.51 |
| WILSON, TROY E DOUBLE LISTED | 0045619 2010-0057138 | 5.72 |
| 40 | -REFUND(S) | 7,242.74 |

NORTH CAROLINA STATE DEPARTMENT OF TRANSPORTATION
REQUEST FOR ADDITION TO STATE MAINTAINED SECONDARY ROAD SYSTEM

North Carolina

County of Craven

Road Description: Wadkins Boulevard, Mickelson Drive In the Oak Creek Estates @
Carolina Pines located within Twp 6

WHEREAS, the attached petition has been filed with the Board of County Commissioners of the County of Craven requesting that the above described road, the location of which has been indicated in red on the attached map, be added to the Secondary Road System; and

WHEREAS, the Board of County Commissioners is of the opinion that the above described road should be added to the Secondary Road System, if the road meets minimum standards and criteria established by the Division of Highways of the Department of Transportation for the addition of roads to the system.

NOW, THEREFORE, be it resolved by the Board of County Commissioners of the County of Craven that the Division of Highways is hereby requested to review the above described road, and to take over the road for maintenance if it meets established standards and criteria.

CERTIFICATE

The foregoing resolution was duly adopted by the Board of Commissioners of the County of Craven at a meeting on the 7th day of February, 2011.

WITNESS my hand and official seal on this the 7th day of February, 2011.

(SEAL)

Clerk to the Board of Commissioners
County of Craven

Form SR-2 (7-77)

PLEASE NOTE:

Forward direct with request to the Division Engineer, Division of Highways

North Carolina Department of Transportation
Division of Highways
Petition for Road Addition

ROADWAY INFORMATION: (Please Print/Type)

County: Craven Road Name: Wadkins Blvd
(Please list additional street names and lengths on the back of this form.)

Subdivision Name: Oak Creek Estates at Carolina Pines Length (miles): 0.20 miles

Number of occupied homes having street frontage: 2 Located (miles): 0.20 miles

miles N S E W of the Intersection of Route 1176 and Route 1923.
(Check one) (SR, NC, US) (SR, NC, US)

We, the undersigned, being property owners and/or developers of Oak Creek Estates in Craven County, do hereby request the Division of Highways to add the above described road.

CONTACT PERSON: Name and Address of First Petitioner. (Please Print/Type)

Name: Bobby Billingsley, PE Phone Number: 252-637-2727

Street Address: 401 Howell Road, PO Box 1309, New Bern, NC 28563

Mailing Address: _____

PROPERTY OWNERS

| <u>Name</u> | <u>Mailing Address</u> | <u>Telephone</u> |
|----------------------------------|--|---------------------|
| <u>Ellis Development Company</u> | <u>7001 Jeffrey Lane, Raleigh, NC, 27603</u> | <u>919.661.1775</u> |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

- INSTRUCTIONS FOR COMPLETING PETITION:**
1. Complete Information Section
 2. Identify Contact Person (This person serves as spokesperson for petitioner(s)).
 3. Attach four (4) copies of recorded subdivision plat or property deeds, which refer to candidate road.
 4. Adjoining property owners and/or the developer may submit a petition. Subdivision roads with prior NCDOT review and approval only require the developer's signature.
 5. If submitted by the developer, encroachment agreements from all utilities located within the right of way shall be submitted with the petition for Road addition. However, construction plans may not be required at this time.
 6. Submit to District Engineer's Office.

FOR NCDOT USE ONLY: Please check the appropriate block
 Rural Road Subdivision platted prior to October 1, 1975 Subdivision platted after September 30, 1975

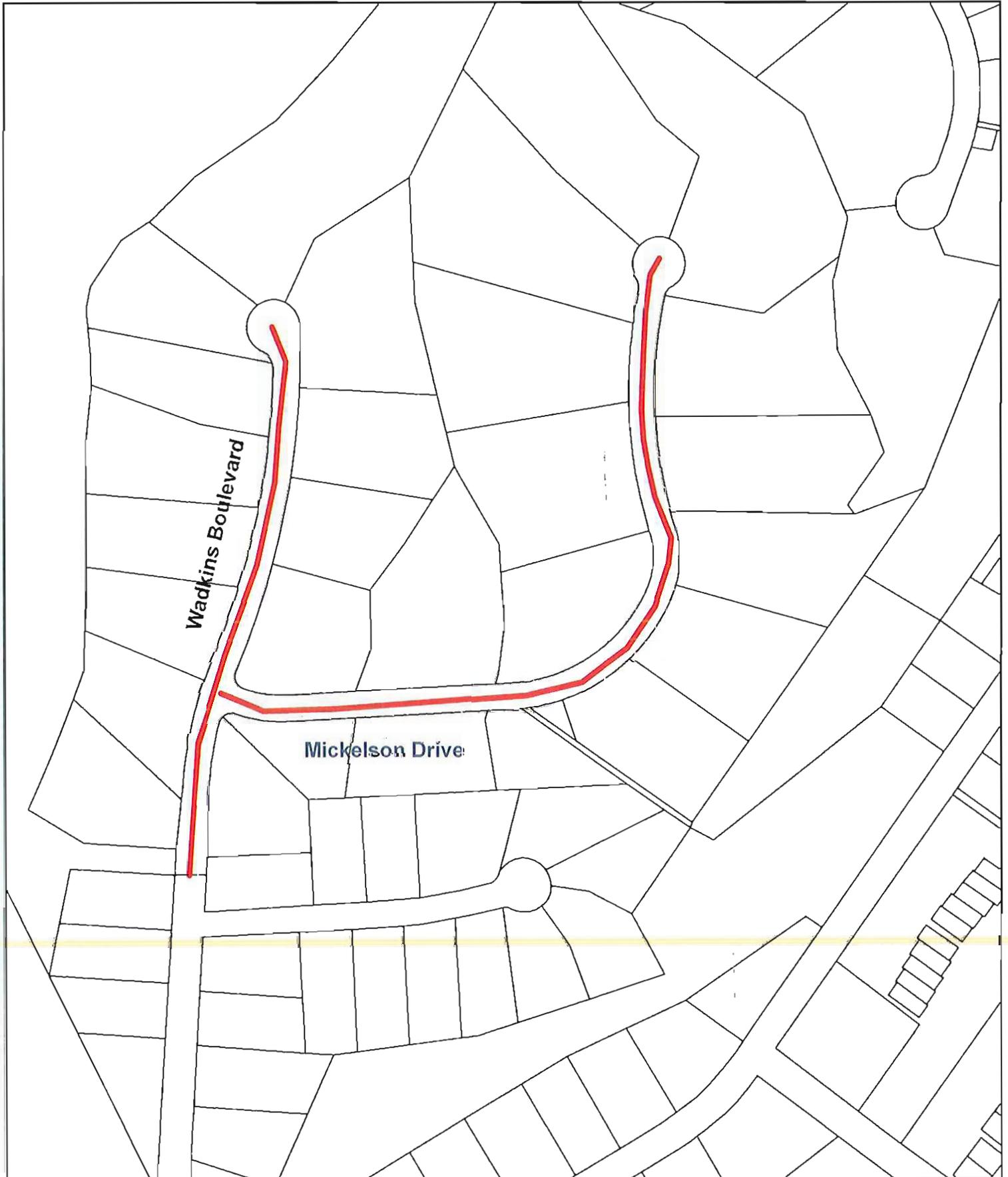
REQUIREMENTS FOR ADDITION

If this road meets the requirements necessary for addition, we agree to grant the Department of Transportation a right-of-way of the necessary width to construct the road to the minimum construction standards of the NCDOT. The right-of-way will extend the entire length of the road that is requested to be added to the state maintained system and will include the necessary areas outside of the right-of-way for cut and fill slopes and drainage. Also, we agree to dedicate additional right-of-way at intersections for sight distance and design purposes and execute said right-of-way agreement forms that will be submitted to us by representatives of the NCDOT. The right-of-way shall be cleared at no expense to the NCDOT, which includes the removal of utilities, fences, other obstructions, etc.

General Statute 136-102.6 (see page 29 for Statute) states that any subdivision recorded on or after October 1, 1975, must be built in accordance with NCDOT standards in order to be eligible for addition to the State Road System.

| <u>ROAD NAME</u> | <u>HOMES</u> | <u>LENGTH</u> | <u>ROAD NAME</u> | <u>HOMES</u> | <u>LENGTH</u> |
|------------------|--------------|---------------|------------------|--------------|---------------|
| Mickelson Drive | 3 | 0.25 mi | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

North Carolina State Department of Transportation request for Addition of State Maintained Secondary Road System



NORTH CAROLINA STATE DEPARTMENT OF TRANSPORTATION
REQUEST FOR ADDITION TO STATE MAINTAINED SECONDARY ROAD SYSTEM

North Carolina
County of Craven

Road Description: Duval Lane, Didrikson Drive in the River Ridge Estates @ Carolina Pines
Subdivision located within Twp 6

WHEREAS, the attached petition has been filed with the Board of County Commissioners of the County of Craven requesting that the above described road, the location of which has been indicated in red on the attached map, be added to the Secondary Road System; and

WHEREAS, the Board of County Commissioners is of the opinion that the above described road should be added to the Secondary Road System, if the road meets minimum standards and criteria established by the Division of Highways of the Department of Transportation for the addition of roads to the system.

NOW, THEREFORE, be it resolved by the Board of County Commissioners of the County of Craven that the Division of Highways is hereby requested to review the above described road, and to take over the road for maintenance if it meets established standards and criteria.

CERTIFICATE

The foregoing resolution was duly adopted by the Board of Commissioners of the County of Craven at a meeting on the 7th day of February, 2011.

WITNESS my hand and official seal on this the 7th day February, 2011.

(SEAL)

Clerk to the Board of Commissioners
County of Craven

Form SR-2 (7-77)

PLEASE NOTE:

Forward direct with request to the Division Engineer, Division of Highways

**North Carolina Department of Transportation
Division of Highways
Petition for Road Addition**

ROADWAY INFORMATION: (Please Print/Type)

County: Craven Road Name: Didrikson Blvd
(Please list additional street names and lengths on the back of this form.)

Subdivision Name: River Ridge Estates at Carolina Pines Length (miles): 0.15 miles

Number of occupied homes having street frontage: 1 Located (miles): 0.2 miles

miles N S E W of the intersection of Route 1176 and Route 1904.
(Check one) (SR, NC, US) (SR, NC, US)

We, the undersigned, being property owners and/or developers of River Ridge Estates in Craven County, do hereby request the Division of Highways to add the above described road.

CONTACT PERSON: Name and Address of First Petitioner. (Please Print/Type)

Name: Bobby Billingsley, PE Phone Number: 252-637-2727

Street Address: 401 Howell Road, PO Box 1309, New Bern, NC 28563

Mailing Address: _____

PROPERTY OWNERS

| <u>Name</u> | <u>Mailing Address</u> | <u>Telephone</u> |
|----------------------------------|--|---------------------|
| <u>Ellis Development Company</u> | <u>7001 Jeffrey Lane, Raleigh, NC, 27603</u> | <u>919.661.1775</u> |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

INSTRUCTIONS FOR COMPLETING PETITION:

1. Complete Information Section
2. Identify Contact Person (This person serves as spokesperson for petitioner(s)).
3. Attach four (4) copies of recorded subdivision plat or property deeds, which refer to candidate road.
4. Adjoining property owners and/or the developer may submit a petition. Subdivision roads with prior NCDOT review and approval only require the developer's signature.
5. If submitted by the developer, encroachment agreements from all utilities located within the right of way shall be submitted with the petition for Road addition. However, construction plans may not be required at this time.
6. Submit to District Engineer's Office.

