



CURRITUCK COUNTY NORTH CAROLINA

April 4, 2022

Minutes – Regular Meeting of the Board of Commissioners

WORK SESSION

1. 5:00 PM Public Safety Center Lobby Photo Design Review / Unified Government Discussion

The Currituck County Board of Commissioners met at 5:00 PM in the Board Meeting Room for a Work Session to select a graphic design for the lobby area of the Public Safety Center. The Board also received information on Unified Government and action taken by staff to move the item forward to be included as a referendum on the November, 2022 election ballot.

Public Safety Photo Design:

Michelle Perry, Assistant County Engineer, presented Commissioners with five graphic design options for the lobby area of the Public Safety Center. Ms. Perry reviewed each proposal and responded to questions from the Board. As all photos were developed in black and white, Commissioners requested options using color photos for comparison.

Option 4 was chosen by Commissioners as the main graphic design, which includes a map outline of the county. Board members requested the map be shifted to the left in the graphic so it could be located on a full wall and not in the corner. Board members asked that color photos be added with a focus on County services and badges.

Unified Government:

Chairman Payment discussed the possibility of moving forward with a Unified Government referendum on the November, 2022 election ballot. County Manager, Ike McRee, provided a history of the desire to establish a Unified Government in the County based on results of a visioning session in which the Board participated in 2019. Further discussion at the Board's 2022 Annual Retreat confirmed the Board's desire to move forward with Unified Government and asked staff to develop a public education program.

A document was shared with Commissioners which highlighted topics and action to be taken for the purpose of providing education and messaging for the public. Short videos, town halls, grass-roots initiatives, working with the Chamber of Commerce, and creating a citizens committee were several ideas discussed.

Mr. McRee reviewed the timeline for getting the referendum on the November ballot. Videographer, Mike Martine, was present for the work session and said he can get the videos complete within the necessary time frame, and it was suggested the county reach out to citizens who wish to serve on the committee in the June edition of the County's Focus

newsletter.

Rebecca Gay, Assistant to the County Manager, discussed challenges faced when attempting to determine revenues that would be generated for Currituck County with Unified Government. Mr. McRee said we can reach out to Camden County to try to get a better understanding of how funds are calculated and distributed.

Discussion concluded and Commissioner White moved to close the Work Session. Commissioner Mary Etheridge seconded the motion. The motion passed, 5-0, and the Work Session concluded at 5:30 PM.

6:00 PM CALL TO ORDER

The Board of Commissioners met at 6:00 in the Board Meeting Room of the Historic Courthouse, 153 Courthouse Road, Currituck, for a Regular meeting.

Attendee Name	Title	Status	Arrived
Michael H. Payment	Chairman	Present	
Paul M. Beaumont	Vice Chairman	Present	
J. Owen Etheridge	Commissioner	Absent	
Mary "Kitty" Etheridge	Commissioner	Present	
Selina S. Jarvis	Commissioner	Present	
Kevin E. McCord	Commissioner	Present	
Bob White	Commissioner	Present	

Chairman Payment called the meeting to order and recognized the absence of Commissioner J. Owen Etheridge. He announced the earlier Work Sessions.

A) Invocation & Pledge of Allegiance

Meeting attendee, Paul O'Neal, offered the Invocation and led the Pledge of Allegiance.

B) Approval of Agenda

Commissioner White amended the agenda to add discussion to Closed Session pursuant to G.S. 143-318.11(a)(3) to preserve attorney-client privilege.

Commissioner McCord moved for approval and Commissioner Jarvis seconded the motion. The motion carried, 6-0.

Approved agenda:

Work Session

5:00 PM Public Safety Center Lobby Photo Design Review /
Unified Government Discussion

6:00 PM Call to Order

A) Invocation & Pledge of Allegiance

B) Approval of Agenda

Public Comment

Please limit comments to matters other than those appearing on this agenda as a Public Hearing. Public comments are limited to 3 minutes.

Commissioner's Report

County Manager/Attorney

Reports

Administrative Reports

A) YMCA Annual Report-State of the
"Y"

Old Business-Second

Reading

Consideration of Ordinance Amendment to Modify Beach Parking Permit Regulations and Require an ATV Permit to Operate a UTV/Side by Side on the Currituck County Off-Road Area

New Business

A) **Consideration of Consultant Recommendation for Public Private Partnership**

B) **Resolution of the Board of Commissioners Supporting Enactment of H.R. 1154 to Study the Feasibility of Creating the Great Dismal Swamp National Heritage Area**

C) **Travel Approval for Commissioners Mary Etheridge and Selina Jarvis to Attend the 2022 NACO Conference in Adams County, Aurora, CO, July 21-24, 2022**

D) **Board Appointments**

1. Senior Tarheel Legislative Committee
2. Whalehead Stormwater Service District Advisory
3. ABC Board
4. Board of Adjustment
5. Carova Beach Road Service District Advisory
6. Game Commission
7. Library Board of Trustees

8. Planning Board
9. Recreation Advisory Board
10. Senior Citizens Advisory Board
11. Tourism Advisory Board

E) Consent Agenda

1. Budget Amendments
2. Surplus Resolution-Whalehead Dune Walkovers
3. Surplus Resolution-Tourism Graphic Arts and Office Desk
4. Surplus Resolution-Parks and Rec Toro Pro Pass
5. Surplus Resolutions and Authorization for Deputy John Jordan and Deputy Chris Hickman to Purchase Duty Weapons Upon Retirement
6. Job Description-Human Resources Clerk II
7. Records Disposal Request-Finance
8. Approval Of Minutes-March 21, 2022

Closed Session

Closed Session Pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the County; and, G.S. 143-318.11(a)(6) to discuss personnel matters. ***(The agenda was amended to add Closed Session Pursuant to G.S. 143-318.11(a)(3) to Preserve attorney-client privilege and to receive information and provide direction to the County's attorney in the matter captioned Currituck County v. Coastland Corporation)***

Adjourn

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Kevin E. McCord, Commissioner
SECONDER:	Selina S. Jarvis, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

PUBLIC COMMENT

Please limit comments to matters other than those appearing on this agenda as a Public Hearing. Public comments are limited to 3 minutes.

Chairman Payment opened the Public Comment period.

Willo Kelly, Currituck resident and Chief Executive Officer of the Outer Banks Association of Realtors, discussed the Fair Housing Act and discussed the housing challenges and shortages that exist in Currituck and Dare counties. She asked Commissioners to proclaim April as "Fair Housing Month" to mark the 54th anniversary of the Fair Housing Act.

John and Maureen Montgomery of Southern Shores, owners of Outer Banks Jeep Rentals, discussed the negative impacts to their business if the proposed changes to the off-road area beach parking permits are put into place. Mr. Montgomery referred to an earlier letter that was sent to Commissioners on the topic and summarized its contents. He stressed the positive aspects of jeep rentals and asked the Board to consider modifications to allow them to maintain their operation.

