

AGENDA
CRAVEN COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
TUESDAY, JULY 5, 2011
7:00 P.M.

CALL TO ORDER

ROLL CALL

INVOCATION

PLEDGE OF ALLEGIANCE

APPROVE MINUTES OF JUNE 20, 2011 REGULAR SESSION AND JUNE 10, 2011 RECONVENED SESSION

1. PETITIONS OF CITIZENS
 - A. Maria Williams
 - B. Daisy English (Terrance Hicks, William Stevens)
 - C. Donna Pope
2. TAX RELEASES AND REFUNDS: Ronnie Antry, Tax Administrator
3. RESOLUTION RECOGNIZING MASTER SERGEANT LESLIE JACKSON
4. PLANNING DEPARTMENT MATTERS: Don Baumgardner, Planning Director
 - A. CDBG Bid Award
 - B. Subdivisions for Approval
5. BUDGET AMENDMENTS: Rick Hemphill, Finance Director
6. COUNTY ATTORNEY'S REPORT: Jim Hicks
7. COUNTY MANAGER'S REPORT: Harold Blizzard
8. COMMISSIONERS' REPORTS

Agenda Date: July 5, 2011

AGENDA
WATER BOARD OF DIRECTORS
TUESDAY, JULY 5, 2011

ROLL CALL

APPROVE MINUTES OF JUNE 20, 2011 REGULAR SESSION

1. PUBLIC HEARING ON PROPOSED WATER RATE CHANGES

Agenda Date: July 5, 2011
Presenters: Maria Williams, Daisy English,
Donna Pope
Agenda Item No. 1
Board Action Required: No

PETITIONS OF CITIZENS

A. MARIA WILLIAMS

Maria Williams, who was a beneficiary of the CDBG project in James City, wishes to express her appreciation to the Board.

B. DAISY ENGLISH

Daisy English, a resident and community worker in the James City area, wishes to thank the Board for supporting the CDBG program which has brought long sought improvements to the area. She indicated that she will be accompanied by Terrence Hicks and William Stevens.

C. DONNA POPE

Donna Pope wishes to address the Board concerning a matter related to the Carolina East Medical Center Emergency Room.

Board Action: Receive information

Agenda Date: July 5, 2011
Presenter: Ronnie Antry
Agenda Item No. 2
Board Action Required: Yes

TAX RELEASES AND REFUNDS

Craven County Tax Administrator, Ronnie Antry, will present the routine requests for tax releases and refunds contained in Attachment #2 for the Board's approval.

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

Agenda Date: July 5, 2011
Presenter: _____
Agenda Item No. 3
Board Action Required: Yes

RESOLUTION RECOGNIZING MASTER SERGEANT LESLIE JACKSON

The Chairman has requested that the Board adopt a resolution recognizing the meritorious achievement of Master Sergeant Leslie Jackson, USAF, a former resident of New Bern, who is a Bronze Medal recipient. His parents still reside in New Bern.

Board Action: Consider adoption of resolution. (MSGT Jackson will be home over the holiday weekend, and may be able to attend the meeting.)

Agenda Date: July 5, 2011
Presenter: Don Baumgardner
Agenda Item No. 4
Board Action Required: Yes

PLANNING DEPARTMENT MATTERS

A. CDBG BID AWARD

A bid opening to identify the low responsible bidder for the construction of three (3) new frame-built homes (733 sq. ft., 2 Br, 1 Bath) was held on January 18, 2011. Bids were received from eight (8) regional contractors; United Builders, Neil Weeks, Ben Hager, B&B Construction, Bruin Builders, Williams Services, HCR, Inc. and Clint Blanton. *Note: This same floor plan was selected as the most cost effective comparable unit for all three (3) proposed reconstruction units to be built within the CDBG target area. Federal requirements require that "displaced" households be given the option to relocate on or off-site when dilapidated housing is cleared with CDBG funds. In this case, all three households elected to accept "reconstruction" on the site of their displacement home.*

The contractor submitting the lowest responsible bid was as follows:

| | |
|---|----------------------------------|
| 733 sq. ft., 2 Bedroom, 1 Bath New Construction | Clint Blanton \$66,250 (Low Bid) |
|---|----------------------------------|

At that time of the original bid opening, new construction at 306 Kennedy Drive was deferred pending a request for additional funding which has since been received. In order to move forward, a contract award by the Board of Commissioners for this unit to the low bidder, Clint Blanton Construction is needed.

Board Action: A vote to approve this award is requested to move forward with the grant activities of the program.

B. SUBDIVISIONS FOR APPROVAL

Craven County Planning Director, Don Baumgardner, will present the following subdivisions, which are recommended by the Planning Board, for the Board's approval.

Randy G. Register and Dawn R. Register-Final

- Property is owned by Randy and Dawn Register and surveyed by Gaskins Land Surveying, P.A.
- Property is located within Twp 9, off of Davis Rd. (SR 1248)
- Parcel ID 9-020-006
- Subdivision contains 1 lot on 0.92 acres
- Lot proposed to be served by Craven County Water and an existing individual septic system

Charles J. Register-Final

- Property is owned by Shirley M. James and surveyed by Terry K. Wheeler, PE, PLS
- Property is located within Twp 1, off of Craven Farms Rd. (SR 1442)
- Parcel ID 1-048-011
- Subdivision contains 1 lot on 2.50 acres
- Lot proposed to be served by Craven County Water and proposed individual septic system

Fronnie A. Jones III-Final

- Property is owned by Fronnie A. Jones III and surveyed Mayo and Associates, P.A.
- Property is located within Twp 2, off of Antioch Rd. (SR 1433)
- Parcel ID 2-038-009
- Subdivision contains 3 lots on 6.999 acres
- Lots proposed to be served by Craven County Water and existing individual septic system

Board Action: A vote to approve the subdivisions is requested.

Agenda Date: July 5, 2011
Presenter: Rick Hemphill
Agenda Item No. 5
Board Action Required: Yes

BUDGET AMENDMENTS

Craven County Finance Director, Rick Hemphill, will present the following budget amendments for the Board's approval.

Amendments: General/Pass through – In 2010, the NC Dept of Juvenile Justice and Delinquency Prevention granted an additional \$ 25,000 award for a second year of project 'Youth/Parent Life Skills'. This is a community-based youth gang prevention program. Year 2 of the grant funding does not conclude until September 30, 2011. Need to budget the \$ 14,667 remaining from year 2 of the program.

General/Pass Through – Need to budget the HCCBG Senior Companion funding of \$ 34,821. This amount is then passed through to Coastal Community Action.

Criminal Justice Partnership Program – Need to budget the \$102,619 awarded to CJPP for FY '12. Board approved participation in the program during the 04/04/11 meeting. Breakdown of funding has just been confirmed and needs to be budgeted.