FOR NCDOT USE ONLY: Please check the appropriate block

- Rural Road
 Subdivision platted prior to October 1, 1975
 Subdivision platted after September 30, 1975

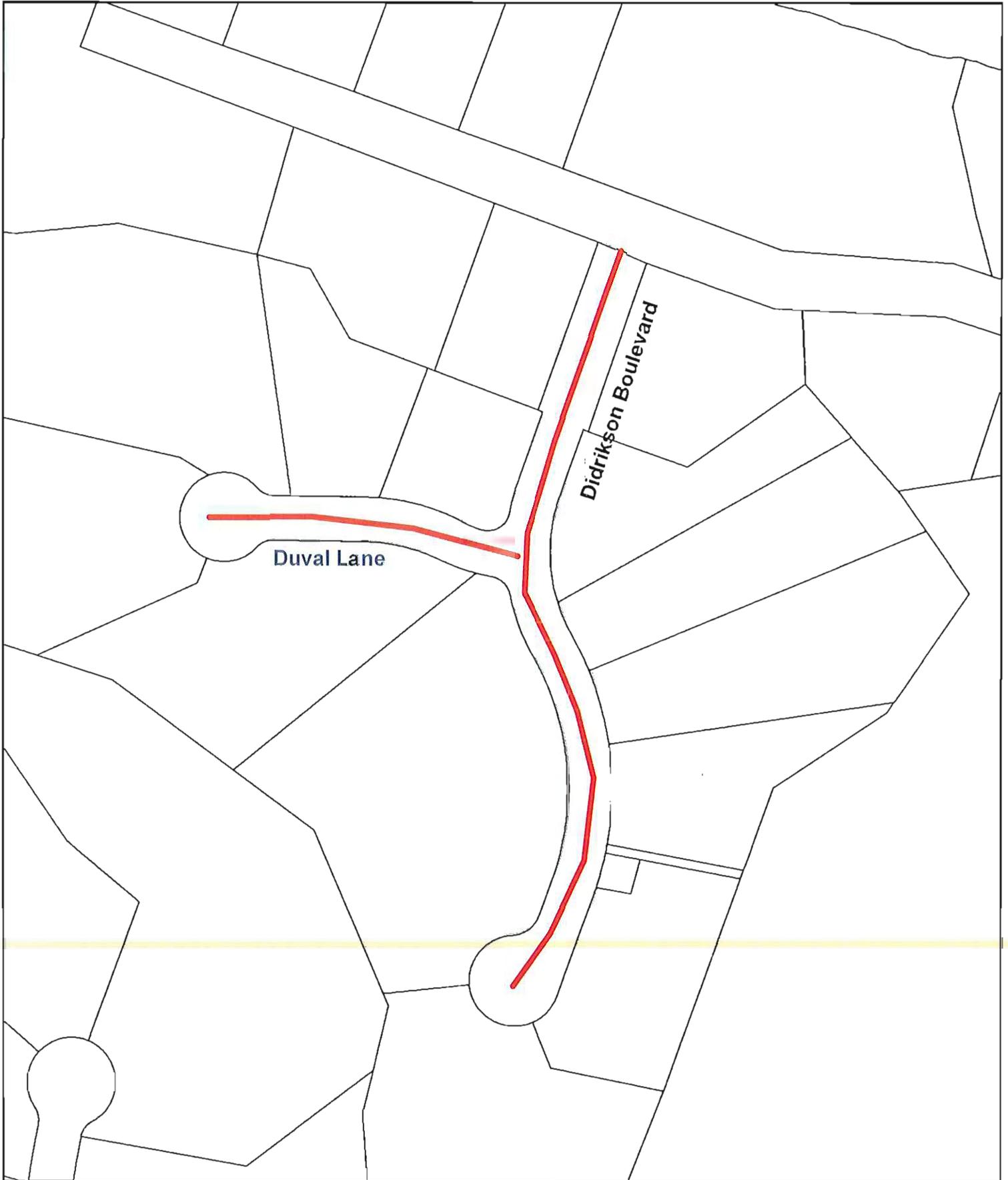
REQUIREMENTS FOR ADDITION

If this road meets the requirements necessary for addition, we agree to grant the Department of Transportation a right-of-way of the necessary width to construct the road to the minimum construction standards of the NCDOT. The right-of-way will extend the entire length of the road that is requested to be added to the state maintained system and will include the necessary areas outside of the right-of-way for cut and fill slopes and drainage. Also, we agree to dedicate additional right-of-way at intersections for sight distance and design purposes and execute said right-of-way agreement forms that will be submitted to us by representatives of the NCDOT. The right-of-way shall be cleared at no expense to the NCDOT, which includes the removal of utilities, fences, other obstructions, etc.

General Statute 136-102.6 (see page 29 for Statute) states that any subdivision recorded on or after October 1, 1975, must be built in accordance with NCDOT standards in order to be eligible for addition to the State Road System.

| <u>ROAD NAME</u> | <u>HOMES</u> | <u>LENGTH</u> | <u>ROAD NAME</u> | <u>HOMES</u> | <u>LENGTH</u> |
|------------------|--------------|---------------|------------------|--------------|---------------|
| Duval Lane | 1 | 0.05 mi | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

North Carolina State Department of Transportation request for Addition of State Maintained Secondary Road System



NORTH CAROLINA STATE DEPARTMENT OF TRANSPORTATION
REQUEST FOR ADDITION TO STATE MAINTAINED SECONDARY ROAD SYSTEM

North Carolina

County of Craven

Road Description: Joyner Drive In the Waterways Edge Subdivision located In Twp 5

WHEREAS, the attached petition has been filed with the Board of County Commissioners of the County of Craven requesting that the above described road, the location of which has been indicated in red on the attached map, be added to the Secondary Road System; and

WHEREAS, the Board of County Commissioners is of the opinion that the above described road should be added to the Secondary Road System, if the road meets minimum standards and criteria established by the Division of Highways of the Department of Transportation for the addition of roads to the system.

NOW, THEREFORE, be it resolved by the Board of County Commissioners of the County of Craven that the Division of Highways is hereby requested to review the above described road, and to take over the road for maintenance if it meets established standards and criteria.

CERTIFICATE

The foregoing resolution was duly adopted by the Board of Commissioners of the County of Craven at a meeting on the 7th day of February, 2011.

WITNESS my hand and official seal on this the 7th day of February, 2011.

(SEAL)

Clerk to the Board of Commissioners
County of Craven

Form SR-2 (7-77)

PLEASE NOTE:

Forward direct with request to the Division Engineer, Division of Highways

**North Carolina Department of Transportation
Division of Highways
Petition for Road Addition**

ROADWAY INFORMATION: (Please Print/Type)

County: CRAVEN Road Name: JOYNER DRIVE
(Please list additional street names and lengths on the back of this form.)

Subdivision Name: WATERWAYS EDGE Length (miles): .6 mi
Number of occupied homes having street frontage: 15 Located (miles): 8 mi

miles N S E W of the intersection of Route 101 and Route ADAMS CK Rd
(Check one) (SR, NC, US) (SR, NC, US)

We, the undersigned, being property owners and/or developers of WATERWAYS EDGE
CRAVEN County, do hereby request the Division of Highways to add the above described road.

CONTACT PERSON: Name and Address of First Petitioner. (Please Print/Type)

WFB
VP WWE HOA

Name: WELBORN F. BRONAUGH Phone Number: 252-444-0733
Street Address: 524 JOYNER DRIVE, HAVELOCK, NC 28532
Mailing Address: same

PROPERTY OWNERS

| Name | Mailing Address | Telephone |
|---------------|-----------------|-----------|
| SANDERSON | 502 JOYNER DR. | 447-5898 |
| * SAULS | 506 " | 447-8180 |
| WALANOWSKI | 508 " | 444-1304 |
| BROWN & WYCHE | 510 " | 444-1644 |
| HICKS | 512 " | 675-1945 |
| * BENJAMIN | 514 " | 447-0943 |
| FINCH | 516 " | 444-8225 |
| SNAPKO | 522 " | 444-5725 |

* part time residents
Form SR-1 (3/2008; Rev 1/2010)

PROPERTY OWNER (cont)

| NAME | ADDRESS | TELEPHONE |
|------------|---------------|-----------|
| BRONAUGH | 522 Joyner Dr | 444-0731 |
| HOVATER | 534 " | 444 990 |
| DANTZLER | 538 " | 444 195 |
| STALLWORTH | 540 " | 444 454 |
| SKAHAN | 630 " | 444 462 |
| SCHLOSSER | 600 " | 463 067 |
| BELLIA | 650 " | 444 2131 |
| WATERS | 660 " | 444 5944 |

**North Carolina State Department of Transportation
request for Addition of
State Maintained Secondary Road System**



HOLLAND CONSULTING PLANNERS, INC.
FINAL BID TABULATION FORM

PROJECT: CRAVEN COUNTY FY08 CDBG-CR

BID OPENING DATE: JANUARY 18, 2011

PRELIMINARY BID SUMMARY (RA-7) REVIEWED/TABULATED BY: _____ (SEE ATTACHMENT)

| CASE FILE # | OCCUPANT | ADDRESS | ACTUAL BID (TABULATED) | CONTRACTOR | RECOMMENDED AWARD (✓) | COMMENTS |
|-------------|------------------------------------|-------------------------------|------------------------|----------------------------|-----------------------|----------|
| 6 | New Construction Maria Williams | 310 John Street New Bern | \$66,800 | United Builders | | |
| | | | \$79,320 | Neil Weeks | | |
| | | | \$66,589 | Ben Hager | | |
| | | | \$87,850 | B & B Construction | | |
| | | | \$70,000 | Bruin Builders | | |
| | | | NA | Robert Malone Construction | | |
| | | | \$74,800 | Williams Services | | |
| | | | \$135,900 | HCR Inc. | | |
| | | | \$66,250 | Clint Blanton | ✓ | |
| 9 | New Construction Georgia Foye | 307 Kennedy Drive New Bern | \$66,800 | United Builders | | |
| | | | \$79,320 | Neil Weeks | | |
| | | | \$66,589 | Ben Hager | | |
| | | | \$87,850 | B & B Construction | | |
| | | | \$70,000 | Bruin Builders | | |
| | | | NA | Robert Malone Construction | | |
| | | | \$74,800 | Williams Services | | |
| | | | \$136,900 | HCR Inc. | | |
| | | | \$66,250 | Clint Blanton | ✓ | |

HOLLAND CONSULTING PLANNERS, INC.
FINAL BID TABULATION FORM

PROJECT: CRAVEN COUNTY FY08 CDBG-CR

BID OPENING DATE: 1/18/11

PRELIMINARY BID SUMMARY (RA-7) REVIEWED/TABULATED BY: _____ (SEE ATTACHMENT)

| CASE FILE # | OCCUPANT | ADDRESS | ACTUAL BID (TABULATED) | CONTRACTOR | RECOMMENDED AWARD (✓) | COMMENTS |
|-------------|------------------|---------------------------------|------------------------|-----------------|-----------------------|----------|
| 12 | Elvin Heidelberg | 304 Kennedy Dr. New Bern, NC | \$42,368 | United Builders | ✓ | |
| | | | \$42,420 | Neil Weeks | | |
| | | | \$56,655 | Clint Blanton | | |
| | | | | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |

HOLLAND CONSULTING PLANNERS, INC.
FINAL BID TABULATION FORM

PROJECT: Craven County FY08 CDBG-CR

BID OPENING DATE: January 11, 2011

PRELIMINARY BID SUMMARY (RA-7) REVIEWED/TABULATED BY: Chuck Blackwelder

(SEE ATTACHMENT)

| CASE FILE # | OWNER | ADDRESS | ACTUAL LUMP SUM BID (TABULATED) | CONTRACTOR | RECOMMENDED AWARD (✓) | COMMENTS |
|-------------|--|--|---------------------------------|----------------------|-----------------------|---|
| 2 | Shirlene Foye Thomas Howard Maria Williams Cora Foye Georgia Foye Valerie Brown | 302 John Street 304 John Street 310 John Street 312 John Street 307 Kennedy Drive 306 Kennedy Drive | \$19,100 | Roger Russell | | |
| 3 | | | \$11,500 | Hassell Construction | ✓ | |
| 6 | | | \$20,200 | Coastal Dragline | | |
| 7 | | | \$25,980 | Williams Service | | |
| 9 | | | \$18,800 | Everette George | | |
| 13 | | | \$21,800 | Armstrong, Inc. | | |
| | | | \$12,500 | T.G. Garner | | Contractor addition error (see preliminary bid tab) |
| | | | \$20,000 | Ray Langley | | |
| | | | \$65,000 | United Builders, LLC | | |