No others were signed up nor wished to speak and the Public Comment period was closed.

COMMISSIONER'S REPORT

Commissioner McCord said a recent training he attended in Raleigh, and the heavy traffic in that area, made him appreciate living in Currituck County. He announced Easter events that had taken place over the weekend and took time to recognize Sheriffs Sergeants Mike Corbell and Jessie Taylor who had assisted in apprehending a murder suspect.

Chairman Payment highlighted the recent Currituck Kids Easter Egg Hunt event and encouraged citizens to get involved. Noting recent structure fires and motor vehicle accidents, he asked citizens to support their local fire departments.

Commissioner White acknowledged the work performed by Sheriffs Deputies and of the Sheriffs office and thanked them for their efforts.

Commissioner Mary Etheridge reported on the Visit NC 365 Tourism Conference she recently attended and spoke of the importance of Tourism in the County. She attended the Environmental Farm and Household Hazardous Waste Disposal Day and the Currituck Kids Easter Egg Hunt over the weekend. She thanked the student volunteers from JP Knapp Early College and Currituck County High School. She announced April is National Child abuse and Awareness Month and wished Commissioner J. Owen Etheridge a speedy recovery.

Commissioner Jarvis noted the many Advisory Board appointments on the agenda and encouraged citizens to apply to serve. She offered prayers for Commissioner J. Owen Etheridge.

COUNTY MANAGER/ATTORNEY REPORTS

County Manager, Ike McRee, reported on Environmental Day, an event planned by the Public Works Department. He said this year marked the highest amount of hazardous waste collected at a Currituck County event. Mr. McRee provided a progress report on the new dune walkovers being constructed in Corolla at Dolphin, Coral and Mackerel in the Whalehead Subdivision.

ADMINISTRATIVE REPORTS

A. YMCA Annual Report-State of the "Y"

Dean Mattix, District Vice President of YMCA of South Hampton Roads, and Executive Director of the Currituck YMCA, DJ Kophazy, attended to present a status and operations update for the Currituck YMCA. A review of Covid impacts and losses were reported, followed by signs of positive growth after Covid restrictions. The Board's vision for the Maple Complex and partnerships with the Senior Center and Cooperative Extension were commended. As the new Executive Director, Mr. Kophazy introduced himself and recognized the YMCA Board members in attendance. He reviewed goals established for the Currituck YMCA that include expanded classes and hours, and he looks forward to continuing the partnership with the county in service to the community.

He received comments from Board members and responded to questions from Commissioners, particularly related to summer camps that at times prohibit members from being able to use some of the facilities. Mr. Kophazy ensured Commissioners those situations have been evaluated, and steps to resolve those issues will be implemented. It was suggested that the YMCA consider working with Currituck Kids and other non-profits. Commissioners thanked Mr. Kophazy for attending.

OLD BUSINESS-SECOND READING

A. Consideration of Ordinance Amendment to Modify Beach Parking Permit Regulations and Require an ATV Permit to Operate a UTV/Side by Side on the Currituck County Off-Road Area

County Manager, Ike McRee, reviewed the statutory language explaining the need for a second reading of the Ordinance and reviewed the modifications with Commissioners. He noted changes to the fee schedule that will limit the number of permits available for purchase to 300 per week and the process for the purchase and pickup of permits. Mr. McRee clarified that access to the beach is not prohibited and discussed the issuance of civil citations and increased fines for violations.

Commissioner White discussed the process in which property management companies are able to get vacation renters their permits. He said the changes will bring about enhanced public safety and a better experience for beachgoers.

Commissioner McCord said there are too many changes to the Ordinance. He said he likes offering a seasonal pass and said enforcement of the new UTV requirement will be challenging. Commissioner White said the UTV's are impacting the off-road the same as ATV tours did previously, and tourism and their partners will need to assist with messaging to educate the public.

Discussion concluded and Commissioner White moved to approve the Ordinance amendment. Commissioner Mary Etheridge seconded the motion. The motion passed, 5-1. Commissioner McCord voted against the motion.

AN ORDINANCE OF THE CURRITUCK COUNTY BOARD OF COMMISSIONERS AMENDING SECTION 10-64 OF THE CURRITUCK COUNTY CODE OF ORDINANCES MODIFYING THE ISSUANCE OF BEACH PARKING PERMITS

WHEREAS, pursuant to N.C. Gen. Stat. §153A-121 a county may by ordinance define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the health, safety, or welfare of its citizens and the peace and dignity of the county; and

WHEREAS, pursuant to N.C. Gen. Stat. §153A-145.3 a county may, by ordinance, define, prohibit, regulate, or abate acts, omissions, or conditions upon the State's ocean beaches and prevent or abate any unreasonable restriction of the public's right to use the State's ocean beaches; may regulate, restrict, or prohibit the placement, maintenance, location or use of equipment, personal property, or debris upon the State's ocean beaches; and may otherwise enforce any ordinance adopted pursuant to this section or any other of provision of law upon the State's ocean beaches located within the county's jurisdictional boundaries; and

WHEREAS, pursuant to Section 1 of Chapter 875 of the 1985 Session Laws, as amended by S.L. 1998-64 and S.L. 2001-33 the county may by ordinance regulate, restrict, and prohibit the use of dune or beach buggies, jeeps, motorcycles, cars, trucks, or any other form of power-driven vehicle specified by the county's governing board on the foreshore, beach strand and barrier dune system; and

WHEREAS, the Board of Commissioners finds as follows:

- a. Approximately 23 mile of Currituck County fronts the Atlantic Ocean. Of those 23 miles, approximately 11 miles are only accessible by four-wheel drive motor vehicles traveling along the ocean beach in an area known as the off-road area of the county.
- b. There are approximately 3,000 platted lots located in the off-road area of the county.
- c. Particularly during late Spring, Summer and early Fall, the off-road area of the county attracts large numbers of motor vehicles and persons recreating on the ocean beach.
- d. Due to the large numbers of motor vehicles traversing the ocean beach, which is the main north-south travel way, and recreating persons interacting with and exposed to heavy motor vehicle traffic, there exists a condition hazardous to the health, safety and welfare of the general public that must and can be addressed, by the reduction of motor vehicle traffic on the ocean beach.

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners for the County of Currituck, North Carolina as follows:

PART I. The Code of Ordinances, Currituck County, North Carolina is amended by rewriting Section 10-64 of the Code of Ordinances to read as follows:

Sec. 10-64. - User Permit system (~~county residents and property owners only~~).

- (a) This section shall be applicable for those areas of Currituck County, including, but not limited to, the beach strand and foreshore areas, located from the Dare/Currituck line to the North Carolina/Virginia line.