Home Health – Correct FY '12 budget entries in order to balance health departments. Need to reduce both the anticipated Home Health Medicare revenue and Transfer to Other Health department expenditure by \$75,572.

Volunteer Fire Depts – Correct FY '12 VFD budget entries to balance with approved grant match from County. Need to reduce each VFD grant amount by half to agree with the total County appropriation of \$ 66,415.

Board Action: A roll call vote is needed to approve budget amendments

Agenda Date: July 5, 2011
Presenter: Jim Hicks
Agenda Item No. 6

COUNTY ATTORNEY'S REPORT

Agenda Date: July 5, 2011
Presenter: Harold Blizzard
Agenda Item No. 7
Board Action Required: No

COUNTY MANAGER'S REPORT

The Board will find in Attachment #7 the 911 Consolidation Feasibility Study commissioned by the Cities of Havelock and New Bern and Craven County. The purpose of the study was to determine the feasibility of consolidating three independent dispatch centers into one to serve all public safety agencies of the County. The main reasons for considering consolidation are increased efficiency, reduced costs, improved service, and improved interagency cooperation. The study concludes that the three entities should pursue dispatch consolidation to eliminate the current duplication of services and recommends a four phased approach for implementation. The County Manager will summarize the report and ask the Board if it wishes to pursue consolidation further.

Board Action: Receive report

Agenda Date: July 5, 2011
Presenter: _____
Agenda Item No. 8

COMMISSIONERS' REPORTS

Agenda Date: July 5, 2011
Presenter: _____
Agenda Item No. _____ W/S #1
Board Action Required: No

PUBLIC HEARING ON PROPOSED WATER RATE CHANGES

The County has given notice that the Water Board will hold a public hearing for the purpose of providing information and hearing public comment on proposals to adjust water rates. The proposed rate adjustment will mean residential customers who use more water will pay higher rates which will in turn encourage water conservation.

Attachment # 4 includes copies of notice of the public hearing placed in the *Sun Journal* and on the County's website. It also includes updated water rate information previously provided to the Board which has been posted on the Water Department's website.

The Board is not being asked to make any decisions at this time. Instead, there are a number of options and other rate related issues that need to be discussed perhaps in a workshop setting.

Rusty Hayes, Water Superintendent, will review this information with the Board.

Board Action: Receive information and public comment

CREDIT MEMOS SUBJECT TO BOARD APPROVAL ON 07/05/2011

Attachment #2.

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|---|----------------------|----------|
| BEESON, PHILIP S DID NOT OWN 1/1/2010 | 0041437 2010-0003612 | 112.47 |
| BYARS, ROBERT S BOAT REG. & LOCATED IN ALABAMA | 0031956 2009-0008205 | 9.27 |
| BYARS, ROBERT S BOAT REG. & LOCATED IN ALABAMA | 0031956 2010-0007559 | 6.28 |
| C & C HOMES INC DID NOT OWN 1/1/2010 | 0039021 2010-0007622 | 8.25 |
| C & C HOMES INC DID NOT OWN 1/1/2009 | 0039021 2009-0090302 | 12.11 |
| DESKINS, ROBERT E JR & DUQUETT DID NOT OWN 1/1/2010 | 0064252 2010-0013682 | 7.07 |
| DIRECT ADMIN SERVERS INC DID NOT OWN 1/1/2010 | 0085217 2010-0013983 | 60.28 |
| DULING, MICHAEL WILLIAM MIL-HIS NAME LES 11 ECC-3/11/12 WV | 0083103 2010-0014828 | 13.28 |
| GATES, AARON MICHAEL MIL-HIS NAME/LES-11/ECC-00 MAJOR FL | 0083259 2010-0019358 | 190.00 |
| MUROLO, DANIEL JOSEPH RELEASED TO JONES COUNTY | 0080745 2010-0037243 | 7.35 |
| MYTECH SERVICES INC DID NOT OWN 1/1/2009 | 0065339 2009-0090711 | 662.66 |
| PAMLICO PEDIATRICS DID NOT OWN 1/1/2010 | 0085247 2010-0039674 | 272.76 |
| RASMUSSAN, CLINTON MIL-HIS NAME LES-11 ECC-10/13/11 SD | 0082914 2010-0042692 | 16.11 |
| | 13 -CREDIT MEMO(S) | 1,377.89 |

REFUNDS SUBJECT TO BOARD APPROVAL ON 07/05/2011

| TAXPAYER NAME | ACCT#/TICKET# | AMOUNT |
|---|----------------------|----------|
| BACON, EDWARD FLYNT III & JACQ BOAT LOCATED ON BOARD CHERRY POINT | 0263363 2010-0002074 | 157.55 |
| COOK, FRANKLIN DAVID ORDERED BY BOARD OF E & R 6-21-2011 | 0032443 2010-0095801 | 224.07 |
| HART, ALFRED GRAHAM & CAROL HA ORDERED BY BOARD OF E & R 6-21-2011 | 3207770 2010-0096023 | 21.00 |
| JONES, JOHN HOWARD DID NOT OWN ENCLOSED PORCH 1-1-2010 | 0005436 2010-0097119 | 33.80 |
| JONES, TOM HENRY & REGINA EATO ORDERED BY BOARD OF E & R 6-21-2011 | 4021280 2010-0028058 | 26.90 |
| MAYO, BOBBY R & WILLIAM E ORDERED BY BOARD OF E & R 6-21-2011 | 4710078 2010-0033553 | 17.07 |
| MILLS, ROBERT LEE & MILDRED S ORDERED BY BOARD OF E & R 6-21-2011 | 4991550 2010-0098069 | 134.89 |
| RANK, WILLIAM C & DONNA ORDERED BY BOARD OF E&R 6/21/2011 | 0047996 2010-0097915 | 35.04 |
| RIVERSHORE LLC ORDERED BY BOARD OF E & R 5-2-2011 | 0039874 2010-0090924 | 133.20 |
| RIVERSHORE LLC ORDERED BY BOARD OF E & R 5-2-2011 | 0039874 2010-0090920 | 483.87 |
| THORNTON, WILLIAM EDWARD MIL-LES 11/ECC-3/20/12 TN | 0083390 2010-0051263 | 10.04 |
| WOLFE, MATTHEW C & KRISTLE N MIL-HIS NAME/LES 10/ECC-11/8/12 AZ | 0068576 2010-0057371 | 49.35 |
| YALDEN, ROBERT C & CLAUDIA A ORDERED BY BOARD OF E & R 6-21-2011 | 0030105 2010-0098117 | 338.74 |
| | 13 -REFUND(S) | 1,665.52 |