FINAL BID TABULATION FORM PREPARED BY: Cindy Anderson (Signature)

CHECKED BY: [Signature] (Signature)

DATE: January 18, 2011

HOLLAND CONSULTING PLANNERS, INC.
FINAL BID TABULATION FORM

PROJECT: Craven County FY08 CDBG-CR Asbestos Abatement

BID OPENING DATE: 1/31/2011

PRELIMINARY BID SUMMARY (RA-7) REVIEWED/TABULATED BY: _____ (SEE ATTACHMENT)

| CASE FILE # | OCCUPANT | ADDRESS | ACTUAL BID (TABULATED) (LUMP SUM) | CONTRACTOR | RECOMMENDED AWARD (✓) | COMMENTS |
|-----------------------|---------------------------------------|---|-----------------------------------|-------------------------|-----------------------|----------|
| 2 and 9 | Vacant and Georgia Foye | 302 John Street New Bern, NC and 307 Kennedy Drive New Bern, NC | \$3,000 | Enviro Assess East | ✓ | |
| | | | \$3,438 | EME Industrial Services | | |
| | | | \$3,325 | Eastern Environmental | | |
| | | | \$4,152 | David Company | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | \$ | | | |
| | | | \$ | | | |
| | | | \$ | | | |



January 25, 2011

To the Chairperson and Board Members
Craven County Board of Commissioners
New Bern, North Carolina

Attention: Chair

This letter is to explain our understanding of the arrangements for the services we are to perform for Craven County, North Carolina ("County") for the fiscal years ending June 30, 2011, 2012 and 2013. We ask that you either confirm or amend this understanding.

Audit Services

We will perform an audit of County's governmental activities, business-type activities, aggregate discretely presented component units, each major fund, and aggregate remaining fund information as of and for the fiscal years ended June 30, 2011, 2012 and 2013 which collectively comprise the basic financial statements. We understand that these financial statements will be prepared in accordance with accounting principles generally accepted in the United States of America. The objective of an audit of financial statements is to express an opinion on those statements.

We are responsible for forming and expressing an opinion about whether the financial statements that have been prepared by management with the oversight of the Chairperson and board members are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America.

We will also perform the audits of the County as of June 30, 2011, 2012 and 2013 so as to satisfy the audit requirements imposed by the Single Audit Act and the U.S. Office of Management and Budget (OMB) Circular No. A-133.

We will conduct the audit in accordance with auditing standards generally accepted in the United States of America and "Government Auditing Standards" issued by the Comptroller General of the United States; the provisions of the Single Audit Act; OMB Circular A-133, and OMB's Compliance Supplement; the State Single Audit Implementation Act; and the "Audit Manual for Governmental Auditors in North Carolina." Those standards, acts, circulars, and supplements require that we plan and perform the audit to obtain reasonable rather than absolute, assurance about whether the financial statements are free of material misstatement whether caused by error or fraud. Accordingly, a material misstatement may remain undetected. Also, an audit is not designed to detect errors or fraud that are immaterial to the financial statements. The determination of abuse is subjective; therefore, Government Auditing Standards do not expect us to provide reasonable assurance of detecting abuse.

An audit of financial statements also includes obtaining an understanding of the entity and its environment, including its internal control, sufficient to assess the risks of material misstatement of the financial statements, and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. However, we will communicate to management and the Chairperson and board members any significant deficiencies or material weaknesses that become known to us during the course of the audit.

We will also communicate to the Chairperson and board members (a) any fraud involving senior management and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements, (b) any fraud, illegal acts, violations of provisions of contracts or grant agreements and abuse that come to our attention (unless they are clearly inconsequential), (c) any disagreements with management and other serious difficulties encountered in performing the audit, and (d) various matters related to the entity's accounting policies and financial statements.

In addition to our report(s) on the County's financial statements, we will also issue the following reports or types of reports:

- A report on the fairness of the presentation of the County's schedule of expenditures of Federal and State awards for the years ending June 30, 2011, 2012 and 2013.
- Report(s) on internal control related to the financial statements and major programs. These report(s) will describe the scope of testing of internal control and the results of our tests of internal controls.
- Report(s) on compliance with laws, regulations, and the provision of contracts or grant agreements. We will report on any noncompliance which could have a material effect on the financial statements and any noncompliance which could have a direct and material effect on each major program.
- A schedule of findings and questioned costs.

The funds that you have told us are maintained by the County and that are to be included as part of our audit are listed here:

- { General Fund
- { Special Revenue Funds
- { Debt Service Funds
- { Capital Project Funds
- { Enterprise Funds
- { Internal Service Funds
- { Fiduciary Funds

The Type A Federal and major State financial assistance programs that you have told us that the County participates in and that are to be included as part of the single audit are listed here:

| | <u>CFDA #</u> |
|-------------------------------------|----------------------|
| Medical Assistance | 93.778 |
| Subsidized Child Care Cluster | 93.596/93.667/93.658 |
| State/County Special Assistance | N/A |
| Public School Building Capital Fund | N/A |
| State Aid to Airports | N/A |
| NC Clean Water Management Trust | N/A |
| CARTS Section 18 Grant | N/A |
| Home and Community Care Block Grant | 93.045 |
| TANF – State Funding | N/A |
| WIC | 10.557 |
| FAA Grant | 20.106 |

You have informed us that the County is not a component unit of any other local government and that there are no new, or anticipated component units for the fiscal years ended June 30, 2011, 2012 or 2013 whose financial statements are to be included as part of the County's basic financial statements.

Our report(s) on internal control will include any significant deficiencies and material weaknesses in the system of which we become aware as a result of obtaining an understanding of internal control and performing tests of internal control consistent with requirements of the standards and circulars identified above. Our report(s) on compliance will address material errors, fraud, abuse, violations of compliance requirements, and other responsibilities imposed by state and federal statutes and regulations and assumed by contracts; and any state or federal grant, entitlement of loan program questioned costs of which we become aware, consistent with requirements of the standards and circulars identified above.

County's Responsibilities

Management is responsible for the financial statements, including the selection and application of accounting policies, adjusting the financial statements to correct material misstatements, and for making all financial records and related information available to us. Management is responsible for providing us with a written management representation letter confirming certain representations made during the course of our audit of the financial statements and affirming to us that it believes the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole and to the opinion units of the financial statements.

Management is responsible for establishing and maintaining effective internal control over financial reporting and for informing us of all significant deficiencies and material weaknesses in the design or operation of such controls of which it has knowledge.

Management is responsible for identifying and ensuring that the entity complies with the laws and regulations applicable to its activities, and for informing us about all known material violations of such laws or regulations. In addition, management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the entity involving management, employees who have significant roles in internal control, and others where the fraud could have a material effect on the financial statements. Management is also responsible for informing us of its knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, analysts, regulators, or others.

Management is also responsible for (a) making us aware of significant vendor relationships where the vendor is responsible for program compliance, (b) following up and taking corrective action on audit findings, including the preparation of a summary schedule of prior audit findings, and a corrective action plan, and (c) report distribution including submitting the reporting package(s).

The County is responsible for informing us of its views about the risks of fraud within the entity, and its knowledge of any fraud or suspected fraud affecting the entity.

County agrees that our reports on the financial statements will not be included in an official statement or other document involved with the sale of debt instruments without our prior consent. Additionally, if the County intends to publish or otherwise reproduce the financial statements and/or make reference to us or our audit, you agree to provide us with printer's proofs or a master for our review and consent before reproduction and/or release occurs. You also agree to provide us with a copy of the final reproduced material for our consent before it is distributed or released. Our fees for any additional services that may be required under our qualify assurance systems as a result of the above will be established with you at the time such services are determined to be necessary. In the event our auditor/client relationship has been terminated when the Organization seeks such consent, we will be under no obligation to grant such consent or approval.

Our professional standards require that we perform certain additional procedures, on current and previous years' engagements, whenever a partner or professional employee leaves the firm and is subsequently employed by or associated with a client. Accordingly, County agrees it will compensate McGladrey & Pullen, LLP for any additional costs incurred as a result of the employment of a partner or professional employee of McGladrey & Pullen, LLP.

During the course of our engagement, we may accumulate records containing data that should be reflected in the County's books and records. The County will determine that all such data, if necessary, will be so reflected. Accordingly, the County will not expect us to maintain copies of such records in our possession.

The assistance to be supplied by Organization personnel, including the preparation of schedules and analyses of accounts, has been discussed and coordinated with the Finance Officer. The timely and accurate completion of this work is an essential condition to our completion of the audit and issuance of our audit report.

Other Terms of our Engagement

Any claim arising out of services rendered pursuant to this agreement shall be resolved in accordance with the laws of North Carolina. It is agreed by the County and McGladrey & Pullen, LLP or any successors in interest that no claim arising out of services rendered pursuant to this agreement by or on behalf of the County shall be asserted more than two years after the date of the last audit report issued by McGladrey & Pullen, LLP.

Our fees for the audit and accounting services described above are based upon the time required by the individuals assigned to the engagement, plus direct expenses. Interim billings will be submitted as work progresses and as expenses are incurred. Billings are due upon submission. Our fee for the audit services described in this letter will not exceed \$71,000 for the years ending June 30, 2011, 2012 or 2013. This fee structure will remain in effect unless the scope of the engagement is changed, the assistance which the County has agreed to furnish is not provided, or unexpected conditions are encountered, in which case we will discuss the situation with you before proceeding. All other provisions of this letter will survive any fee adjustment.

In the event we are requested or authorized by the County or are required by the County or are required by government regulation, subpoena, or other legal process to produce our documents or our personnel as witnesses with respect to our engagements for the County, the County will, so long as we are not a party to the proceeding in which the information is sought, reimburse us for our professional time and expenses, as well as the fees and expenses of our counsel, incurred in responding to such requests.

The working papers for this engagement are the property of McGladrey & Pullen, LLP. However, you acknowledge and grant your assent that representatives of the cognizant or oversight agency or their designee, other government audit staffs, and the U.S. Government Accountability Office shall have access to the audit working papers upon their request; and that we shall maintain the working papers for a period of at least three years after the date of the report, or for a longer period if we are requested to do so by the cognizant or oversight agency. Access to requested workpapers will be provided under the supervision of McGladrey & Pullen, LLP audit personnel and at a location designated by our Firm.

From time to time and depending upon the circumstances, we may use third-party service providers to assist us in providing professional services to you. In such circumstances, it may be necessary for us to disclose confidential client information to them. We enter into confidentiality agreements with all third-party service providers and we are satisfied that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others.

If circumstances arise relating to the conditions of your records, the availability of appropriate audit evidence, or indications of a significant risk of material misstatement of the financial statements because of error, fraudulent financial reporting, misappropriation of assets, or noncompliance which in our professional judgment prevent us from completing the audit or forming an opinion, we retain the unilateral right to take any course of action permitted by professional standards, including declining to express an opinion or issue a report, or withdrawal from the engagement.

You have informed us that you intend to prepare a comprehensive annual financial report (CAFR) and submit it for evaluation by the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting. Our participation in the preparation of the CAFR is to consist of preparing a draft of the County's financial statements and proposing adjustments to the trial balance, which are reviewed and approved by management. The draft and the adjustments are the responsibility of management.

The two overarching principles of the independence standards of the "Government Auditing Standards" issued by the Comptroller General of the United States provide that management is responsible for the substantive outcomes of the works, and therefore, has a responsibility and is able to make any informed judgment on the results of the services described above. Accordingly, the County agrees to the following:

The Finance Officer will be accountable and responsible for overseeing the draft of the financial statements and trail balance adjustments.