(b) County residents and property owners desiring to operate a moped, motorcycle or off-road vehicles, including but not limited to, all-terrain vehicle, utility vehicle, recreational off-highway vehicle, multipurpose off-highway utility vehicle, or other off-road vehicle, ("ORV"), on the areas covered by this section shall obtain a user permit from the county manager or county manager's designated representative. User permits may be obtained at times and places designated by the county manager. Notwithstanding the foregoing, a utility terrain vehicle (UTV) or side-by-side vehicle shall not be operated on the areas covered by this section.

(c) Any person parking a motor vehicle, other than a moped, motorcycle or ORV, on the area covered by this section from the last Saturday in April to the first Saturday in October ~~the Friday before Memorial Day to 11:59 p.m. on Labor Day~~ shall have first obtained from the county manager or county manager's designated representative a user parking permit which must be prominently displayed when parking on the area covered by this section. User ~~P~~parking permits may be obtained at times and places designated by the county manager.

(d) County residents may obtain for no fee two annual user permits for operation of a moped, motorcycle or ORV owned by them upon making application as provided in subsection (b) above and upon showing proof of liability insurance and ownership for the moped, motorcycle or ORV. Non-resident property owners may obtain at no fee a maximum of two annual user permits for operation of a moped, motorcycle or ORV owned by them upon making application as provided in subsection (b) above and showing proof of liability insurance and ownership for the moped, motorcycle or ORV. Liability insurance coverage on the moped, motorcycle or ORV shall be maintained continuously throughout the term of the user permit.

(e) County residents and non-resident property owners shall prominently display a county issued and designated user parking permit at all times when parking a motor vehicle, other than a moped, motorcycle or ORV, on the area covered by this section ~~may obtain for no fee two parking permits assigned to the county resident's physical address in the county or physical address of property in the county owned by the non-resident property owner for terms adopted by the board of commissioners upon making application as provided in paragraph (b) of this section, showing proof of residency or ownership, and written acknowledgement that they have read and are familiar with county beach driving ordinances. Liability insurance on the motor vehicle shall be maintained continuously throughout the term of the permit. County residents and non-resident property owners may obtain additional parking permits that are not issued to a motor vehicle upon~~

~~making application as provided in paragraph (b) of this section and payment of a fee and for a term adopted by the board of commissioners.~~

(f) Persons who own a dwelling north of the North Beach Access Ramp may obtain for no fee two additional user parking permits assigned to the physical address of their dwelling for terms adopted by the board of commissioners upon making application in subsection (b) above and showing proof of ownership.

(g) Persons other than county-residents and non-resident property owners may obtain a user parking permit for a motor vehicle, other than a moped, motorcycle or ORV, upon payment of a fee and for a term adopted by the board of commissioners, making application as provided in paragraph (b) of this section, and ~~written~~ acknowledgement that they have read and are familiar with county beach driving ordinances. ~~Each permit shall be assigned to a specific motor vehicle.~~ Liability insurance on the motor vehicle shall be maintained continuously throughout the term of the user parking permit.

(h) County residents and property owners, operating mopeds, motorcycles or ORVs shall ensure that these vehicles have a valid permit prominently displayed at all times while operating, or parked, on the Currituck County outer banks, beach foreshore or beach strand.

(i) Any sworn law enforcement officer with jurisdiction is authorized to take possession of any user permit or user beach parking permit issued pursuant to this section upon expiration, revocation, cancellation, or suspension thereof, or which is fictitious, or which has been unlawfully or erroneously issued, which has been unlawfully used or upon issuance of citation for violation of section 10-59 of this Code. Any law enforcement officer who seizes a user permit or user parking permit pursuant to this section shall report the seizure to the county manager's office within 48 hours of the seizure and shall return the permit to the county manager's office within seven business days of the seizure unless the permit is deemed evidence in another pending matter.

(j) The county manager or county manager's designee shall refuse issuance of a user permit or user parking permit under this section for a period of one year following seizure of a permit by a law enforcement officer pursuant to this section.

(k) An appeal of seizure of a user permit or user parking permit under this section shall be made to the county manager by filing a written notice of appeal, specifying with particularity the grounds upon which the appeal is made, no later than ten days from the date of the ~~permit~~ seizure. The

county manager or county manager's designee shall fix a reasonable time for the hearing of the appeal, shall give due notice to all parties and shall render a decision within a reasonable time.

(l) The county manager is directed and authorized to establish forms, procedures, and directives as may be required to implement this permit system and ensure that it is run in an effective, safe, and fair manner.

(m) This section shall not apply to:

(1) Activity under a Coastal Area Management Act (CAMA) permit requiring access to the beach and authorized by the county permitting officer;

(2) County employees, county contractors, county vehicles or emergency vehicles or drivers of such vehicles, which may be required to enter upon the beach in the performance of their official duties or a governmental agency, its employees, agents, contractors and subcontractors and their motor vehicles when engaged in beach restoration or protection work or conducting scientific research or animal preservation studies or operations;

(3) Commercial fishermen;

(4) Hunters possessing valid hunting licenses while engaged in an active hunt or State or federal property located on the Currituck outer banks; or

(5) Outdoor tour operators with a valid license issued under Article IV, Chapter 8 of this Code when actively engaged in an outdoor tour.

PART II. Severability. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. Should a court of competent jurisdiction declare this ordinance or any part of this ordinance to be invalid, such decision shall not affect the remaining provisions of this ordinance or the Code of Ordinances of the County of Currituck, North Carolina.

PART III. This ordinance is effective upon its adoption.

ADOPTED at the second reading the 4th day of April, 2022.

RESULT:	MOTION PASSED-ITEM APPROVED [5 TO 1]
MOVER:	Bob White, Commissioner
SECONDER:	Mary "Kitty" Etheridge, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Bob White, Commissioner
NAYS:	Kevin E. McCord, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

NEW BUSINESS

A. Consideration of Consultant Recommendation for Public Private Partnership

County Manager, Ike McRee, recounted the Board's decision to look at a Public Private Partnership (PPP) with regard to the County wastewater facility in Moyock and the County sought proposals from owner/consultants to begin the process of evaluating the plant and to assess the viability of moving forward in a PPP.

Four proposals were received and scored by staff and Project Finance Advisory Ltd. (PFAL) was selected as the owner/consultant company for the evaluation and analysis of a PPP at a cost of \$176,198.00. A second phase would be to evaluate potential partners.

Commissioner Beaumont asked about pricing for the other proposals and questioned some of the blended rates in the packet PFAL submitted. Commissioner Jarvis was impressed with the research they had done, and noted they were aware of the Board's concerns and prior action. She said she was confident in the selection.