**RESOLUTION
RECOGNIZING THE
MERITORIOUS ACHIEVEMENT OF
MASTER SERGEANT LESLIE ALPHONSO JACKSON**

WHEREAS, former New Bern resident, Master Sergeant Leslie Alphonso Jackson, while serving as first sergeant for the 866th Air Expeditionary Squadron of the United States Air Force in Afghanistan, has distinguished himself by his actions in a combat zone; and

WHEREAS, his leadership while engaged in ground operations at Camp Phoenix, Afghanistan during the period August 28, 2010 to February 25, 2011 resulted in his receiving a Bronze Star; and

WHEREAS, MSGT Jackson participated in more than 100 convoy missions in various capacities, including gunner, truck commander and driver, while traveling more than 1,200 miles in the face of enemy small arms fire and the threat of improvised explosive devices; and

WHEREAS, MSGT Jackson, now stationed in New Mexico, has served in the U.S. Air Force for 19 years; however, his ties with New Bern and Craven County remain strong, as this is still home to his family; and

WHEREAS, his exemplary service to our country is a source of pride not only for his family, but also for this community.

NOW, THEREFORE, BE IT RESOLVED: The Craven County Board of Commissioners extends its appreciation to Master Sergeant Leslie Alphonso Jackson for his service and hearty congratulations on the honor bestowed upon him by the United States Air Force.

Adopted this the 5th day of July, 2011.

Steve Tyson, Chairman
Craven County Board of Commissioners

Gwendolyn M. Bryan, Clerk to the Board



**Dispatch Consolidation Feasibility Assessment and Recommendations
Jay D. Somerville, ENP**

Submitted to:

**Craven County, North Carolina
City of New Bern, North Carolina
City of Havelock, North Carolina**

May 27, 2011

Executive Summary

This feasibility assessment was conducted to determine whether or not it is possible, practical and advantageous for the three jurisdictions to consolidate into one dispatch center to serve all Craven County public safety agencies outside of MCAS Cherry Point. Based on the site visits, staff interviews, historical review, analysis of previous consolidation studies, review of the operational standards proposed by the state 9-1-1 board and a review of the current technologies and trends in the public safety communications industry, it is recommended that the agencies begin a four phased approach to consolidation. The ultimate goal should be the unifying of services into a one dispatch center configuration.

Phase one of consolidation is the establishment of a planning committee to immediately begin setting up the roadmap to consolidation and perform the planning tasks recommended in this report.

Phase two of consolidation is the selection of a jurisdiction to handle the administrative functions of the consolidation including human resources, finance, physical facilities, purchasing/procurement and other related tasks.

Phase three of consolidation is the establishment of a governing board to oversee the operational policies and procedures, performance standards, technology standards and other related operational tasks.

Phase four of consolidation is the planning, funding and construction of a new consolidated dispatch center that will serve all public safety agencies in Craven County.

Introduction

Craven County, the City of New Bern and the City of Havelock operate independent dispatch centers performing dispatch functions for law enforcement, fire and emergency medical service operations for their respective jurisdictions. Each center serves as a primary public safety answering point receiving enhanced 9-1-1 telephone calls routed from within their jurisdictional boundaries. Though each of these dispatch centers take great pride in their handling of emergency calls, there are inherent problems with this configuration. Localized, agency specific dispatch centers have a much lower level of interoperability, varying levels of training, inconsistent levels of service delivered to the responder and the community as well as duplicative costs such as facilities, staffing and technology.

In 1997, a study was completed by HSMM Incorporated, an engineering and architectural firm located in Charlotte, N.C., that recommended a consolidation of these dispatch centers take place with the City of New Bern serving as the primary service provider. The recommendations of that report were never implemented by the jurisdictions. In subsequent years, there has been minimal discussion about consolidation of the three dispatch centers. However, in late 2010, the State of North Carolina 9-1-1 Board commissioned a subcommittee to develop a set of operating standards to cover the installation, performance, operation, and maintenance of Public Safety Answering Points and their associated emergency communication systems. Because of the potential for the implementation of some form of standards, these communities have identified the need to revisit consolidation by reassessing their individual dispatch operations and evaluating whether the community would be better served through a single, consolidated dispatch center that would serve all public safety in Craven County.

This feasibility assessment was requested by the three jurisdictions to determine whether dispatch consolidation would be advantageous to their efforts to comply with the proposed state standards, save overall costs and provide an improved level of service to their communities. Jay Somerville was contracted to complete this assessment and make a recommendation. This goal for this assessment was to evaluate the feasibility of establishing a consolidated dispatch center. Although a set of general recommendations for planning purposes are included at the end of this report, these recommendations are not intended to serve as a specific implementation plan for consolidation. Any consolidation plan must be initiated, developed and implemented at the local level. It is strongly recommended that any consolidation effort include the selection of a project manager with experience in combining public safety dispatch centers.

About the Author

Jay Somerville is currently employed as the Director of the Technical Services Bureau at the Dublin, Ohio Division of Police and has worked in public safety communications for more than 25 years. Jay has served as a public safety telecommunicator, communications supervisor and bureau director. He currently manages a 16 telecommunicator, 2 supervisor dispatch center that serves police, fire, EMS and city service dispatching in Dublin, Ohio. Jay's experience and credentials include:

- Emergency Number Professional certification from the National Emergency Number Association (NENA).
- 25 year member of the National Emergency Number Association and the Association of Public Safety Communications Officials (APCO).
- Past president and current legislative affairs director for the Ohio Chapter of APCO.
- Appointee to the Ohio 9-1-1 Council Wireless Advisory Board.
- Member of the Ohio State Interoperability Executive Committee
- Adjunct Instructor for the APCO Institute since 1998 teaching communications training, supervisory and management courses throughout the United States.
- Board member for the Central Ohio Interoperable Radio System, a council of governments that operates a regional P25 public safety trunked radio system serving 19 jurisdictions in Central Ohio.

Although he has performed operational assessments for other agencies in the United States over the past 10 years, Jay does not market this service and performs assessments on a case by case basis. This assessment was requested through a previous employment relationship with Mike Epperson, City Manager for the City of New Bern and approved by the City Manager of Havelock and the County Administrator for Craven County.

Scope of Work

This feasibility assessment was broken down into four components:

1. A site visit to assess each of the dispatch centers, their current capabilities, the technologies employed and the state of the physical facilities.
2. Interviews with key staff to discuss current practices, consider past consolidation efforts and collect input on any future consolidation plans.
3. A review of policies, procedures, training plans and operational guidelines for each of the dispatch centers to determine best practices.
4. Formulation of a recommendation on the feasibility of consolidation including a general outline of how dispatch services should be delivered in Craven County.