The County will establish and monitor the performance of the draft of the financial statements and trial balance adjustments to ensure that they meet management's objectives.

County will make any decisions that involve management functions related to the drafts of the financial statements and trial balance adjustments and accepts full responsibility for such decisions.

County will evaluate the adequacy of services performed and any findings that result.

This letter constitutes the complete and exclusive statement of agreement between McGladrey & Pullen, LLP and the County, superseding all proposals, oral or written, and all other communication, with respect to the terms of the engagement between the parties.

If this letter defines the arrangements as you understand them, please sign and date the enclosed copy, and return it to us. We appreciate your business.

McGladrey & Pullen, LLP



W. Louis Cannon, CPA
Partner

Confirmed on behalf of the addressee:

CONTRACT TO AUDIT ACCOUNTS

of Craven County
Governmental Unit

On this 25th day of January, 2011, McGladrey & Pullen, LLP

3120 Wellons Blvd, New Bern, NC 28562

Auditor

Mailing Address

_____ , hereinafter referred to as

the Auditor, and Board Members of Craven County, hereinafter referred
Governing Board Governmental Unit

to as the Governmental Unit, agree as follows:

1. The Auditor shall audit all statements and disclosures required by generally accepted accounting principles and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit for the period beginning July 1, 2010, and ending June 30, 2011. The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion will be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate discretely presented component units, each major governmental and enterprise fund, and the aggregate remaining fund information (nonmajor government and enterprise funds, the internal service fund type, and the fiduciary fund types).
2. At a minimum, the Auditor shall conduct his/her audit and render his/her report in accordance with generally accepted auditing standards. The Auditor shall perform the audit in accordance with Government Auditing Standards if required by the State Single Audit Implementation Act, as codified in G.S. 159-34. If required by OMB Circular A-133 and the State Single Audit Implementation Act, the auditor shall perform a Single Audit. This audit and all associated workpapers may be subject to review by Federal and State agencies in accordance with Federal and State laws, including the staffs of the Office of State Auditor (OSA) and the LGC. If the audit and/or workpapers are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners.
3. *This contract contemplates an unqualified opinion being rendered.* If financial statements are not prepared in accordance with generally accepted accounting principles (GAAP), or the statements fail to include all disclosures required by GAAP, explain that departure from GAAP in the space below:
4. *This contract contemplates an unqualified opinion being rendered.* The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. *Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.* The audit will have no scope limitations except:
5. If this audit engagement is subject to the standards for audit as defined in Government Auditing Standards, July 2007 revisions, issued by the Comptroller General of the United States, then the Auditor warrants by accepting this engagement that he has met the requirements for a peer review and continuing education as specified in Government Auditing Standards. The Auditor agrees to provide a **copy of their most recent peer review report regardless of the date of the prior peer review report** to the Governmental Unit and the Secretary of the Local Government Commission prior to the execution of the audit contract. (See Item 21.)
6. It is agreed that time is of the essence in this contract. All audits are to be performed and the report of audit submitted to the LGC by October 30, 2011. If it becomes necessary to amend the due date of the audit a written explanation of the delay must accompany the amended contract.
7. It is agreed that generally accepted auditing standards include a review of the Governmental Unit's system of internal control and accounting as same relates to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor will make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth his findings, together with his recommendations for improvement. That written report must include all matters defined as "significant deficiencies and material weaknesses" in AU 325 of the AICPA Professional Standards. The Auditor shall file a copy of that report with the Secretary of the Local Government Commission.
8. All local government and public authority contracts for annual or special audits, bookkeeping or other assistance necessary to prepare the Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit-related work in the State of North Carolina require the approval of the Secretary of the Local Government Commission. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit until the invoice has been approved by the Secretary of the Local Government Commission. (This also includes any progress billings.) [G.S. 159-34 and 115C-447] All invoices should be submitted in **triplicate** to the Secretary of the Local Government Commission. The original and one copy will be

Contract to Audit Accounts (cont.) Craven County

(name of unit)

returned to the Auditor. Approval is not required on contracts and invoices for system improvements and similar services of a non-auditing nature.

9. In consideration of the satisfactory performance of the provisions of this agreement, the Governmental Unit shall pay to the Auditor, upon approval by the Secretary of the Local Government Commission, the following fee which includes any cost the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (Federal and State grantor and oversight agencies or other organizations) as required under the Federal and State Single Audit Acts:

Year-end bookkeeping assistance – [For audits subject to Government Auditing Standards, this is limited to bookkeeping services permitted by revised Independence Standards] N/A

Audit \$71,000, including preparation of the annual financial statements (see arrangement letter)

Preparation of the annual financial statements (see arrangement letter)

10. The auditor working with local governmental unit that has outstanding revenue bonds will include in the notes to the audited financial statements, whether or not required by the revenue bond documents, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the auditor should be aware that any other bond compliance statements or additional reports required in the authorizing bond documents need to be submitted to the LGC simultaneously with the local government's audited financial statements unless otherwise specified in the bond documents.
11. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, at least, Management's Discussion and Analysis, the financial statements of the governmental unit and all of its component units and notes thereto prepared in accordance with generally accepted accounting principles, combining and supplementary information requested by the client or required for full disclosure under the law, and the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board as soon as practical after the close of the accounting period.
12. **The Auditor shall file** with the Local Government Commission two BOUND copies of the report of audit. If reports are received unbound they will not be reviewed by the LGC and will be returned to the auditor for binding. In addition, if the North Carolina Office of the State Auditor designates certain programs to be audited as major programs, a turnaround document and a representation letter addressed to the State Auditor shall be submitted to the Local Government Commission. Two bound copies of the report of audit should be submitted if the audit is performed only under the provisions of the State Single Audit Implementation Act or a financial audit is required to be performed in accordance with Government Auditing Standards. Three bound copies of the audit are to be submitted for Councils of Governments. Two bound copies of the audit should be submitted for tax levying Municipalities. Otherwise, one bound copy shall be submitted. Units that operate a 911 fund need to provide an additional copy to the number stated above. Bound copies of the report shall be filed with the Local Government Commission when (or prior to) submitting the invoice for the services rendered. The report of audit, as filed with the Secretary of the Local Government Commission, becomes a matter of public record for inspection and review in the offices of the Secretary by any interested parties. Any subsequent revisions to these reports must be sent to the Secretary of the Local Government Commission. These audited financial statements are used in the preparation of Official Statements for debt offerings (the auditors' opinion is not included), by municipal bond rating services, to fulfill secondary market disclosure requirements of the Securities and Exchange Commission, and other lawful purposes of the government, without subsequent consent of the auditor. If it is determined by the LGC that corrections need to be made to the unit's financial statements they should be provided within three days of notification unless, another time frame is agreed to by the LGC.
13. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the Local Government Commission, this agreement may be varied or changed to include the increased time and/or compensation as may be agreed upon by the Governing Board and the Auditor.
14. If an approved contract needs to be varied or changed for any reason, the change must be made in writing, signed and dated by all parties and pre-audited if the change includes a change in audit fee. This document and a written explanation of the change must be submitted in triplicate to the Secretary of the Local Government Commission for approval. No change shall be effective unless approved by the Secretary of the Local Government Commission, the Governing Board, and the Auditor.
15. Whenever the Auditor uses an engagement letter with the client, Item 16 is to be completed by referencing the engagement letter and attaching a copy of the engagement letter to the contract to incorporate the engagement letter into the contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract will control. Engagement letter terms are deemed to be void unless the conflicting terms of this contract are specifically deleted in Item 22 of this contract. Engagement letters containing indemnification clauses will not be approved by the Local Government Commission.

Contract to Audit Accounts (cont.) Craven County

(name of unit)

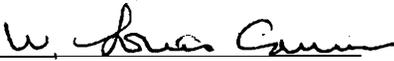
16. There are no special provisions except:

See arrangement letter

- 17. A separate contract should not be made for each division to be audited or report to be submitted. A separate contract must be executed for each component unit which is a local government and for which a separate audit report is issued.
- 18. The contract must be executed, pre-audited, signed by all parties and submitted in triplicate to the Secretary of the Local Government Commission. The mailing address is 325 North Salisbury Street, Raleigh, North Carolina 27603-1385. The physical address is 4505 Fair Meadow Lane, Suite 102, Raleigh, North Carolina 27607-6449.
- 19. The contract is a tri-party agreement and is not valid until it is approved by the Local Government Commission. Upon approval, the original contract will be returned to the Governmental Unit, a copy will be forwarded to the Auditor, and a copy retained by the Secretary of the Local Government Commission. The audit should not be started before the contract is approved.
- 20. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the Local Government Commission.
- 21. If this audit engagement is not subject to Government Auditing Standards, then Item 5 shall be listed as a deleted provision in Item 22. An explanation must be given for deleting this provision.
- 22. All of the above paragraphs are understood and shall apply to this agreement, except the following numbered paragraphs shall be deleted: (See Item 15.)

Firm McGladrey & Pullen, LLP

By W. Louis Cannon, CPA
(Please type or print name)


(Signature of authorized audit firm representative)

Email Address: lou.cannon@mcgladrey.com

Date 1/25/11

Approved by the Secretary of the Local Government Commission as provided in Article 3, Chapter 159 of the General Statutes or Article 31, Part 3, Chapter 115C of the General Statutes.

For the Secretary, Local Government Commission

(Signature)
Date _____

By _____
(Please type or print name and title)

(Signature of Mayor/Chairperson of governing board)

Date _____

Email Address _____

By _____
(Chair of Audit Committee- please type or print name)

(Signature of Audit Committee Chairperson)

Date _____
(If unit has no audit committee, this section should be marked "N/A.")

Email address _____

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by the School Budget and Fiscal Control Act.

Governmental Unit Finance Officer (Please type or print name)

(Signature)

Date _____
(Preaudit Certificate must be dated.)

Email address _____



AICPA Peer Review Program
Administered by the
National Peer Review Committee

December 17, 2010

David Scudder, CPA
McGladrey & Pullen LLP
3600 American Blvd W Fl 3
Bloomington, MN 55431

Dear Mr. Scudder:

It is my pleasure to notify you that on December 9, 2010, the National Peer Review Committee accepted the report on the most recent system peer review of your firm. The due date for your next review is October 31, 2013. This is the date by which all review documents should be completed and submitted to the administering entity.

As you know, the report had a peer review rating of pass. The Committee asked me to convey its congratulations to the firm.

Sincerely,

Betty Jo Charles
Chari—NPRC
nprc@aicpa.org | (919) 402-4502

cc: Andrew V. Lear, CPA

Firm Number: 10046712 Review Number: 309310

System Review Report

To the Partners of
McGladrey & Pullen, LLP
and the National Peer Review Committee
of the American Institute of Certified
Public Accountants Peer Review Board

We have reviewed the system of quality control for the accounting and auditing practice of McGladrey & Pullen, LLP (the firm) applicable to non-SEC issuers in effect for the year ended April 30, 2010. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under *Government Auditing Standards*, audits of employee benefit plans and audits performed under FDICIA.

In our opinion, the system of quality control for the accounting and auditing practice of McGladrey & Pullen, LLP applicable to non-SEC issuers in effect for the year ended April 30, 2010, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. McGladrey & Pullen, LLP has received a peer review rating of *pass*.

BKD, LLP

December 2, 2010

RECEIVED JAN 25 2011

Attachment #11.B.