Commissioner Jarvis moved to approve the proposal. Commissioner White seconded the motion. The motion carried, 5-1, with Commissioner Beaumont opposed. He requested the other bidder information and pricing.

RESULT:	APPROVED [5 TO 1]
MOVER:	Selina S. Jarvis, Commissioner
SECONDER:	Bob White, Commissioner
AYES:	Michael H. Payment, Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
NAYS:	Paul M. Beaumont, Vice Chairman
ABSENT:	J. Owen Etheridge, Commissioner

B. Resolution of the Board of Commissioners Supporting Enactment of H.R. 1154 to Study the Feasibility of Creating the Great Dismal Swamp National Heritage Area

County Manager, Ike McRee, reviewed the Resolution to support a study on creating a Great Dismal Swamp National Heritage Area. He discussed earlier concerns expressed by Commissioner J. Owen Etheridge regarding impacts to private property and land use, and

those concerns were allayed after researching other established National Heritage Areas.

Commissioner Beaumont moved for approval of the Resolution and Commissioner McCord seconded the motion. The motion carried, 6-0.

RESOLUTION OF THE BOARD OF COMMISSIONERS FOR CURRITUCK COUNTY, NORTH CAROLINA SUPPORTING ENACTMENT OF H.R. 1154 TO STUDY THE FEASIBILITY OF CREATING THE GREAT DISMAL SWAMP NATIONAL HERITAGE AREA

WHEREAS, in September, 2021 H.R. 1154 was adopted by the United States House of Representatives that upon enactment directs the United States Secretary of the Interior to conduct a study to assess the feasibility of designating The Great Dismal Swamp and its associated sites as a Natural Heritage Area; and

WHEREAS, The Great Dismal Swamp is an area of cultural, historic and environmental importance for the Commonwealth of Virginia, State of North Carolina and the nation having served as the home for native people, wildlife, refuge along the Underground Railroad and diverse vegetation; and

WHEREAS, National Heritage Areas are public-private partnerships designated by Congress for protection and preservation of resources of regional and national significance and promotion of historic preservation, conservation, recreation, tourism and education; and

WHEREAS, National Heritage Areas do not affect private property rights, are not units of the National Park Service and the National Park Service does not assume ownership of land or impose land use controls within a National Heritage Area; and

WHEREAS, a study required by the enactment of H.R. 1154 will help identify, among other things, tourism, recreation, education and community partnerships benefitting Currituck County.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners for Currituck County, North Carolina that:

Section 1. Currituck County supports the enactment of H.R. 1154 The Great Dismal Swamp National Heritage Area Act directing the United States Secretary of the Interior to conduct a study to assess the suitability and feasibility of designating The Great Dismal Swamp as a National Heritage Area.

Section 2. The Clerk to the Board of Commissioners is directed to forward a copy of this resolution to United States Senators Richard Burr and Thom Tillis and to Congressman Greg Murphy.

Section 3. This resolution is effective upon adoption.

ADOPTED the 4th day of April, 2022.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Paul M. Beaumont, Vice Chairman
SECONDER:	Kevin E. McCord, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

C. Travel Approval for Commissioners Mary Etheridge and Selina Jarvis to Attend the 2022 NACO Conference in Adams County, Aurora, CO, July 21-24, 2022

Commissioner White moved for approval of the Commissioner travel request. Chairman Payment seconded the motion. The motion carried, 6-0.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bob White, Commissioner
SECONDER:	Michael H. Payment, Chairman
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

D) Board Appointments

Commissioner McCord asked that attendance records be provided to Commissioners for consideration of reappointments for Advisory Board members.

Commissioner White moved to approve all of the nominees recommended for appointment. Commissioner Beaumont seconded the motion. The motion carried, 6-0.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bob White, Commissioner
SECONDER:	Paul M. Beaumont, Vice Chairman
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

1. Senior Tarheel Legislative Committee

The following nominees were approved to serve as Currituck County representatives on the Senior Tarheel Legislative Committee:

Marcia Steele-Delegate Deloras Nelms-Alternate

2. Whalehead Stormwater Service District Advisory

The following nominee was approved to fill a vacancy on the Whalehead Stormwater Service District Advisory: Cheryl Koehl

3. ABC Board

The following members were approved by Consensus for reappointment to the ABC Board for terms as specified:

- o Sybil O'Neal-Second, 3-year term ending September, 2024
- o David Griggs-Third, 3-year term ending February, 2025

4. Board of Adjustment

The following member of the Board of Adjustment was approved for reappointment to serve a full, three-year term as the District 2 representative (Commissioner Jarvis): Steven Craddock 1st Full-Term Expiring December, 2024

5. Carova Beach Road Service District Advisory

The following members were approved for reappointment to the Carova Road Service District Advisory by Consensus. Terms are for two years and will expire August, 2023:

Kimberlee Hoey: 2nd Full-Term (Resident member)
Robert Gilliam: 1st Full-Term (Resident member)
Vance Aydlett: 2nd Full-Term (Non-Resident Property Owner)
Jay Laughmiller: 2nd Full-Term (Fire Services Representative)
TJ English: Unexpired Term (Resident member, new appointee)

6. Game Commission

The following members were approved for reappointment to the Game Commission to serve terms expiring June, 2023, representing the stated Commissioner districts:

- o Commissioner Beaumont: Robert Romm-Reappoint to Third, 2-year term
- o Commissioner Owen Etheridge: Trevor Old-Reappoint to Second, 2-year term
- o Commissioner McCord: Andrew Shilling-Reappoint to First, 2-year term
- o Commissioner Mary Etheridge: James Cason, Jr.-Reappoint to Third, 2-year term

7. Library Board of Trustees

The following members were approved for reappointment to the Library Board of Trustees to serve terms expiring June, 2023, and on behalf of the stated Commissioner districts:

- o Commissioner White: Kerri Engley-Reappoint to Third, 2-year term

- o Commissioner Jarvis: Madolin Rose Kelly-Reappoint to Third, 2-year term
- o Chairman Payment: Charlotte Martin-Reappoint to First, 2-year term
- o Commissioner Owen Etheridge: Sandy Fost-Reappoint to First, 2-year term

8. Planning Board

The following members were approved for reappointment to the Planning Board to serve terms expiring December, 2023, on behalf of the following Commissioner districts:

- o Commissioner J. Owen Etheridge: Juanita Krause- Second, 2-year term
- o Commissioner Mary Etheridge: David Doll- Second, 2-year term

9. Recreation Advisory Board

Recreation Advisory-All members reappointed to the Recreation Advisory Board will serve terms expiring January, 2024, and are nominated on behalf of the following Commissioner districts:

- o Chairman Payment: Harold Walston- Second, 2-year term
- o Commissioner McCord: Bobby Gelormine- First, 2-year term

10. Senior Citizens Advisory Board

The following members were approved for reappointment to the Senior Citizens Advisory. Member terms will expire February, 2024, and will serve on behalf of the following Commissioner districts:

- o Commissioner Owen Etheridge: Janet Taylor- Second, 2-year term
- o Commissioner Mary Etheridge: Alisa Hugdahl- Second, 2-year term

11. Tourism Advisory Board

The following members were approved for reappointment to the Tourism Advisory Board to serve terms expiring November, 2023, and will serve on behalf of the following districts:

- o Commissioner White: Matthew Paulson- First, 2-year term
- o Commissioner Jarvis: Ed Rudzinski- First, 2-year term
- o Commissioner Owen Etheridge: Janice Farr- First, 2-year term
- o Commissioner McCord: Ben Beasley- Third, 2-year term

E) Consent Agenda

Commissioner Jarvis moved for approval of the Consent Agenda. Commissioner White seconded the motion. The motion passed, 6-0.