This assessment does **not** include:

1. A financial review of the services currently delivered or any specific financial forecasts for cost savings through consolidation.
2. A legal analysis or recommendation on how to establish a consolidated dispatch center.
3. Identification or recommendation of a funding plan to accomplish any consolidation effort.
4. A specific plan to ensure adequate compliance with operational standards being proposed by the State 9-1-1 Board.

Marine Corps Air Station Cherry Point

Following the site visit that concluded on April 29, 2011, it was requested that a telephone interview be conducted with representatives of MCAS Cherry Point public safety forces. On Friday May 13, 2011 a conference call was held with Chief Lavoie and Marc Courdray to discuss their interest in participating in a dispatch consolidation. Both were very complimentary of the dispatch function operated by the City of Havelock but believed that Craven County would be best served by a consolidated dispatch center. After further discussion, it was determined that the logistics and security concerns of the military would preclude Cherry Point from participating in any consolidation. They did request that any effort to upgrade the E9-1-1 PSAP telephone system include discussions with Cherry Point on interconnection and possible joint purchasing of equipment.

For all recommendations made in this feasibility analysis other than the purchase of PSAP telephone equipment, it is to be assumed that MCAS Cherry Point will not be a participant.

Existing Structure

Each of the three jurisdictions operate an independent dispatch center that serves their respective jurisdictions. Operationally, there are few commonalities and only limited inter-agency dependencies. There were no common policies or procedures and very limited computer, radio and data system sharing.

Collectively, the agencies share only limited assets and resources. These assets are:

- A cooperatively purchased computer aided dispatch (CAD) system provided by New World Systems. Although purchased cooperatively, these are operated as three separate systems using separate services and segmented geo-files.
- Legacy E9-1-1 PSAP telephones that are at various versions of hardware and software.
- A unified master street address guide (MSAG) that is maintained by the City of New Bern.
- A robust inter-agency fiber optic network that connects all three jurisdictions with adequate capacity to support future technological needs.

There appears to be only minimal day to day operational interaction between the three centers and the safety forces they serve. Most inter-agency communication is accomplished using telephone contact and messaging via the state criminal justice information system (CJIS) computer. Each dispatch center operates an independent radio console system and has limited capabilities to access the other main dispatch frequencies through control stations. Responders have limited interoperability using a mix of shared radio templates, second radios or patching/relaying via the dispatch centers.

Each center has their own training program along with independent operational policies and procedures. There is no sharing of training or operational functions currently between the centers. Each is served by their own management structure.

Each center occupies a separate facility, none of which meet the standards being proposed by the state 9-1-1 board.

Below is a review of each operation with key points that contribute to the consideration for consolidation.

City of Havelock

During my assessment of the operations at the Havelock dispatch center, I met with Police Chief Cyrus, Fire Chief Zaccardelli and their staff members. I toured the current center, located inside the police department, and spoke with the communications supervisor Cathy McMannes. In addition, I toured the current information technology equipment area and spoke with Information Technologies Director Chad Ives.

The Havelock dispatch center is a primary E9-1-1 PSAP that handles police, fire and EMS dispatching for the City of Havelock and EMS response for several townships surrounding the city. The center has two dispatch positions with mirrored capabilities. The center is generally staffed with one dispatcher on duty, with two dispatchers on duty at various times through the use of full and part time positions. The communications supervisor position is also responsible to serve as the receptionist for the police facility, greeting customers at a walk up window and handling their requests for service. She also performs some records functions and serves as the Terminal Agency Coordinator for the NC CJIS network.

The physical facility is adequate in size to serve the needs of the current dispatch staff; however there are several critical areas of concern:

- There are several windows located on the roadway side of the facility that have been problematic in the past, including allowing lightning into the room and causing damage. They do not appear to be bullet/impact resistant.
- The reception/supervisor area is inadequate to serve as a dispatch station and has no radio console capabilities.
- Several monitors and other pieces of equipment appear to be mounted on temporary shelving with staff describing incidents where items have fallen off the shelving onto staff members.
- The IT server room is undersized and in need of renovation to allow for proper climate control, backup power and standby power.

In reviewing the PSAP standards proposed by the North Carolina 9-1-1 Board, the facility in Havelock is inadequate and would need replaced in order to meet the construction standards set forth in section 5 of the document.

Havelock does not meet the proposed staffing standard which requires two telecommunicators on duty at all times. The city would need to hire additional full and/or part time staff to meet this requirement.

The Havelock center currently does not provide pre-arrival medical instructions to callers reporting medical emergencies. They do have written protocols for dispatchers to follow on most operational issues.

The safety forces use a conventional, analog VHF radio system with Telex radio consoles. According to staff, the system equipment has been successfully upgraded to meet the mandatory narrow-banding standard. The system is served by two transmitter sites used in a primary/back up configuration. Radio coverage is described as good with some dead spots. Staff believes the system needs upgraded to a simulcast configuration to ensure coverage throughout all of the service area, especially for portable radios.

The dispatch staff provides support for records functions as well as NCIC/CJIS entries. They perform several agency specific tasks that would need redistributed in the event of a consolidation.

Chief Cyrus spoke highly of his dispatch staff. He is proud of the localized service the staff provides to both the responders as well as residents and corporate citizens. With the current economic conditions and future economic forecasts, Chief Cyrus believes his agency will have a difficult time sustaining a dispatch operation as it is currently provided, especially if the new standards being proposed by the state 9-1-1 board are implemented.

Should a consolidation be implemented, both Chief Cyrus and Chief Zaccardelli believe an operational board with balanced representation of the participating safety forces is needed to oversee policy, procedure and service delivery.

Chief Cyrus and Supervisor McMannes were also concerned that the city administration have a full understanding that there are several duties that are currently performed by Havelock telecommunicators that will remain if the dispatch function is consolidated. These include CJIS training and entries, a receptionist during normal hours and other clerical and video monitoring functions.

Craven County

During my assessment of the operations at the Craven County dispatch center, I met with Stanley Kite, Director of Emergency Services who serves as the current manager of the dispatch center. I also met with Communications Supervisor J. G. Barrows.

The Craven County dispatch center is a consolidated center serving as the primary Public Safety Answering Point for all of unincorporated Craven County while dispatching all fire, EMS and law enforcement other than the City of New Bern, City of Havelock and MCAS Cherry Point. The center was originally under the management of the Craven County Sheriff's office until it was transferred to Emergency Services approximately two years ago. This management change was an amicable arrangement between the Sheriff and County Administrator and coincided with the Sheriff's move to a new jail facility.