MCCOTTER, ASHTON & SMITH, PA

ATTORNEYS AT LAW

CHARLES K. McCOTTER, JR.
RUDOLPH ALEXANDER ASHTON, III
KIRBY H. SMITH, III
TERRI W. SHARP

3515 TRENT ROAD, NO. 14
NEW BERN, NORTH CAROLINA 28562
TELEPHONE: (252) 635-1005
WWW.NEWBERNJUSTICE.COM

MAILING ADDRESS:
P.O. Box 12800
NEW BERN, NC 28561-2800
FACSIMILE: (252) 635-5050
TWSHARP@NEWBERNJUSTICE.COM

January 25, 2011

Ms. Gwendolyn Bryan
Clerk to the Board
Administration Building
406 Craven Street
New Bern, NC 28560

Re: Vacancy for Nursing Home Advisory Committee

Dear Ms. Bryan:

It is has come to my attention that there may be a vacancy on the Nursing Home Advisory Committee.

Attached is my resume for consideration for appointment to the Committee. I currently practice in the area of estate planning and estate administration, guardianships, and elder law, among other areas. The nursing home patient's bill of rights and enhancing community involvement for the care of the elderly is important to me and I feel that I can make a significant contribution to the committee in this area.

I am available to speak with you or the appropriate person at your convenience.

Thank you.

Very truly yours,



Terri W. Sharp

TWS/naw

Enclosure

TERRI W. SHARP

3306 Hedgerow Circle
New Bern, North Carolina 28562
252-637-3010 - home
252-670-8532 - cellular

EMPLOYMENT

McCotter, Ashton & Smith, P.A.

Attorney 2000 to present. Practice areas, Estate Planning and Administration of Estates and Guardianships, currently serving as Craven County Public Administrator (for estates and guardianships), Elder Law, Corporate Law, Real Estate transactions.

McCotter, McAfee & Ashton, PLLC.

Law Clerk May-August, 1999. Research and draft complaints, motions, orders.

Hon. Wallace W. Dixon, United State Magistrate Judge, Eastern District of North Carolina, Raleigh, North Carolina, Law Clerk, July, 1998. Research and draft memorandums of law.

Hon. W. Earl Britt, Senior United States District Judge, Eastern District of North Carolina, Raleigh, North Carolina. May-June, 1998. Research, draft opinions, orders, memoranda.

Sumrell, Sugg, Carmichael & Ashton, P.A., Attorneys at Law, New Bern, North Carolina. Paralegal 1992-1997. Case management, drafting discovery, trial preparation in personal injury, employment law, medical malpractice and civil litigation matters.

EDUCATION

North Carolina Central University School of Law

Durham, North Carolina. JD, cum laude 2000.

North Carolina Wesleyan College

Rocky Mount, North Carolina. B.A. Justice & Public Policy, magna cum laude, 1996.

Hardbarger Junior College of Business

Raleigh, North Carolina. A.A.S. Business Administration.

MEMBERSHIPS, LICENSES, ASSOCIATIONS, VOLUNTEER WORK

Admitted to practice before all state courts in North Carolina; Member of North Carolina State Bar; Craven County Bar Association; Craven County Bar Association President 2009-2010; Three-B Judicial District Bar Association; North Carolina Bar Association, Section Member for Real Property, Estate Law and Elder Law; Board Member, Coastal Women's Shelter 2006-2010; North Carolina Real Estate Broker's License; Chairperson, Committee on Bayard v. Singleton for Craven County Bar Association, a re-enactment and speaker series in connection with the New Bern 300th Celebration.

RECEIVED FEB 01 2010

CRAVEN AGING PLANNING BOARD

**Georgia Newkirk, Chairperson
Coastal Community Action, Inc.**

PO Box 729

Newport, NC 28570

252 223 1651

georgia.newkirk@coastalcommunityaction.com

**Gwendolyn Bryan
Clerk to the Board of Commissioners
Craven County
406 Craven St.
New Bern NC 28560**

January 31, 2011

Re: Appointments for the Craven Aging Planning Board

Dear Craven County Commissioners,

The Craven Aging Planning Board is requesting a replacement for Lois Pugh, Member-at-Large. Ms. Pugh's term expires February 2011. She is medically unable to serve on the board.

The Craven Aging Planning Board is requesting the Commissioners to assist in placing an at large member from the Havelock/Harlow area as well.

The criteria for both of the at large positions is they must be an older adult, as defined in the bylaws an older adult is defined as age sixty (60) years or older.

Sincerely,



**Georgia Newkirk
Chairperson**

RECEIVED DEC 30 2010

2110 Hartford Avenue
New Bern, North Carolina 28562
December 30, 2010

To Whom it may concern:

I would like to be a member on the
Crawen Aging Planning Board Committee.
I have a sincere concern for the welfare
of the elderly.

If anymore information is required from me
please contact me at this telephone number.
(252) 633-3594.

Thank you,
Bernadette Gibbs Priestly

City of New Bern Attachment #11.J.



ALDERMEN
SABRINA BENGEL
VICTOR J. TAYLOR
DENNIS K. BUCHER
JOHNNIE RAY KINSEY
BERNARD W. WHITE
DANA E. OUTLAW

LEE WILSON BETTIS, JR.
MAYOR
MICHAEL R. EPPERSON
CITY MANAGER
VERONICA E. MATTOCKS
CITY CLERK
MARY B. MURAGLIA
DIRECTOR OF FINANCE

Three Centuries of North Carolina Heritage

FOUNDED 1710

Phone: 252-636-4000 www.newbern-nc.org

P.O. Box 1129 New Bern, NC 28563-1129

January 20, 2011

Chairman Steve Tyson
Craven County Board of Commissioners
406 Craven Street
New Bern, North Carolina 28560

Re: Appointment of County Representative to City of New Bern Planning & Zoning Board

Dear Chairman Tyson:

Mr. Mark Best's second term on the City of New Bern Planning & Zoning Board has expired and he is not eligible for reappointment to an additional term. For more than ten years, Mr. Best has served on the Planning & Zoning Board with honor and distinction. **The Craven County Board of Commissioners is hereby requested to appoint an extraterritorial jurisdiction (ETJ) representative to the New Bern Planning & Zoning Board to replace Mr. Best.**

The City of New Bern Planning and Zoning Board duties are to conduct studies and make recommendations to the Board of Aldermen on matters concerning plans, goals and objectives relating to the growth, development and redevelopment of the City and the surrounding extraterritorial planning area. In addition, the Board makes recommendations on proposed conditional use permits, zoning and rezoning requests, subdivision plans, and Land Use Ordinance amendments.

The Land Use Ordinance requires that all Planning and Zoning Board members must have demonstrated special interest, experience or education in banking, economics, environmental and land use policy, housing or industry. Members must be able and willing to commit the necessary time and energy to carry out the responsibilities required for the position and must attend regular meetings lasting 1-3 hours on the first Tuesday night of each month. In addition, Board membership should reflect the composition of our City's demographics.

Ms. Velda A. Whitfield, a resident of the City's ETJ at 413 Briarwood Lane, has expressed an interest in serving on the Planning & Zoning Board. For your information, Ms. Whitfield's resume is enclosed along with location maps of the City's ETJ areas.

Thank you for your prompt attention to this important board appointment. Please contact me at 639-7584 should you have questions or need additional information.

Best regards,

Bernard George, AICP
Land & Community Development Administrator

Enclosure
BG/lcd

Striving for Excellence

Velda A. Whitfield
413 Briarwood Lane
New Bern, NC 28560
Phone: 252-638-4170

EDUCATION: 1997-Associate in Arts with pre-majors in General Education, Social Work, Communication and Physical Education.
2003-State Certificate: Substitute Teacher

PLACE OF BIRTH: New Bern, NC

COMMUNITY/VOLUNTEER EXPERIENCE:

2007-Present Craven Community College Communication Club Advisor: Advised student organization who produced monthly newsletters relevant to new, current, and returning students regarding admissions, financial aid and other important information

1998-2006: Craven Community College Business and Banking Club Advisor: Winners of the coveted "*Craven Cup*" three consecutive years. Organizing and advising college students to participate in community activities, such as Habitat for Humanity, fundraising for food drives and monetary donations to members of the community. Participated in local activities such as annual Mum Fest, New Bern Christmas parades; participated in campus-wide activities as well such as Holiday Luminary, games.

1997-2000: Craven Community College Alumni Association: Member, Chair of Planning and Programs, Treasurer, volunteered for Habitat for Humanity, initiated and sponsored various fundraising activities.

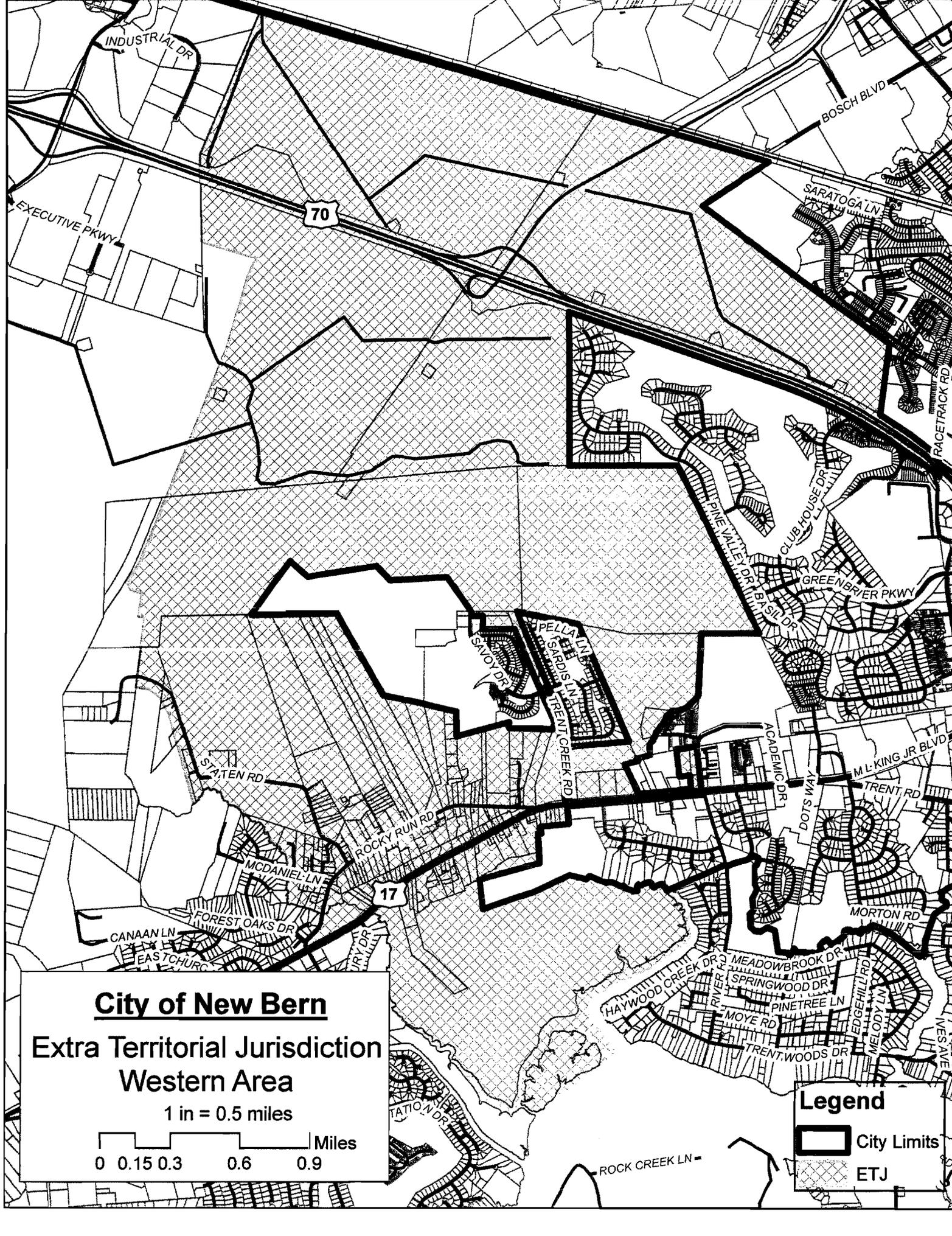
EMPLOYMENT:

1997-Present: Craven Community College: Administrative Assistant, Student Services, Campus Information Specialist, Word Processing Specialist

1996-1997 Craven Correctional Institute-Vanceboro, NC: Processing Assistant

1983-1994 City of New York Department of Juvenile Justice: Administrative Assistant:

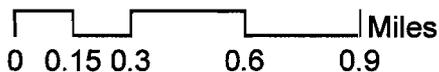
- Director of Non-Secure Detention
- Assistant Commissioner for Non-Secure Detention & Court Services
- Assistant Commissioner for Planning and Program Development
- Deputy Commissioner for Planning and Program Development



City of New Bern

Extra Territorial Jurisdiction Western Area

1 in = 0.5 miles



Legend

- City Limits
- ETJ

Trent River

Neuse River

Outback
Restaurant

SHIP TRAIL RD

70

17

43

DYLAN LN

SHOREWARD LN

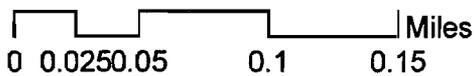
BRIDGE POINT DR

HOWELL RD

SCOTT ST

City of New Bern
Extra Territorial Jurisdiction
Township 7

1 in = 400 feet



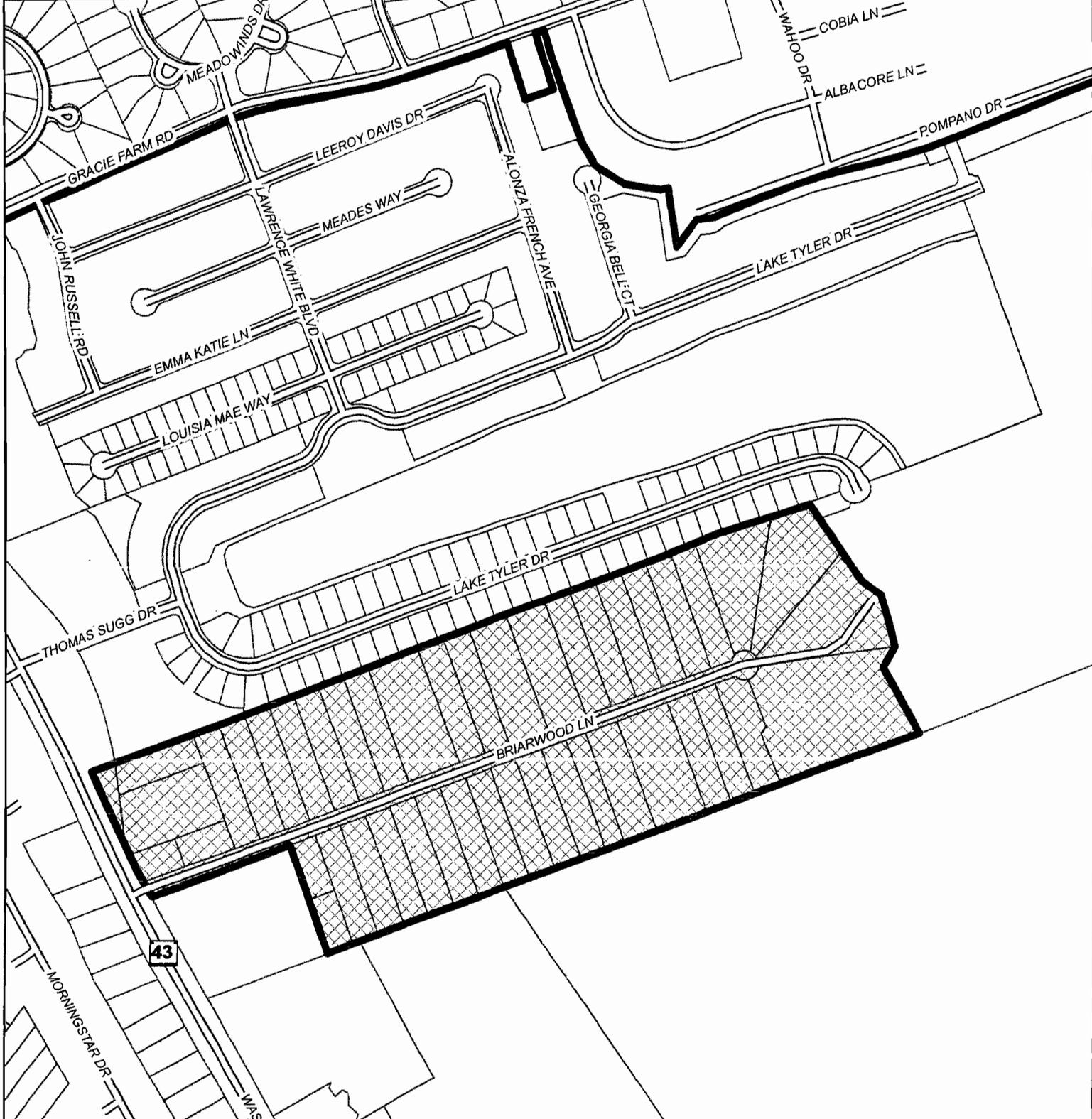
Legend



City Limits

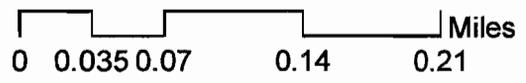


ETJ



City of New Bern
Extra Territorial Jurisdiction
Briarwood Area

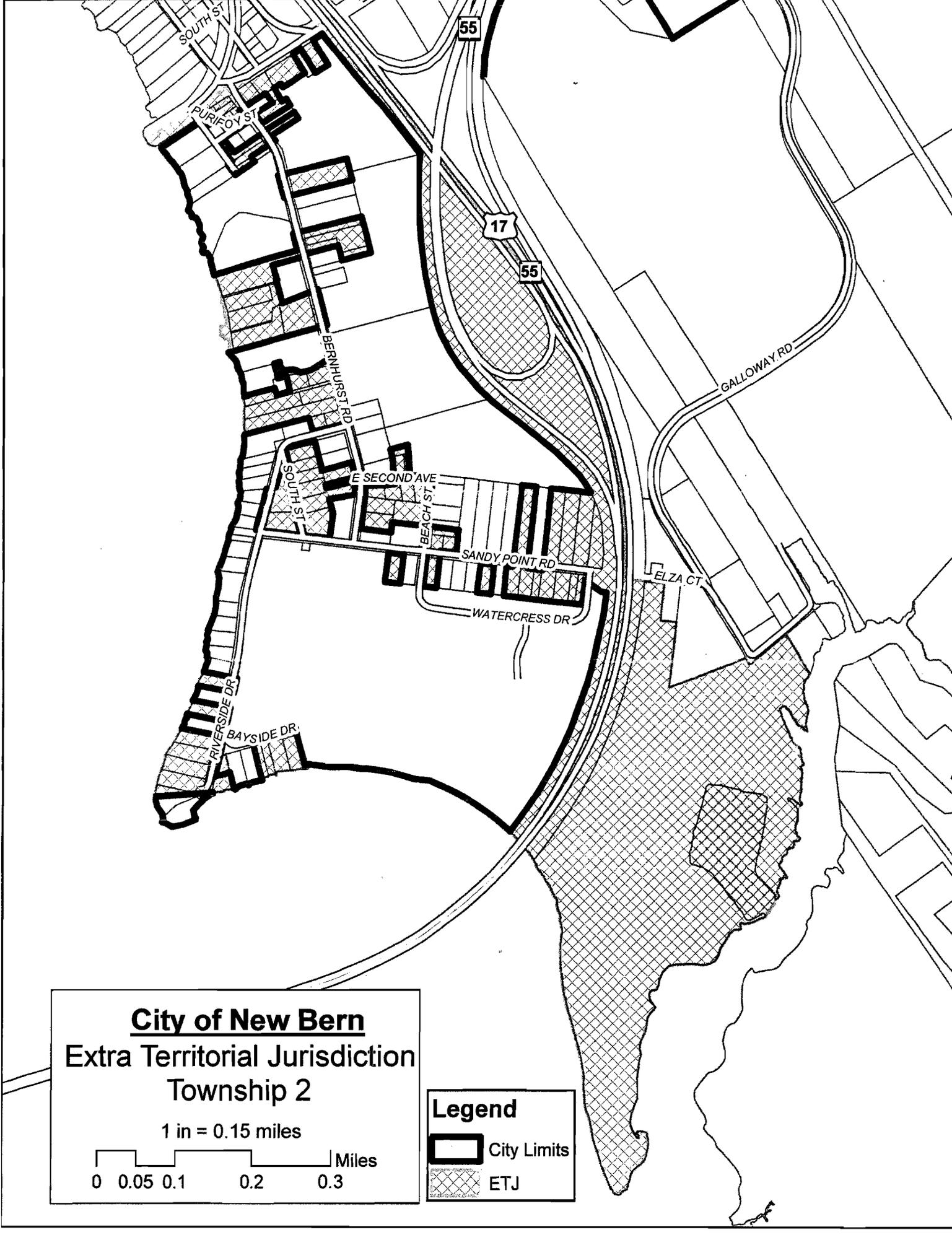
1 in = 500 feet



Legend

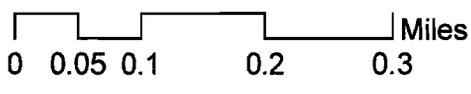
-  City Limits
-  ETJ





City of New Bern
Extra Territorial Jurisdiction
Township 2

1 in = 0.15 miles



Legend

-  City Limits
-  ETJ

VFIS Education, Training, and Consulting presents:

A Proposal on

Consulting Services

For

Craven County, North Carolina

January 17, 2011



EDUCATION | TRAINING | CONSULTING

**183 Leader Heights Road
York, PA 17402**

Call: (800) 233-1957

Fax: (717) 741-3130

Web Site: www.vfis.com

TABLE OF CONTENTS

ORGANIZATIONAL PROFILE.....3

STATEMENT OF WORK.....5

SCOPE OF WORK.....5
 PHASE I6
 PHASE II.....7
 PHASE III.....8

PROJECT MANAGEMENT.....9

ORGANIZATIONAL STAFF AND EXPERIENCE.....10

GENERAL REQUIREMENTS.....13

COST QUOTATION.....14

APPENDICES

- 1. Strategic Focus for Public Safety (concept article by VFIS-ETC)**

ORGANIZATION PROFILE

VFIS Education, Training, and Consulting, once a concept, became a reality in 1976, when there were several claims reported to VFIS, related to driver training. Our Loss Control Department took these claims seriously. VFIS researched these claims and decided to start a training program to reduce the losses taking place. The ETS Department was established and we continue to grow through the years in knowledge and experience, as VFIS Education, Training, and Consulting. Our home is in York, Pennsylvania on the campus of The Glatfelter Insurance Group. Our full-time Education and Training Staff has over 300 years of combined emergency service experience.

Since 1969, Arthur J. Glatfelter, the founder of VFIS, recognized the emergency services (of that time) were grossly underinsured. Art did not realize how far underinsured fire departments were until a firefighter in his early thirties died in the line of duty and Art had to deliver a check to the wife of this deceased firefighter. To Art's embarrassment, the check was for only \$10,000. To his dismay, when he hand delivered the check to the young widow, she answered the door with a young child at her feet and expecting another child. To only give a widow \$10,000 for the life of her husband who volunteered his time and energy as a firefighter just did not make sense. To eliminate further embarrassment, Art worked day and night to come up with some of the best coverage's you can find, and his ingenuity has built VFIS to be as reputable as it is today in the emergency service market.

Today, competition is stronger than ever. As VFIS continues their commitment and upholds their life-long reputation, they remain the number one provider of emergency service coverages. To add, VFIS clients who decided to try our competitors, are finding their way back home to VFIS because of our state-of-the-art programs and we cannot forget...SERVICE. VFIS is the front runner and continues to gain speed.