RESULT: **APPROVED [UNANIMOUS]**
MOVER: Selina S. Jarvis, Commissioner
SECONDER: Bob White, Commissioner
AYES: Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT: J. Owen Etheridge, Commissioner

1. Budget Amendments

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10800-585009	College of the Albemarle	\$ 50,000	
10390-499900	Fund Balance Appropriated		\$ 50,000
		<u>\$ 50,000</u>	<u>\$ 50,000</u>

Explanation: College of the Albemarle (10800) - Increase appropriations to use COA reserved fund balance for technology in the Public Safety building.

Net Budget Effect: Operating Fund (10) - Increased by \$50,000.

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10750-516200	Vehicle Repair	\$ 5,000	
10760-561000	Professional Services - non reimbursable		\$ 5,000
		<u>\$ 5,000</u>	<u>\$ 5,000</u>

Explanation: Social Services Admin (10750) - Increased repairs and maintenance for a vehicle.

Net Budget Effect: Operating Fund (10) - No net budget impact.

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10535-590000	Capital Outlay	\$ 5,412	
10535-557100	Software		\$ 5,412
		<u>\$ 5,412</u>	<u>\$ 5,412</u>

Explanation: Communications (10535) - Additional funds to complete work on alarm/lighting systems on Corolla Tower. All software invoices have been paid for during FY21/22.

Net Budget Effect: Operating Fund (10) - No net budget impact.

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10795-516001	Maintenance & Repair - Park	\$ 4,161	
10795-513001	Utilities - Park		\$ 4,161
		<u>\$ 4,161</u>	<u>\$ 4,161</u>
Explanation:	Parks & Recreation (10795) - Transfer funds for repairs to the lighting systems at Sound Park Tennis Courts and Jarvisburg Soccer Fields.		
Net Budget Effect:	Operating Fund (10) - No net budget impact.		
		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10445-502000	Salaries - Regular	\$ 10,483	
10445-506000	Insurance Expense		\$ 9,000
10441-503500	Temporary Services		\$ 1,483
		<u>\$ 10,483</u>	<u>\$ 10,483</u>
Explanation:	ITS (10441); Human Resources (10445) - Transfer budgeted funds to change the temporary clerk position in the Human Resources office to a full-time position.		
Net Budget Effect:	Operating Fund (10) - No net budget impact.		
		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
30850-506301	OPEB Funding to Trust	\$ 500,000	
30850-507300	LEOSSA Funding to Trust	\$ 500,000	
30390-499900	Appropriated Fund Balance		\$ 1,000,000
		<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>
Explanation:	Postemployment Benefits Fund (30) - Increase appropriations to carry-forward funding authorizations for Post-employment Benefits into qualified Trust agreements. Authorizations were approved in prior fiscal year; however, accounts were not in place with the State Treasurer's office to accept funding until after July 1, 2021. This is not new funding, but moving existing funds to the Trust.		
Net Budget Effect:	Post-employment Benefits Fund (30) - Increased by \$1,000,000.		

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
57878-590001	Moyock Sewer Expansion 2022	\$ 90,000	
57878-588000	Contingency		\$ 90,000
		<u>\$ 90,000</u>	<u>\$ 90,000</u>
Explanation: Mainland Sewer Construction (57878) - Transfer contingency funds for professional services contract for Public Private Partnership administration and evaluation.			
Net Budget Effect: Mainland Sewer Construction Fund (57) - No change.			
		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10510-503000	Salaries - Part-time	\$ 11,500	
10510-503500	Salaries - Temp Services	\$ 15,000	
10510-502000	Salary		\$ 26,500
		<u>\$ 26,500</u>	<u>\$ 26,500</u>
Explanation: Sheriff (10510) - Transfer budgeted funds fro salaries to Part-time and Temp Services to fill in for position vacancies.			
Net Budget Effect: Operating Fund (10) - No change.			

2. Surplus Resolution-Whalehead Dune Walkovers

RESOLUTION		
WHEREAS, THE Board of Commissioners of the County of Currituck, North Carolina during its regularly scheduled meeting authorized the following, pursuant to G.S. 160A and 270(b) that the property listed below will be sold at auction, negotiated sale or will be disposed of if not sellable.		
County		
Asset Tag	Description	Serial Number
5816	Barracuda Ramp/Walkover	none
5818	Coral Ramp/Walkover	none
5819	Dolphin Ramp/Walkover	none
5821	Mackeral Ramp/Walkover	none
5823	Perch Ramp/Walkover	none
5824	Sailfish Ramp/Walkover	none
NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the County of Currituck reserves the right to reject any and all bids.		
ADOPTED, this 4th day of April, 2022.		

3. Surplus Resolution-Tourism Graphic Arts and Office Desk

RESOLUTION		
<p>WHEREAS, THE Board of Commissioners of the County of Currituck, North Carolina during its regularly scheduled meeting authorized the following, pursuant to G.S. 160A and 270(b) that the property listed below will be sold at auction, negotiated sale or will be disposed of if not sellable.</p>		
County Asset Tag	Description	Serial Number
6854	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6855	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6856	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6857	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6858	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6859	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
NONE	2 Corner Desks w/ 1 Corner Hutch	Located in Moyock Welcome Center Warehouse
<p>NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the County of Currituck reserves the right to reject any and all bids.</p>		
<p>ADOPTED, this 4th day of April, 2022.</p>		

4. Surplus Resolution-Parks and Rec Toro Pro Pass

RESOLUTION

WHEREAS, the Board of Commissioners of Currituck County, North Carolina during its regularly scheduled meeting held on April 4, 2022 authorized the following, pursuant to GS 160A and 270(b), that the property listed below be sold to another local governmental unit;

<u>Asset Tag</u>	<u>Description</u>	<u>Serial Number</u>
8662	2014 Toro Propass 200 Top Dresser	314000211

ADOPTED, this 4th day of April, 2022.