The current physical facility is located in the old Sheriff's facility and jail in downtown New Bern with the dispatch center being the sole remaining occupant of the building. The size of the current room being used in the facility is inadequate to support the operation and its staff. Areas of concern are:

- Console space is very limited and inadequate for staff to do their work comfortably.
- The ventilation system for the center is poor with dust and dirt visible during my visit.
- The center is located in a second floor, forward room in the building with a large bank of windows that is just above the street and sidewalk. I didn't not appear the windows were bullet or impact resistant.
- The supervisor's office is no larger than a closet and is not adequate as a supervisors work area.
- IT equipment including telephone switching and computer servers are kept in a locked "cage" in the hallway area outside of the center and do not have proper power systems or climate control systems. Although the "cage" is locked, the servers are exposed and could easily be tampered with.

In reviewing the PSAP standards proposed by the North Carolina 9-1-1 Board, the facility at Craven County is woefully inadequate and would need replaced in order to meet the construction standards set forth in section 5 of the document. The county has considered renovating the old office area that served the Sheriff's staff to serve as a new dispatch center, but that plan still would not meet the set back and security standards proposed by the state.

The facility is worn and not suitable to serve as a dispatch center without a complete "gutting" of the facility. Since the majority of the building served as the

county jail, it appears on the surface to be cost prohibitive to retrofit the building for use as a dispatch center.

The county does meet the proposed state standard of two telecommunicators on duty at all times with the existing staffing levels.

The county center currently does not provide pre-arrival medical instructions to callers reporting medical emergencies. Since taking over management control of the center, Director Kite has been working to establish sufficient operational policies for staff to follow. There are recently established written protocols covering many operational issues.

The county utilizes a combination of VHF and 800MHz trunking (VIPER) for radio communications using Motorola Gold Elite consoles. The VHF system has not been completely upgraded to meet the narrow-banding requirement and must be made compliant by no later than December 31, 2012. Although they have a 800MHz trunking control station to monitor New Bern police, it is rarely used for interagency communication. Nearly all interagency communication is accomplished by CJIS terminal message or telephone call.

Director Kite has been working to improve the operational efficiency and level of service the center provides since taking over management from the sheriff's office. He expressed frustration in staff positions not being filled in advance of the consolidation discussions. He believes the people of Craven County would be best served by having at least two dispatch centers in the county that can "back each other up" and provide redundant dispatching capabilities. He believes the jail facility can be successfully renovated to serve as the county's dispatch center.

City of New Bern

During my assessment of the operations at the City of New Bern dispatch center, I met with Police Chief Frank Palumbo, Fire Chief Robert Aster, Services Commander Kirsten Juba White and several communications and IT staff members.

The City of New Bern operates a primary E9-1-1 PSAP that dispatches for police, fire and EMS for the City of New Bern. The center is located in a dedicated facility on Windhill Court that was constructed in 1999. Management of the center is under the supervision of the Chief of Police. There are five dispatch positions within the center which are staffed by a minimum of two on duty at all times and generally covered by three to four telecommunicators and/or supervisors on duty. The center provides EMS dispatching for the CarolinaEast Medical Center which is the primary EMS provider in the city.

The physical facility is undersized to serve the needs of the current operation and suffers from a poorly designed layout. Items of particular concern are:

- Computer server and switching equipment is kept in the same room as dispatcher consoles where there are insufficient climate control and power systems to optimally support the equipment. There is insufficient access to the rear of the equipment for service needs and the cabling is inter-twined and hard to service
- The dispatch console arrangement is smaller than normal so that the maximum number of consoles can fit within the footprint of the room. There is one operational position situated in a small area just off of the main dispatch floor.
- Standby power and breaker systems are located in a storage room that is ONLY accessible by going outside the facility. Not only a security concern, often times employees are needed to reset breakers during inclement weather conditions which causes a staff safety risk during storm conditions.
- The building is primarily concrete block and the interior configuration cannot be altered to accommodate growth or changing operational needs without significant demolition.
- Portions of the building were never completed due to funding issues.
- The roof of the building is metal and subject to loud noise during rain storms and has several soffit openings allowing wind under the roof structure.

In reviewing the PSAP standards proposed by the North Carolina 9-1-1 Board, the facility in New Bern would fall short of meeting the set back and construction requirements in section 5 of the document.

New Bern does meet the proposed staffing standard which requires two telecommunicators on duty at all times.

The New Bern center currently does not provide pre-arrival medical instructions to callers reporting medical emergencies. They have an excellent, comprehensive policy and procedure manual specific to dispatch operations. In addition, they have a well established communications training program for new employees that follows the APCO CTO model.

The city currently operates a Motorola type II+ analog trunked radio system that serves all safety and service forces within New Bern. They are currently in contract with Harris to replace that system with a new P25 800MHz trunked radio system. Although there were some discussions on expanding the system to serve all of Craven County, there are no current plans to expand the system.

Chief Palumbo and Chief Aster both provided a historical overview of the previous consolidation efforts. Both Chiefs believe the current configuration serves New Bern well and they are opposed to a consolidation that reassigns operational control of the center to another entity. Chief Palumbo was particularly concerned about the effect a consolidation would have on his agency's ability to maintain their law enforcement accreditation status with CALEA as well as the overall service provided to new Bern residents. Chief Aster expressed concern over the effect a consolidation would have on his agency's ISO rating. Both Chiefs describe the work of their dispatch staff as excellent and their center as very well managed.

The New Bern center is currently paid by Craven County to maintain the Master Street Address Guide for all of Craven County. They also provide police IT services to one other law enforcement agency in the county.

Recommendation

It is my opinion that the most efficient way to serve the citizens of all three jurisdictions and comply with the standards being proposed by the North Carolina 9-1-1 Board is to consolidate the three existing dispatch centers into one consolidated dispatch center. After reviewing the operations, technologies and management structures of the three dispatch centers, it is my opinion that the majority of recommendations made in the 1997 consolidation study completed by HSMM Incorporated remain valid and should be implemented.

A consolidated dispatch center would standardize E9-1-1 call handling and allow the delivery of advanced services such as emergency medical dispatching, protocol based response plans, centralized interoperability among safety forces, unified technology platforms and centralized coordination of emergency responses. Other benefits of consolidation include:

- Improved access to state and federal funding and grants
- Savings through shared planning and purchasing of technology
- Elimination of redundant facilities, staff and resources
- Sharing of human resource costs
- Increased level of service delivery
- Consistency of telecommunicator training
- Increased telecommunicator professionalism
- Improved management of safety resources within the county
- Increased interoperability

Consolidation of a dispatch center is not easy and will take a strong commitment from each of the jurisdictions to successfully accomplish this task. Concerns that must be addressed in the planning process include:

- Costs to each jurisdiction
- Governance
- Potential job losses for current telecommunicators
- Funding sources
- Loss of local control and personalized local services
- Unifying of operational procedures for both dispatchers and responders
- Mission, vision and goals for the consolidated center
- Ability to air and remedy customer grievances

I encourage the planning committee to actively look to the state 9-1-1 board as well as other established consolidated centers in North Carolina to help them chart a successful course towards consolidation.