In the 1990's consulting services became a consistent client need. Today, VFIS ETC offers over 600 programs and trains some 20,000 emergency responders annually; while conducting customized consulting services on a regular basis. VFIS ETC has provided the following consulting services during 2006 and 2007:

Carteret County, North Carolina, EMS Master Plan,

Carteret County, North Carolina, Fire Service Master Plan

Carteret County, North Carolina, Rescue Service Master Plan

Mecklenburg County, North Carolina, Fire & Rescue Services Master Plan.

Lower Providence Ambulance Squad, Montgomery County, Pennsylvania, EMS Master Plan and Strategic Plan.

Moorestown Fire District #1, Moorestown, Burlington County, NJ, Fire/Rescue/EMS Evaluation, and Integrated Fire/Rescue/EMS Strategic Plan.

Newtown Square Fire Company, Newtown Township, Delaware County, PA, Fire/Rescue/EMS Evaluation, and Integrated Fire/Rescue/EMS Strategic Plan.

Lower Gwynedd Township, Montgomery County, PA, Fire/Rescue/EMS Evaluation, and Station Location Study.

Upper Dublin Township, Montgomery County, Pennsylvania, Risk Analysis and Standard of Response Cover

City of Rockwall, Rockwall County, Texas, Focused Fire/Rescue Assessment

Tri-Borough Fire Protective Association, Delaware County, PA, Fire/Rescue/EMS Consolidation Plan.

Mount Laurel Fire Department, Burlington County, NJ, Recruitment and Retention Strategic Plan.

United States Fire Administration – 21st Century Emergency Services Recruitment and Retention (text and training program)

United States Fire Administration – Safe Vehicle Operations for Volunteer and Small Combination Emergency Service Organizations

National Volunteer Fire Council – Volunteer Fire Department Cost Savings Calculator

National Volunteer Fire Council – Volunteer EMS Cost Savings Calculator

National Volunteer Fire Council – Establishing Mutual Aid Agreements in Volunteer and Small Combination Emergency Service Organizations

Current Projects

Union County NC Fire Services Assessment

Limerick Township, PA Fire, EMS & Law Enforcement Growth Management Plan

Wayne County NC, 911 Communication Center Training & SOG Development

New Hanover Township, PA, Fire Services Assessment

Hutto, Texas, Strategic Plan for Fire & EMS

STATEMENT OF WORK

This proposal is intended to analyze and assess the following areas of the Emergency Medical Services Delivery System in Craven County, North Carolina and make recommendations as appropriate, regarding the key performance areas of:

1. The current operations of emergency medical services (EMS) provided to Craven County, N.C.
2. A comparison to state of the art expectations and standards used in similar emergency service delivery systems to include systems with similar populations, call volume and distances.
3. Develop a progressive approach to recommendations and planning for the future in Craven County Emergency Medical Service System.

SCOPE OF WORK

OVERVIEW:

In compliance with North Carolina law, Craven County is responsible for providing emergency medical services (EMS) to the citizens and guests of Craven County. Currently the county provides these services through a combination of a hospital system, as well as several separate contracted non-profit and municipal EMS service providers. While there is a county-wide EMS council, in reality, each of these service providers are a separate individual corporation with distinctly different organizational design, set of leadership, by-laws, SOP's and contracts. In addition the level of service provided, the training, staffing, and overall cost can vary widely from provider to provider. Although each contracted service provider is compensated by county or municipal tax dollars, the county has no input or control over the day to day operations, the personnel or level of service provided. Historically this type of fractionated system worked well because it relied heavily on volunteerism from each individual community. Over the years, this large volunteer pool kept the salary and compensation costs to a minimum.

Due to the fact that the requirements for EMS certification have become so demanding and difficult to achieve the volunteer base simply is no longer there. As the manpower base has become less and less, the service providers have been forced to rely more on paid staff. This increase in salary cost has been compounded by the manpower shortage because each service provider in the county must compete for trained workers. This system of multiple providers also is inherently more costly due to duplication of key positions (paid chiefs, training officers, etc.) instead of a tiered rank structure. Duplication cost is further increased by multiple supply issues, administrative services, and many other forms of replication. Over the past few years it has become apparent

that this increase in cost has been transferred directly to the county taxpayer. With no end in sight to these rising costs it would be prudent to consider other options

State of the art approaches to these issues are best managed through the establishment of a comprehensive service delivery system, with defined standard(s) of cover for emergency medical events.

PHASE I: ASSESSMENT

This phase includes collecting and analysis of data from Craven County. It also requires a review of agency reports; analysis of response data; physical resources, human resources assigned; training data and call workload volume. All data shall be provided by Craven County and/or individual agencies within the county.

Phase I would involve the following objectives:

- 1) Define and evaluate the current service delivery system and standard of response cover for emergency medical service levels within the county, including municipalities.
- 2) Identify emergency medical services capabilities from nearby communities/counties.
- 3) Inspect, review records and evaluate the current capabilities to determine where deficiencies (if any) exist and recommend a course of action.
- 4) Review and evaluate operational readiness including county-wide SOP's and policies ensuring they are in compliance with industry standards for emergency services.
- 5) Establish the minimum standards (IE: staffing, training, qualifications, and equipment etc.) for Craven County to meet.
- 6) Compare delivery system and capabilities to comparable counties/communities (as information is available)
- 7) Determine gaps in current capabilities and those capabilities recommended as a result of the study, developing costs and time frames to achieve full implementation

Work Elements of Phase I include:

1. Evaluate the county-wide mission, goals, objectives, and planning processes, and regulatory requirements regarding rescue services.
2. Survey each county EMS agency regarding current rescue service status.
3. Review and evaluate operational readiness including:
 - Determine availability of SOPs, rules, regulations, and policies ensuring they are in compliance with standards for emergency services, and that they are being adhered to
 - Review dispatch protocols
 - Determine availability of gaining information and documentation
 - Review historical data and collective performance
 - Review compliance with and level of service provided, consistent with North Carolina Association of Rescue and Emergency Medical Services.

4. Review data provided by Craven County on the following information:
 - hour of day and day of week of calls by agency and county total
 - unit hour utilization reports by agency
 - type of calls by agency and county wide
 - average times of on-scene
5. Review and make recommendations relative to personnel management and practices:
 - Assess member recruitment, selection, training and officer qualifications
 - Assess overall member assessment process
6. Identify operations and the staffing requirements based on current workload, including staffing requirements and activities for supervisory, administrative and support staff
7. Conduct review of existing service structure:
 - manpower statistics and response data,
 - existing coordination/SOPs between agencies relating to emergency medical service operations and administrative and command procedures,
 - financial and organizational viability, delivery system, specialized services, injury prevention program, and related systems identified in place
8. Consideration of historical incident data and collective performance of the county system relative to recognized emergency medical service standards appropriate for volunteer and combination organizations (North Carolina based requirements)
9. The existing volunteers and their relationship to the EMS system.
10. Present and future equipment needs.
11. The composition of EMS personnel in the future.
12. The relationship of a County wide EMS system and other neighboring departments within 10 miles of Craven County
13. Make recommendations in areas critical to management, staffing, training, supervision, and operational performance
14. Determine organizational options and present for consideration
15. Evaluate and make recommendations related to the transport of convalescent care patients.

For purposes of this project, the following standards of performance and state of the art best practices will be used to establish benchmarks:

- North Carolina Department of Emergency Medical Services
- North Carolina Association of Rescue and Emergency Medical Services, Inc.;
Standard Documents
- North Carolina General Statutes

A representative from Craven County shall serve as the coordinator of meetings between all agencies/organizations and the consulting team.

PHASE II: DELIVERABLES

The primary objective of this project is to provide a credible analysis of the Craven County emergency medical services and determine a reasonable and affordable matrix of a delivery system.

1. Determine three options of service delivery involving:
 - Continuation of Current system
 - Expansion of current system with changes as necessary
 - County administered comprehensive system of out-of-hospital care.
2. Provide professional recommendations upon determination or estimates of the appropriate size of associated staff and field personnel, facilities and space necessary as bases of operations, and equipment types/numbers as requirements for each of the options identified above.
3. Present professional conclusions and recommendations that are supported by appropriate cost estimates and justifications for implementation.
4. Provide copies of both a draft report that will be delivered for technical review and copies of the final report and plan.

It is anticipated that this project will require ninety (90) to one-hundred twenty (120) days to complete (this would be from the day of the start of the project). This assumes a timely response of input data from questionnaires submitted to fire/EMS/rescue agencies in the county (30 day turn-around time), and similar response time of response related data from the dispatch centers.

PHASE III: ORAL PRESENTATION

An oral presentation(s) of study and plan, as necessary or requested.

PROJECT MANAGEMENT

VFIS ETC will provide the following staff for this project:

PROJECT MANAGER

William F. Jenaway, Ph.D., CFPS, CFO

PROJECT CO-ORDINATOR

Richard Trexler

PROJECT STAFF

David Bradley, B.S., NREMT-P

Dennis Mitterer, RN, NREMT-P

Richard Gurba, B.S., EMT-P

James Keith Harris, B.S. EMT-P

David P. Brown, B.S.

ROLES AND RESPONSIBILITIES

The Project Coordinator, Richard Trexler, shall oversee, direct, coordinate and control all work that is done. He shall provide liaison with the representative identified by Craven County to be responsible for the content and quality of the project, make necessary presentations, and insure that the project is completed in a timely fashion. Ultimately, VFIS ETC principal William F. Jenaway shall remain fully responsible for the timeliness, quality and overall content of the final work product. Our educational and consulting methodology ensures that the desired results are efficiently delivered and that the customer's objectives are met. All consultants are accomplished professionals with experience and maintain credentials in the matters to which they are assigned.

ORGANIZATIONAL STAFF & EXPERIENCE

William F. Jenaway, Ph.D., CFO, CFPS, Project Manager.

Dr. William F. Jenaway, CFO, CFPS will serve as Project Manager for this engagement. Dr. Jenaway is the CEO of VFIS ETC responsible for training, education and consulting services provided to client of VFIS and VFIS ETC. His organization provides training to over 20,000 fire/EMS personnel annually and provides technical guidance and consultation to over 200 agencies annually. He has served as Chief and Fire Marshal of the East Bethlehem Township, Pennsylvania Volunteer Fire Department; and as Chief and President of the King of Prussia, Pennsylvania; Volunteer Fire Company, as well as being Chairman of the municipality's Fire and Rescue Services Board. His protection district involves some 30,000 residents and over 250,000 daily visitors, workers, and vacationers. Under Chief Jenaway's leadership, the department became the first all volunteer Accredited Fire Service Agency in the US. Fire Chief Magazine named him the "Volunteer Fire Chief of the Year" in 2001. Bill's background includes 30-plus years of volunteer fire and EMS experience. In 2004 he was named to Chair the Pennsylvania Senate Resolution 60 Commission to evaluate and provide recommendations to the Pennsylvania legislature and fire service on strategic approaches to the state's fire and EMS delivery system. Over the years, Bill has authored over 200 articles, seven texts and provided over 100 speeches on fire and life safety issues. He holds Certified Fire Protection Specialist and Certified Fire Officer designations as well. In 1999 he was named to the Presidential/Congressional Commission known as the "Advisory Panel to Assess preparedness for Terroristic Acts Involving Weapons of Mass Destruction" (a/k/a Gilmore Commission). Dr. Jenaway also serves as President of the Congressional Fire Services Institute and is Past President of the Pennsylvania Fire Services Institute. He serves on the National Fire Protection Association Committees of Emergency Services Risk Management; Providing Emergency Services to the Public; Fire Department Apparatus, and Fire Service Training. Dr. Jenaway is in his second, three-year term as a Commissioner on the Commission on Fire Department Accreditation.

Richard Trexler, Consultant, Project Member.