5. Job Description-Human Resources Clerk II

6. Records Disposal Request-Finance

7. Surplus Resolutions and Authorization for Deputy John Jordan and Deputy Chris Hickman to Purchase Duty Weapons Upon Retirement

COUNTY OF CURRITUCK

WHEREAS, The Currituck County Board of Commissioners, during its regular meeting held on Monday, April 4, 2022, authorized the following property listed below be declared surplus and disposed of; and

WHEREAS, Sheriff Matt Beickert has requested that upon the retirement of Deputy John Jordan, that his service weapon, a Glock 45 9M handgun, Serial No. BSBD925, be given to him. Mr. Jordan has made the request to purchase upon his retirement.

ADOPTED this 4th day of April 2022.

COUNTY OF CURRITUCK

WHEREAS, The Currituck County Board of Commissioners, during its regular meeting held on Monday, April 4, 2022, authorized the following property listed below be declared surplus and disposed of; and

WHEREAS, Sheriff Matt Beickert has requested that upon the retirement of Deputy Chris Hickman, that his service weapon, a Glock 45 9M handgun, Serial No. BSBD949, be given to him. Mr. Hickman has made the request to purchase upon his retirement.

ADOPTED this 4th day of April 2022.

8) Approval Of Minutes-March 21, 2022**1. Minutes for March 21, 2022****CLOSED SESSION**

Closed Session Pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the County; and, G.S. 143-318.11(a)(6) to discuss personnel matters. (The agenda was amended to add Closed Session Pursuant to G.S. 143-318.11(a)(3) to Preserve attorney-client privilege and to receive information and provide direction to the County's attorney in the matter captioned Currituck County v. Coastland Corporation)

Commissioner White moved to enter into Closed Session Pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the County; and, G.S. 143-318.11(a)(6) to discuss personnel matters; and pursuant to G.S. 143-318.11(a)(3) to Preserve attorney-client privilege and to receive information and provide direction to the County's attorney in the matter captioned Currituck County v. Coastland Corporation.

Commissioner McCord seconded the motion. The motion carried, 6-0, and the Board entered Closed Session.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bob White, Commissioner
SECONDER:	Kevin E. McCord, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner

ADJOURN**Motion to Adjourn Meeting**

Commissioner returned from Closed Session at 7:58 PM and, prior to adjournment, Commissioner Beaumont expressed concerns with the inability to complete construction of all of the Whalehead Subdivision walkways. He asked that the project at Mackeral be delayed until after the season and instructed staff to see if the contractor would be agreeable.

Discussion concluded and Commissioner White moved to adjourn. Commissioner Jarvis seconded the motion. The motion carried, 6-0, and the regular meeting of the Board of Commissioners adjourned at 8:02 PM.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bob White, Commissioner
SECONDER:	Selina S. Jarvis, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Mary "Kitty" Etheridge, Commissioner, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner



Currituck Family Center
“State of the Y”

Monday, April 4 2022, 6pm

- I. Dean Mattix, Opening Remarks**
- II. New Executive DJ Kophazy & Board Introductions**
- III. Where we were: COVID Impact**
- IV. Where we are: Slow, steady improvement**
- V. Where we are going: Journey to 1505**
- VI. Questions?**

Total time requested: 10 minutes
























the **X** | **Summary**

Feb 1, 2022 - Feb 28, 2022

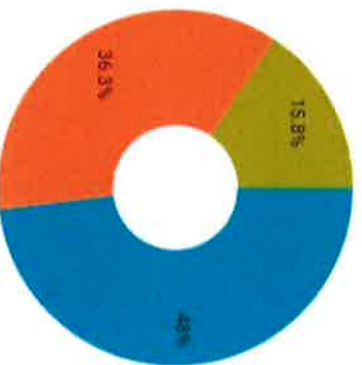
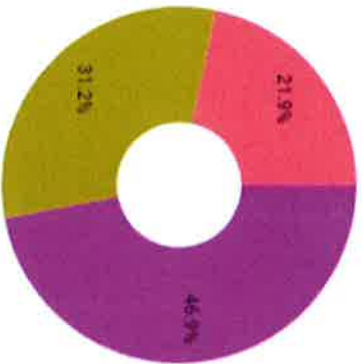
Center: CUR (1)

Feb 1, 2022 - Feb 28, 2022

Center: CUR (1)

Total Units	New Joins	Renewals	Terminations	Net				
February 2022	1,161 	61 	10 	February 2022	37 			
February 2021	859 	43 	February 2021	50 	February 2021	-1 		
February 2020	1,389 	22 	February 2020	40 	February 2020	58 	February 2020	3 
February 2019	1,441 	19 	February 2019	26 	February 2019	60 	February 2019	-19 
February 2018	1,422 	22 	February 2018	36 	February 2018	61 	February 2018	-3 

Total Units	1,161	↓ 302
Regular Rate Units	557	↓ 220
Open Doors Units	421	↓ 30
Corporate Units	183	↓ 52
Insurance Units	-	-
Retention	67.37%	↓ 38.1%



Visits

67.37%

000000



What people are saying they would change about our Y

Rated 10/10 - *"nothing"*

Rated 9/10 - *"socials for seniors"*

Rated 8/10 - *"more spinning classes in the evenings so working folks can attend"*

Rated 6/10 - *"The senior center next door offers pickleball on M, W, & F at 9:00 AM. I'm not usually one to be in an exercise class, but I do like pickleball, ping pong and other sports the Y doesn't currently offer."*

Rated 6/10 - *"More events for children and pre teens"*

Rated 6/10 - *"More pool time, workout programs for preteens. My son is 11 and plays baseball and really wants to work out. I've always been hesitant to bring my kids to work out because of their age and restrictions on equipment available to them"*

Rated 6/10 - *"Water bottle filling stations"*

Rated 5/10 - *"Would like to see more strength training classes/sports for kids/pool hours are not enough/childcare hours and pool hours were terrible this past summer"*

CURRITUCK FAMILY YMCA HOURS OF OPERATION

CENTER HOURS:

MONDAY-FRIDAY, 6AM-8PM

SATURDAY, 8AM-3PM

SUNDAY, CLOSED

24-HOUR ACCESS AVAILABLE

INDOOR POOL HOURS

MONDAY-THURSDAY, 6AM-10:45AM AND 4-7:30PM

FRIDAY, 6AM-9:45AM AND 4-7PM

SATURDAY, 8AM-2:30PM

STAY & PLAY HOURS

MONDAY-SATURDAY, 8AM-11:30AM

MONDAY-THURSDAY, 4-8PM



**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**



Come Join Us At.... Egg-stravaganzaa!

April 9

Time: 11a-2p

Free Community Event!