Below are general recommendations for the jurisdictions on how they can work together to implement a consolidated dispatch center.

Phase 1: Establishment of a consolidation planning committee.

Phase 2: Selection of an administrative jurisdiction.

Phase 3: Establishment of a governing board and selection of a director.

Phase 4: Design, construction and establishment of a consolidated dispatch center.

Planning Committee

The three jurisdictions should enter into an agreement to establish a consolidated dispatch center and endorse the establishment of a consolidation planning committee. Once agreed, the jurisdictions would form a planning committee to begin setting up the roadmap to consolidation. This committee would develop the consolidation plan including the management structure, budgetary costs, governance, technology, facility and funding.

One of the first tasks to be undertaken by the planning committee should be to assess the current employee pool in each of the jurisdictions to determine if there is sufficient talent to serve as a project manager(s) and lead this effort locally. If the planning committee determines there is insufficient local resources, the retaining of a consulting firm is highly recommended (references can be provided upon request).

The planning committee needs to include representatives from each of the three jurisdictions. The makeup of the committee and who should serve must be determined locally by the two city managers and the county administrator. The committee should include only those decision makers who can speak with authority on behalf of the jurisdiction they represent as they will be charged with setting goals, approving action plans and implementing strategies for the new center until the establishment of the governing board. It is strongly recommended that the planning committee be designed so it can transition to become the governing board once the center is established.

Administrative Jurisdiction

An administrative jurisdiction must be selected to perform the following functions:

- Hire, discipline and fire the Director with input from the Governing Board
- Establish wages, work terms, benefits and all human resources functions for employees of the center.
- Conduct all hiring, discipline and termination of employees.
- Maintain the physical facility and manage improvements with the input of the governing board.
- Conduct all purchasing and fiscal transactions on behalf of the governing board and the director as approved in the budget.

The overwhelming majority of consolidated dispatch centers across the country rely on one of the member communities to serve as the administrative jurisdiction. Although the county most often serves in this role, there are many examples where a municipality serves as the administrative jurisdiction. The City of Xenia, Ohio handles the human resources, fiscal and risk management functions for the Xenia-Green Communications Center. The City of Decatur, Illinois serves as the administrative jurisdiction for the Decatur-Macomb County combined dispatch center.

As a result of my review, it is my opinion that the City of New Bern is best positioned to handle the administrative management of a countywide consolidated dispatch center. These reasons include:

- An established, robust management structure overseeing current operations including a manager, operations supervisors and technical support.
- A strong policy and procedure manual giving clear direction to staff on how to perform their duties to meet expectations and achieve desired outcomes.
- A well designed, thorough and standards compliant new hire training program that follows the APCO CTO program model.
- A specific complaint handling process that ensures all service complaints are investigated and adjudicated.
- An established history of meeting performance standards as demonstrated by their participation in the CALEA law enforcement accreditation process.
- The availability of a strong, established information technology team to support center operations including CAD, MSAG, mobile data and radio systems.

It is proposed that the City of New Bern be the administrative jurisdiction for the center. It is further proposed that the center be moved out of the Division of Police chain of command and be established as an independent department/division under the direction of the office of the City Manager. By moving the management of the center out of the police division, the perception that the structure is police first, fire/ems second is greatly reduced. The timing for this move seems well placed with the hiring of a new police chief currently underway.

Governing Board

Although one agency will serve as the administrative jurisdiction for the newly combined dispatch center, the operational policies and procedures, performance standards and technology coordination would be overseen by a governing board representing the agencies served. It is proposed that the makeup of this board include:

- County Administrator – Craven County
- City Manager – City of Havelock
- City Manager – City of New Bern

It is further recommended that an Operations & Technology board be established. The governing board would have oversight of this board and its makeup would be determined by the planning committee. An example of the recommended membership is:

- Craven County Sheriff
- Police Chief – City of New Bern
- Fire Chief – City of New Bern
- Police Chief – City of Havelock
- Fire Chief – City of Havelock
- Fire Chief – Other Fire Agency in the County
- Police Chief – Other Police Agency in the County
- Director of Emergency Services for Craven County

It is recommended that the governing board be charged to:

- Establish, modify, or eliminate policies, procedures and practices of the center.
- Establish goals, objectives and performance standards
- Set hiring and training standards
- Establish the budget for the operation of the center.
- Establish fees to be charged to agencies served by the center.
- Set technology standards as well as approve the technologies used by the center to include CAD, mobile data, telephones, radio systems and other common technologies employed in the center.
- Participate in the selection of the dispatch center director
- Contribute to the performance evaluation of the director

Technology Consolidation

A significant point of cost savings seen in any dispatch consolidation is the elimination of redundant technologies. To accomplish this, one of the first tasks to be undertaken by the governing board should be to immediately begin consolidating technology within the county with the intent of having all safety forces in Craven County on a unified technological platform for dispatching services. This technological consolidation should include the following:

- Unifying the three New World computer aided dispatch systems into a single CAD system to serve all three dispatch agencies until a consolidation is complete.
- Develop a set of standards for the deployment of mobile data computers in public safety vehicles ensuring they connect to a unified message switch allowing users to share data, car to car message and be able to exchange CAD and unit status data with the dispatch center.
- Create an RFP for the purchase of a single Next Generation 9-1-1 capable PSAP telephone system that can immediately serve all three dispatch centers but capable of having the operator positions relocated to the new consolidated dispatch center when it opens.

It is recommended that a technology subcommittee be established and tasked with creating uniform technology standards for participating agencies. They should also explore joint or centralized purchasing of technology for member agencies. Having local IT staff serve on this subcommittee is strongly recommended.

Physical Facilities

After assessing each of the physical facilities currently being used by the three jurisdictions, none appear to be adequate to support a consolidated center using their current design. The planning committee/governing board should immediately consider applying to the state 9-1-1 board grant program for funding to construct a new facility. It is my recommendation that an architectural and engineering assessment be conducted to evaluate constructing a new facility at the Windhill Court location, adjacent to the current New Bern dispatch center facility. This location appears to provide ample space for the new construction. In addition, this is land already owned by the City of New Bern and it is secluded and easy to secure. This configuration would allow for re-use of the existing New Bern dispatch center facility for administrative offices, technological support or possibly a regional emergency operations center/training center for the safety forces of Craven County.

Radio Systems

With the City of New Bern in the process of constructing a new P25 800MHz Harris trunked radio system, the sheriff operating on the state VIPER 800MHz system and the other jurisdictions operating on various VHF systems, the consolidation of dispatch centers will most likely need to proceed with the understanding that dispatching will be conducted using the existing radio infrastructure. The radio consoles being installed at New Bern as part of the new radio system will need to be configured to allow dispatching on the other systems through the use of control stations or telephone line control.