Richard retired as fire chief of Colfax Fire Department in Guilford County, NC after twenty years of service. He has worked on many projects with ESECG as a consultant. Richard worked with New Hanover County NC and Brunswick County NC, on an evaluation of the fire departments in those counties. He was project manager in Davie County, NC on an evaluation of fire and rescue services. He assisted with projects in Brenham, Texas; Port Washington, NY; Okeechobee, FL; Estero, FL; and Johnstown, PA, among other. He was instrumental with the growth study in Winston Salem, NC and has worked with the cities of Greensboro and High Point in NC on consolidation/merger studies and the development of Strategic Planning efforts.

Richard has been a presenter at the Fire Department Instructors Conference and at regional and state conferences. He worked with Guilford County in NC in the development of a Strategic Plan involving twenty seven fire departments. Richard has extensive experience working with LEPC groups and in the delivery of training programs for industrial groups

In addition to his 20 years as Fire Chief of the Colfax Fire Department, he has a total of 39 years volunteer and career experience with volunteer and combination departments; is a member of the NPFA 1720 Committee "Standard on Fire Department Operations in Volunteer and Combination Fire Departments" (including EMS and rescue) and has served on boards of fire departments and rescue squads. Additional affiliations include Chairman, North Carolina Fire and Rescue Commission; President, North Carolina Fire Chiefs Association, and Chairman, Training Committee of Guilford County LEPC

David A. Bradley, B.S., NREMT-P, Associate, Project Member.

David is responsible for EMS related issues for VFIS ETC, a subsidiary of the Glatfelter Insurance Group. His responsibilities include: research of EMS issues, and related delivery of educational and training programs, curriculum development, and information analysis and representation on major organizations and committees. Prior to joining VFIS, Dave managed a large EMS agency.

Dave has over twenty-eight years of experience in Emergency Services. He has functioned in many roles during his career from volunteer EMT to Career EMS Chief. Dave's involvement includes IAFC, NFPA, NAEMT, and NAEMSE, along with several state-level organizations. He is a Nationally Registered Paramedic and holds a Bachelors Degree in Safety Engineering.

Dave has presented on various topics in the areas of emergency service, risk management, health, and safety. He remains active as a Paramedic at First Aid & Safety Patrol, Lebanon PA.

Richard M. Gurba, B.S., EMT-P, Project Member

Rick is the former National Sales & Marketing Director at Med-Media, Inc. Med-Media, Inc. develops computer software and solutions for EMS, public health and other emergency service organizations across the country. He leads sales, marketing, project management and business development activities for the company.

Rick has over 26 years of experience in emergency services since his start in 1981 as a teacher of Advanced First Aid for the American Red Cross. He functioned as an instructor, EMT, 911-dispatcher, EMT-P, EMS field supervisor, EMS manager and EMS education director at a community college. He is currently involved with the PFESI, NAEMSE and ITLS organizations.

Rick has developed courses in the areas of EMS Management and Highway Safety for Emergency Service Personnel. He also has presented hundreds of presentations on subjects such as EMS Management and various subjects in risk control/management for EMS/Fire. Rick continues as adjunct faculty at Harrisburg Area Community College for their EMS and public safety programs.

James Keith Harris, B.S., Project Member

Mr. Harris is a consultant with VFIS-ETC, and is retired as the Regional Supervisor/Manager of the North Carolina Office of Emergency Medical Services, Manager Eastern Regional Office. He also serves as an instructor for Wayne Community College in Goldsboro, NC and the North Carolina Office of State Fire Marshal. He holds a B.S. degree and an A.S. degree as well as a Paramedic degree from Lenoir Community College. He is a North Carolina Certified Paramedic NHTSA Certified Child Passenger Safety Technician, North Carolina Emergency Rescue Technician Instructor, Advanced Cardiac Life Support Instructor, Pediatric Education for Pre-hospital Provider Instructor, Basic Trauma Life Support Instructor, and Pediatric Advanced Life Support Provider Instructor. In addition, he is very active in the local community

David P. Brown, B.S, Project Member

David Paul Brown is the current Deputy Director of Field Services of Montgomery County Public Safety. A portion of his duties involve the oversight for 22 emergency 911 ambulance companies with a combined annual response of 75,000 EMS calls.

Mr. Brown has over 30 experience in fire and EMS systems and has been an EMT for 30 years and a paramedic for 17 years. He also holds various instructor certificates including EMS, Department of Health Rescue, and multiple additional instructor certificates. He holds a BS from the University of Scranton in Biology, Pre-Med and has completed various graduate level programs and other studies.

He has served as a engine company lieutenant and on various ambulance services from rural to urban. He also has studied EMS systems throughout Pennsylvania and has co-authored stadium EMS plans for triple A baseball. Mr. Brown has written for JEMS magazine and serves as a professor at Montgomery County Community College, teaching SAR. He has worked as a dispatcher of 911 and also at Penn State University as a field supervisor for College Football games.

GENERAL REQUIREMENTS

1. VFIS ETC shall not assign or sublet the whole or part of the contract without prior written consent of the client(s).
2. VFIS ETC will agree not to refuse to hire, discharge, promote, demote or to otherwise discriminate in matters of compensation against any person otherwise qualified, solely because of age, race, creed, color, sex, national origin, ancestry or handicap.
3. VFIS ETC is a subsidiary of The Glatfelter Insurance Group, York, PA. Upon request, VFIS ETC will provide all required certificates of insurance coverage or bonds upon award of contract. VFIS ETC meets or exceeds the insurance requirements requested for this project.
4. All instruction and consultation provided by associates of VFIS ETC is provided to the recipients of such service without guarantee of fitness or applicability to any particular setting or circumstance. The advice, consultation, or education provided is for the use of the purchaser and/or participant and the decision to employ the processes or procedures identified are at the sole discretion of the purchaser or participant.
5. The Contractor shall give all notice and comply with all laws, ordinances, codes, rules and regulations bearing on the conduct of the work under this contract. If the Contractor performs any work knowing it to be contrary to such laws, ordinances, codes, rules and regulations, he shall bear all cost arising there from. All work under this contract shall conform to the North Carolina State Code and other state, local and national codes as are applicable. The cost of all required permits shall be the responsibility of the Contractor.
5. The contractor will not accept credit card payments for more than \$7,500.

COST QUOTATION

VFIS ETC formally bids [time and materials as follows]:

- ❖ Quote is effective for 60 days from date of letter and proposal.
- ❖ Work to be performed with not less than 30 days notice.
- ❖ Starting date to be determined.
- ❖ Estimated time to complete project is 90 days from start date.

QUOTE:

VFIS ETC will conduct an evaluation of your Emergency Services Operations as indicated in Phases I, and II above for the fee of \$14,000, plus reasonable and customary travel expenses and any related taxes.

VFIS ETC would be available to conduct Phase III upon request for an additional fee of \$1,500 plus reasonable and customary travel expenses.

We would be able to commence the project around 3/1/2011.

Fees are payable as follows:

- \$14,000 upon delivery of the final report indicated in Phase II
- \$1,500 upon completion of the oral presentation for Phase III, if accepted

The maximum charges for travel and related expenses will be \$6,000

Respectfully submitted,



William F. Jenaway, Ph.D., CFO, CFPS
VFIS ETC
183 Leader Heights Road
York, Pennsylvania 17402
Cell: 717-887-1058
1.800.233.1957, ext. 7902
Fax: 717.741.3130
wjenaway@vfis.com

If you agree to this VFIS ETC Proposal, please complete the following:

Please sign, date, and mail this form (in the enclosed envelope) to assure you and/or your organization accept this agreement as written in this Proposal. Signing this form documents that you have agreed to the Scope of Work and Cost Quotation that VFIS ETC states in this Proposal. Please send the original signed document and keep the enclosed marked "COPY" for your file.

Agreed by (print your name): _____ Date: _____

Signature: _____ Title: _____

Organization: _____

APPENDICES

- i. Strategic Focus for Public Safety (concept article by VFIS ETC)

EMERGENCY SERVICES STRATEGIC FOCUS

By: Chief Bill Jenaway

“What are the fire, EMS and law enforcement objectives for the next five years?. Where will these organizations be in seven years? What are the capital purchasing plans for the next 10 years? What is the “Standard of Response Cover”? Have you heard these questions yet from political officials? If not, be prepared, they aren’t far off; and you need to be prepared to answer them.

Through recent years there have been a number of approaches to improving the performance of both profit and non-profit organizations. While terminology varies from “Transformation” to “Performance Improvement”, development of a “Strategic Focus” is whatever process is used to drive an organization to look toward the future and make the organization successful. Creating and implementing a “Strategic Focus” helps an organization understand the resources, capabilities and needs for their type of organization. To be successful in the creation of a “Strategic Focus”, an appropriate planning model must be used. The *VFIS ETC Emergency Service Strategic Focus Model* was created to assist the fire, EMS and law enforcement agencies manage change and organizational performance.

The *VFIS ETC Emergency Service Strategic Focus Model* is driven by three components:

1. Organization Resource Assessment
2. Defined Service Expectation
3. Priority Planning to enable resources to meet expectations

The Planning Process

The *VFIS ETC Emergency Service Strategic Focus Model* uses a derivative of the basic decision making process, employing five basic activities to evaluate these three components. (see Figure 1)

These five activities include:

- Activity 1. Identification and Analysis of Key Issues*
- Mission and Vision
 - Standard of Response Cover
 - Identification of Roles and Responsibilities
 - Goals and Objectives
 - Strengths

- Weaknesses
- Opportunities
- Threats
- Strategic Alliances

Activity 2. Obtain Direction from Key Sources of Input

- From organizational members
- From the community leaders
- From the citizenry
- From the business community
- From mutual aid agencies

Activity 3. Development of a Plan for Implementation over a Defined Time Period

- Immediate Action Steps to achieve goals and objectives
- Long Term Plan for Implementation

Activity 4. Implementation of a Plan with responsibilities and time frames involving

- Finance
- Personnel
- Apparatus
- Equipment
- Facilities
- Processes and Procedures

Activity 5. Design and utilize a monitoring method to assure plan success

Through the use of the *VFIS ETC Emergency Service Strategic Focus Model*, an organization is directly involved in identifying individualized issues and needs to determine the necessary steps to create a plan which turns vision into reality.

Result

The result of any strategic focus activity is *change*. Therefore, any such process must be undertaken by an organization that is ready for change. If the organization is not ready for the change, then conflict can and will exist. As a result, change management practices must be identified and cataloged for reference as the planning process moves forward.

Benefits

Similar to a doctor analyzing a patient, step one of the process identifies the symptoms to be evaluated. As the symptoms become more pronounced, multiple symptoms surface, and testing and evaluation prove a specific problem exists, helping identify the necessary

prescription (goals and objectives) that can be established to resolve the problem and enable organizational health. However, the underlying causes of the problems must be resolved to manage long term health of the organization or problems will reoccur.

The output of the *VFIS ETC Emergency Service Strategic Focus Model* is a set of goals, objectives and action steps dealing with the organizational aspects of:

- Finance
- Personnel
- Facilities
- Apparatus
- Equipment
- Procedural/Process

These are consolidated into planning documents, including identified costs, time frames to complete, and responsibilities for completion. The process then identifies different sets of objectives for organizational action.

References

The process used to facilitate development of this service is a compilation of several strategic planning organizations and documents, customized to meet the needs of emergency service (non-profit) agencies.

Among the references are:

Center for Simplified Strategic Planning

The Support Center – “What are the steps of a strategic planning process”

Organized Change Consultancy – “Strategic Planning and Organizational Change”

William F. Jenaway, Ph.D. - Transforming the Volunteer Fire Service

William F. Jenaway, Ph.D. and Daniel B C. Gardiner – Fire Protection in the 21st Century

The Support Center – “What are the key concepts and definitions in strategic Planning”

Myrna Associates Inc. – “What Strategic Planning Can Do For You”

Dr. William F. Jenaway, CFO, CFPS, is the Executive Vice President of VFIS, President of the Congressional Fire Services Institute; Chairman of NFPA 1201, Fire Department Organization; and a Commissioner for the Commission on Fire Accreditation International.

© VFIS, 2003

Figure 1. The Planning Process