- Games
- Food
- Arts and Crafts
- Egg Hunt
- Pictures with the Easter Bunny



For more information, please
contact Jasmine Raynor at
jraynor@ymcashr.org



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

SOAK IN THE FUN!



SUMMER POOL HOURS
MONDAY-SATURDAY, 10AM-6PM
SUNDAY, 1PM-6PM



FOR YOUTH DEVELOPMENT •
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

FREE FOR MEMBERS
\$10 FOR LOCAL GUESTS*
\$15 FOR OUT OF TOWN GUESTS*
*USE RESTRICTIONS APPLY



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

CURRITUCK FAMILY YMCA April 2022

GROUP EXERCISE • CARDIO & STRENGTH

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Morning	MyZone Cycle (ML) 8:00am - 9:00am Cycle Studio	MyZone Cycle (ML) 8:00am - 9:00am Cycle Studio	20/20/20 (ML) 8:00am - 9:00am Cycle Studio	Cycle Together (ML) 8:00am - 9:00am Cycle Studio	MyZone Cycle (ML) 8:00am - 9:00am Cycle Studio	Cycle (ML) 8:15am - 9:15am Cycle Studio
	Kettlebell Core (ML) 8:15am - 8:45am Group Ex Studio	Body Design (ML) 8:15am - 9:00am Group Ex Studio	Tabata (ML) 9:00am - 9:30am Group Ex Studio	Body Design (ML) 8:15am - 9:00am Group Ex Studio	Kettlebell Core (ML) 8:15am - 8:45am Group Ex Studio	Bootcamp (L2) 8:15am - 9:00am Group Ex Studio
	Water Exercise (ML) 9:00am - 10:00am Indoor Pool	Water Exercise (ML) 9:00am - 10:00am Indoor Pool	Balance & Flow Yoga (ML) 10:00am - 11:00am Mind & Body Studio	Water Exercise (ML) 9:00am - 10:00am Indoor Pool	Gentle Yoga (ML) 9:00am-10:00am Mind & Body Studio	MixedFit ® (ML) 9:30am - 10:30am Group Ex Studio
	Gentle Yoga (ML) 9:00am - 10:00am Mind & Body Studio	Zumba® (ML) 9:15am - 10:15am Group Ex Studio		Zumba® Gold (ML) 9:15am - 10:15am Group Ex Studio	Tabata (ML) 9:00am - 9:30am Group Ex Studio	Balance & Flow Yoga (ML) 10:00am - 11:00am Mind & Body Studio
Late morning	Strength and Tone (ML) 9:15am - 10:15am Group Ex Studio					
	80s Fitness (ML) 10:30-11:15 Group Ex Studio	Chair Yoga (ML) 10:30am - 11:30am Group Ex Studio	80s Fitness (ML) 10:30-11:15 Group Ex Studio	Chair Yoga (ML) 10:30am - 11:30am Group Ex Studio	Chair Exercise (ML) 10:30am - 11:30am Group Ex Studio	
Evening	Power Yoga (L2) 4:00pm - 5:15pm Group Ex Studio	Cycle Together (ML) 5:45pm - 6:45pm Cycle Studio	Power Yoga (L2) 4:00pm - 5:15pm Mind & Body Studio	Strength Train Together (ML) 6:00pm-7:00pm Group Ex Studio	<div style="border: 2px solid black; padding: 10px; text-align: center;"> Stay and Play hours Monday-Saturday 8am—11:30am Monday—Thursday 4pm-8pm </div>	
	Cycle (ML) 5:45pm-6:45pm Cycle Studio	Strength Train Together (ML) 6:00pm-7:00pm Group Ex Studio	Cycle (ML) 5:45pm-6:45pm Cycle Studio	Intermediate Yoga (ML) 7:00pm - 7:45pm Mind & Body Studio		
	Tabata (ML) 6:00pm - 6:30pm Group Ex Studio	Intermediate Yoga (ML) 7:00pm - 7:45pm Mind & Body Studio	Tabata (ML) 6:00pm - 6:30pm Group Ex Studio			
	MixedFit ® (ML) 6:45pm - 7:15pm Group Ex Studio	Cycle Together (ML) 7:00pm -7:45pm Cycle Studio	Xtreme Hip Hop ® (ML) 6:45pm - 7:15pm Group Ex Studio			
	Cycle (ML) 7:00pm-7:45pm Cycle Studio					

Schedule is subject to change. (Reservations are required for all Group Exercise classes)

visit www.ymcashr.org to register today!

Currituck Family YMCA—130 Community Way, Barco, NC, 27917 252-453-9632

Try the Y!



Group Exercise classes open to our Community



20/20/20

Wed 8:00am - 9:00am

- 4/6 • 4/13
- 4/20 • 4/27



MixxedFit®

Sat 9:30am - 10:30am

- 4/9 • 4/16
- 4/23 • 4/30

Mon 6:45pm - 7:15pm

- 4/4 • 4/11
- 4/18 • 4/25

20/20/20 is a total body workout and includes 20 minutes of cardiovascular conditioning, 20 minutes of strength training and 20 minutes of core exercises and stretching."

Be sure to arrive 15mins prior to your class to get registered with your one day Group Exercise pass

MixxedFit® is a people-inspired fitness program that incorporates explosive dancing and boot camp toning.

For more information
Email Kat at
cmefford@ymcashr.org
or Lisa at
Llittle@ymcashr.org

AOA Spring Fitness Challenge



Members 55 and over
April 29th–June 3rd

Workout 3 times a week for 6 weeks and earn a prize

Registration begins April 22nd



**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

For more information,
Contact Lisa Little at llittle@ymca.org

Packet Pg. 32

**AN ORDINANCE OF THE CURRITUCK COUNTY BOARD OF
COMMISSIONERS AMENDING SECTION 10-64 OF THE CURRITUCK
COUNTY CODE OF ORDINANCES MODIFYING THE ISSUANCE OF
BEACH PARKING PERMITS**

WHEREAS, pursuant to N.C. Gen. Stat. §153A-121 a county may by ordinance define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the health, safety, or welfare of its citizens and the peace and dignity of the county; and

WHEREAS, pursuant to N.C. Gen. Stat. §153A-145.3 a county may, by ordinance, define, prohibit, regulate, or abate acts, omissions, or conditions upon the State's ocean beaches and prevent or abate any unreasonable restriction of the public's right to use the State's ocean beaches; may regulate, restrict, or prohibit the placement, maintenance, location or use of equipment, personal property, or debris upon the State's ocean beaches; and may otherwise enforce any ordinance adopted pursuant to this section or any other of provision of law upon the State's ocean beaches located within the county's jurisdictional boundaries; and