It should be a long term goal of the governing board to accomplish consolidation of all safety forces on the New Bern 800MHz radio system. This system could be expanded to serve the entire county if a stable funding mechanism can be identified.

Back Up Center

One of the requirements in the standards proposed by the state 9-1-1 board is the establishment and maintaining of a "back up public safety answering point or arrangement for backup provided by another public safety answering point". Since it appears that the backup center is required to meet the same standards as a primary center, it is recommended that the governing board enter into discussions with surrounding counties about a reciprocal agreement to provide backup facilities. Another option is to enter into discussions with MCAS Cherry Point safety forces to discuss the possibility of a joint backup center, in a facility that is outside of the base boundaries, which can be shared by both entities. Since both entities will be required to maintain backup facilities, unifying them into a single back up location would be a cost savings.

Summary

Consolidation has become the model for local governments to increase efficiency and reduce costs. In a post September 11, 2001 era, the operational advantages to dispatch consolidation can even exceed the benefits of the economic savings alone. Not only can financial efficiencies be achieved, consolidation can also improve service quality, employee professionalism, standardization of service delivery, improved interagency cooperation, increased opportunities for grant funding and better relations at all levels of public safety.

In my assessment, I found no significant technological, operational or political impediments to pursuing a dispatch consolidation. Although there will be challenges to overcome during the planning and implementation of a consolidation, they must be balanced with the benefits that will be achieved both financially and operationally. It was clear that the original study completed by HSMM in 1997 was not implemented due to political indifference and the absence of financial pressures among the participants. However, it would appear that today's funding concerns, technological advancements, proposed state standards and a desire to eliminate the duplication of services sets the stage for the participants to develop a strong consolidated dispatch center that will serve the citizens and visitors of Craven County for many years to come.

**NOTICE OF PUBLIC HEARING
THE CRAVEN COUNTY BOARD OF COMMISSIONERS
SITTING AS THE BOARD OF DIRECTORS OF THE
CRAVEN COUNTY WATER DISTRICTS**

The Craven County Board of Commissioners, sitting as the Board of Directors of the Craven County Water Districts, will hold a public hearing meeting at 8:00 p.m. on Tuesday, July 5, 2011. The meeting will be held in the Commissioners meeting Room in the County Administration Building, 406 Craven Street, New Bern, North Carolina. Customers of the Craven County Water System are invited to hear information and comment about a proposal being considered to adjust water rates.

Craven County Water Department

Rusty Hayes
Superintendent
Craven County Water & Sewer

Water Rate Study

Date: 6/22/2011
To: Whom It May Concern
From: R Hayes
RE: Proposed Water Rates

The following spreadsheets have been posted on the Craven County Water Department's website for the purpose of providing information that shows historical data of water use for both Craven County commercial and residential water customers. The time period covered in spreadsheet number one is a twelve month period covering from June 2010 to May 2011. It shows total consumption in the billing brackets that are currently in place and breaks out the total amount of customers that use the water within those brackets.

The second spreadsheet is an example of five actual Craven County customers and their water use between the dates of May 10, 2011 to June 9, 2011. In addition to showing the current bill for these customers the spreadsheet also demonstrates the impact of rate increases for amounts used over 9000 gallons.

The third spreadsheet will show comparable water systems and how their rates compare to the Craven County Water System. It also shows what a customer using an average of 5500 gallons per month (based on historical data) would expect their bill to be.

RH

| | June 2010 | July 2010 | August 2010 | September 2010 | October 2010 | November 2010 | December 2010 | January 2011 | February 2011 | March 2011 | April 2011 | May 2011 |
|---------------------------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Commerical | | | | | | | | | | | | |
| Total consumption between 0-2,999 | 1,525,647 | 1,654,696 | 1,572,658 | 1,447,640 | 1,537,168 | 1,501,687 | 1,402,197 | 1,470,310 | 1,471,945 | 1,384,430 | 1,367,832 | 1,518,930 |
| Total consumption between 3,000-5,999 | 854,999 | 1,027,781 | 895,333 | 748,855 | 888,391 | 790,916 | 620,372 | 762,353 | 841,032 | 635,706 | 626,474 | 851,339 |
| Total consumption between 6,000-8,999 | 516,711 | 692,041 | 559,997 | 523,973 | 530,880 | 442,431 | 364,002 | 428,174 | 521,121 | 366,489 | 347,918 | 491,330 |
| Total consumption 9,000 and Up | 3,725,894 | 5,978,969 | 4,582,469 | 3,645,137 | 4,456,951 | 4,152,336 | 4,451,402 | 3,996,000 | 4,168,081 | 3,584,799 | 2,692,911 | 4,030,306 |
| Total | 6,623,251 | 9,353,487 | 7,610,457 | 6,365,605 | 7,413,390 | 6,887,370 | 6,837,973 | 6,656,837 | 7,002,179 | 5,971,424 | 5,035,135 | 6,891,905 |
| Commerical | | | | | | | | | | | | |
| Total # of customers for 0-2,999 | 512 | 472 | 503 | 531 | 500 | 525 | 554 | 520 | 510 | 545 | 551 | 503 |
| Total # of customers for 3,000-5,999 | 144 | 146 | 153 | 165 | 151 | 156 | 162 | 173 | 142 | 156 | 154 | 149 |
| Total # of customers for 6,000-8,999 | 76 | 86 | 77 | 63 | 77 | 71 | 52 | 64 | 71 | 49 | 48 | 80 |
| Total # of customer for 9,000 and Up | 149 | 178 | 153 | 113 | 142 | 115 | 99 | 113 | 142 | 105 | 96 | 131 |

| | June 2010 | July 2010 | August 2010 | September 2010 | October 2010 | November 2010 | December 2010 | January 2011 | February 2011 | March 2011 | April 2011 | May 2011 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Residential | | | | | | | | | | | | |
| Total consumption between 0-2,999 | 30,086,063 | 31,839,870 | 30,206,589 | 28,929,928 | 33,456,731 | 29,917,889 | 28,364,589 | 30,231,037 | 30,665,288 | 28,010,337 | 27,673,936 | 30,537,177 |
| Total consumption between 3,000-5,999 | 15,630,364 | 21,112,878 | 13,005,249 | 12,141,972 | 16,461,227 | 13,905,261 | 10,434,152 | 14,563,786 | 16,329,188 | 9,543,995 | 8,969,034 | 15,180,952 |
| Total consumption between 6,000-8,999 | 6,833,176 | 11,624,428 | 5,587,658 | 4,329,277 | 6,425,197 | 4,684,136 | 2,804,467 | 4,721,117 | 5,824,123 | 2,240,732 | 2,170,976 | 5,411,082 |
| Total consumption 9,000 and Up | 11,387,412 | 20,901,624 | 8,953,801 | 5,821,599 | 7,727,781 | 6,071,061 | 2,900,293 | 5,009,671 | 7,097,170 | 3,579,713 | 2,315,765 | 5,644,834 |
| Total | 63,937,015 | 85,478,800 | 57,753,297 | 51,222,776 | 64,070,936 | 54,578,347 | 44,503,501 | 54,525,611 | 59,915,769 | 43,374,777 | 41,129,711 | 56,774,045 |
| Residential | | | | | | | | | | | | |
| Total # of customers for 0-2,999 | 4,148 | 3,198 | 4,320 | 5,462 | 4,080 | 4,805 | 5,945 | 4,484 | 4,045 | 6,197 | 6,382 | 4,265 |
| Total # of customers for 3,000-5,999 | 4,325 | 4,005 | 4,590 | 4,432 | 4,752 | 4,863 | 4,589 | 5,049 | 4,948 | 4,608 | 4,473 | 5,003 |
| Total # of customers for 6,000-8,999 | 1,864 | 2,226 | 1,698 | 1,300 | 1,979 | 1,600 | 1,098 | 1,587 | 2,084 | 976 | 926 | 1,941 |
| Total # of customer for 9,000 and Up | 1,723 | 2,657 | 1,515 | 937 | 1,340 | 910 | 523 | 1,069 | 1,090 | 389 | 375 | 959 |

Examples of five actual Craven County water bills

| Customer Number | 1 | 2 | 3 | 4 | 5 |
|------------------------|----------|----------|----------|----------|----------|
| Total Consumption | 81,580 | 91,500 | 38,490 | 40,380 | 76,060 |
| Consumption over 8,999 | 72,580 | 82,501 | 29,491 | 31,381 | 67,061 |
| Current Rate \$3.25 | \$266.64 | \$298.88 | \$126.60 | \$132.74 | \$248.70 |
| \$5.00 | \$393.66 | \$443.26 | \$178.21 | \$187.66 | \$366.06 |
| \$6.00 | \$466.24 | \$525.76 | \$207.70 | \$219.04 | \$433.12 |
| \$7.00 | \$538.82 | \$608.26 | \$237.19 | \$250.42 | \$500.18 |
| \$8.00 | \$611.40 | \$690.76 | \$266.68 | \$281.80 | \$567.24 |

These consumptions are from around May 10, 2011 to June 9, 2011 with the total days being an estimated 30 days in the reading cycle

| Craven County | | City of New Bern Inside City Limits | | City of New Bern Outside City Limits (Trentwoods) | | Jones County | | Eastern Pines Water Corporation | | Hyde County | |
|------------------------------|---------|--|---------|---|---------|------------------------------|---------|------------------------------------|---------|------------------------------|---------|
| 0-2,999 per 1,000 gallons | \$13.50 | 0-2,999 per 1,000 gallons | \$31.40 | 0-2,999 per 1,000 gallons | \$62.80 | 0-2,000 per 1,000 gallons | \$12.00 | 0-2,000 per 1,000 gallons | \$10.00 | 0-2,000 per 1,000 gallons | \$25.00 |
| 3,000-5,999 | \$2.75 | 3,000-9,999 | \$2.80 | 3,000-9,999 | \$5.60 | over 2,000 | \$3.00 | over 2,000 | \$5.00 | 2,001-15,000 | \$5.50 |
| 6,000-8,999 | \$3.00 | 10,000 & up | \$3.78 | 10,000 & up | \$7.56 | | | | | over 15,000 | \$6.50 |
| 9,000 & up | \$3.25 | | | | | | | | | | |
| * \$20.38 | | * \$38.40 | | * \$76.81 | | * \$22.50 | | * \$27.50 | | * \$44.25 | |

| West Carteret Water Corporation | | West Carteret Water Corporation IRRIGATION | | City of Havelock | | Fairfield Harbour | | ONWASA | | ONWAS IRRIGATION | |
|--------------------------------------|---------|--|---------|-------------------------------------|--------|--------------------------------------|--------|-------------------------------------|---------|-------------------------------------|---------|
| Base- 0 gallons per 1,000 gallons | \$15.50 | Base- 0 gallons per 1,000 gallons | \$15.50 | Base-0 gallons per 1,000 gallons | \$9.50 | Base- 0 gallons per 1,000 gallons | \$7.68 | Base-0 gallons per 1,000 gallons | \$12.15 | Base-0 gallons per 1,000 gallons | \$12.15 |
| 1-2,000 | \$6.60 | over 0 gallons | \$18.00 | 1-3,000 | \$2.12 | over 0 gallons | \$2.09 | 1-3,000 | \$2.80 | 1-3,000 | \$4.20 |
| 2,001-4,000 | \$6.90 | | | 3,001-6,000 | \$2.41 | | | 3,001-7,500 | \$2.90 | 3,001-7,500 | \$4.35 |
| 4,001-8,000 | \$7.10 | | | 6,001-9,000 | \$2.74 | | | 7,501-15,000 | \$3.75 | 7,501-15,000 | \$5.65 |
| 8,001-12,000 | \$7.45 | | | 9,001 & up | \$3.02 | | | 15,001-25,000 | \$4.90 | 15,001-25,000 | \$7.35 |
| 12,001-50,000 | \$7.80 | | | monthly capital reserve fee | \$2.00 | | | over 25,000 | \$5.75 | over 25,000 | \$8.65 |
| over 50,000 | \$8.30 | | | | | | | | | | |
| * \$52.85 | | * \$114.40 | | * \$23.89 | | * \$19.18 | | * \$27.80 | | * \$35.63 | |

| First Craven Sanitary | | First Craven Sanitary IRRIGATION | | Cartert County | | Pamlico County | | Town of River Bend | |
|------------------------------|---------|-------------------------------------|---------|------------------------------|---------|-------------------------------------|---------|--------------------------------------|---------|
| 0-1,000 per 1,000 gallons | \$13.00 | 0-1,000 per 1,000 gallons | \$16.00 | 0-1,000 per 1,000 gallons | \$18.00 | Base-0 gallons per 1,000 gallons | \$10.00 | Base -0 gallons per 1,000 gallons | \$18.24 |
| over 1,000 | \$2.90 | over 1,000 | \$3.25 | over 1,000 | \$4.50 | 1 gallon & up | \$3.30 | over 0 gallons | \$4.02 |
| * \$26.05 | | * \$30.63 | | * \$38.25 | | * \$28.15 | | * \$40.35 | |

* indicates the cost for an average 5,500 gallon monthly water bill

6/24/2011

Spreadsheet Three