WHEREAS, pursuant to Section 1 of Chapter 875 of the 1985 Session Laws, as amended by S.L. 1998-64 and S.L. 2001-33 the county may by ordinance regulate, restrict, and prohibit the use of dune or beach buggies, jeeps, motorcycles, cars, trucks, or any other form of power-driven vehicle specified by the county's governing board on the foreshore, beach strand and barrier dune system; and

WHEREAS, the Board of Commissioners finds as follows:

- a. Approximately 23 mile of Currituck County fronts the Atlantic Ocean. Of those 23 miles, approximately 11 miles are only accessible by four-wheel drive motor vehicles traveling along the ocean beach in an area known as the off-road area of the county.
- b. There are approximately 3,000 platted lots located in the off-road area of the county.
- c. Particularly during late Spring, Summer and early Fall, the off-road area of the county attracts large numbers of motor vehicles and persons recreating on the ocean beach.
- d. Due to the large numbers of motor vehicles traversing the ocean beach, which is the main north-south travel way, and recreating persons interacting with and exposed to heavy motor vehicle traffic, there exists a condition hazardous to the health, safety and welfare of the general public that must and can be addressed, by the reduction of motor vehicle traffic on the ocean beach.

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners for the County of Currituck, North Carolina as follows:

PART I. The Code of Ordinances, Currituck County, North Carolina is amended by rewriting Section 10-64 of the Code of Ordinances to read as follows:

Sec. 10-64. – User Permit system (~~county residents and property owners only~~).

(a) This section shall be applicable for those areas of Currituck County, including, but not limited to, the beach strand and foreshore areas, located from the Dare/Currituck line to the North Carolina/Virginia line.

(b) County residents and property owners desiring to operate a moped, motorcycle or off-road vehicles, including but not limited to, all-terrain vehicle, utility vehicle, recreational off-highway vehicle, multipurpose off-highway utility vehicle, or other off-road vehicle, (“ORV”), on the areas covered by this section shall obtain a user permit from the county manager or county manager’s designated representative. User permits may be obtained at times and places designated by the county manager. Notwithstanding the foregoing, a utility terrain vehicle (UTV) or side-by-side vehicle shall not be operated on the areas covered by this section.

(c) Any person parking a motor vehicle, other than a moped, motorcycle or ORV, on the area covered by this section from the last Saturday in April to the first Saturday in October ~~the Friday before Memorial Day to 11:59 p.m. on Labor Day~~ shall have first obtained from the county manager or county manager’s designated representative a user parking permit which must be prominently displayed when parking on the area covered by this section. User ~~P~~parking permits may be obtained at times and places designated by the county manager.

(d) County residents may obtain for no fee two annual user permits for operation of a moped, motorcycle or ORV owned by them upon making application as provided in subsection (b) above and upon showing proof of liability insurance and ownership for the moped, motorcycle or ORV. Non-resident property owners may obtain at no fee a maximum of two annual user permits for operation of a moped, motorcycle or ORV owned by them upon making application as provided in subsection (b) above and showing proof of liability insurance and ownership for the moped, motorcycle or ORV. Liability insurance coverage on the moped, motorcycle or ORV shall be maintained continuously throughout the term of the user permit.

(e) County residents and non-resident property owners shall prominently display a county issued and designated user parking permit at all times when parking a motor vehicle, other than a moped, motorcycle or ORV, on the area

~~covered by this section may obtain for no fee two parking permits assigned to the county resident's physical address in the county or physical address of property in the county owned by the non-resident property owner for terms adopted by the board of commissioners upon making application as provided in paragraph (b) of this section, showing proof of residency or ownership, and written acknowledgement that they have read and are familiar with county beach driving ordinances. Liability insurance on the motor vehicle shall be maintained continuously throughout the term of the permit. County residents and non-resident property owners may obtain additional parking permits that are not issued to a motor vehicle upon making application as provided in paragraph (b) of this section and payment of a fee and for a term adopted by the board of commissioners.~~

(f) Persons who own a dwelling north of the North Beach Access Ramp may obtain for no fee two additional user parking permits assigned to the physical address of their dwelling for terms adopted by the board of commissioners upon making application in subsection (b) above and showing proof of ownership.

(g) Persons other than county-residents and non-resident property owners may obtain a user parking permit for a motor vehicle, other than a moped, motorcycle or ORV, upon payment of a fee and for a term adopted by the board of commissioners, making application as provided in paragraph (b) of this section, and ~~written~~ acknowledgement that they have read and are familiar with county beach driving ordinances. ~~Each permit shall be assigned to a specific motor vehicle.~~ Liability insurance on the motor vehicle shall be maintained continuously throughout the term of the user parking permit.

(h) County residents and property owners, operating mopeds, motorcycles or ORVs shall ensure that these vehicles have a valid permit prominently displayed at all times while operating, or parked, on the Currituck County outer banks, beach foreshore or beach strand.

(i) Any sworn law enforcement officer with jurisdiction is authorized to take possession of any user permit or user beach parking permit issued pursuant to this section upon expiration, revocation, cancellation, or suspension thereof, or which is fictitious, or which has been unlawfully or erroneously issued, which has been unlawfully used or upon issuance of citation for violation of section 10-59 of this Code. Any law enforcement officer who seizes a user permit or user parking permit pursuant to this section shall report the seizure to the county manager's office within 48 hours of the seizure and shall return the permit to the county manager's office within seven business days of the seizure unless the permit is deemed evidence in another pending matter.

(j) The county manager or county manager's designee shall refuse issuance of a user permit or user parking permit under this section for a period of one year following seizure of a permit by a law enforcement officer pursuant to this section.

(k) An appeal of seizure of a user permit or user parking permit under this section shall be made to the county manager by filing a written notice of appeal, specifying with particularity the grounds upon which the appeal is made, no later than ten days from the date of the ~~permit~~ seizure. The county manager or county manager's designee shall fix a reasonable time for the hearing of the appeal, shall give due notice to all parties and shall render a decision within a reasonable time.

(l) The county manager is directed and authorized to establish forms, procedures, and directives as may be required to implement this permit system and ensure that it is run in an effective, safe, and fair manner.

(m) This section shall not apply to:

(1) Activity under a Coastal Area Management Act (CAMA) permit requiring access to the beach and authorized by the county permitting officer;

(2) County employees, county contractors, county vehicles or emergency vehicles or drivers of such vehicles, which may be required to enter upon the beach in the performance of their official duties or a governmental agency, its employees, agents, contractors and subcontractors and their motor vehicles when engaged in beach restoration or protection work or conducting scientific research or animal preservation studies or operations;

(3) Commercial fishermen;

(4) Hunters possessing valid hunting licenses while engaged in an active hunt or State or federal property located on the Currituck outer banks; or

(5) Outdoor tour operators with a valid license issued under Article IV, Chapter 8 of this Code when actively engaged in an outdoor tour.

PART II. Severability. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. Should a court of competent jurisdiction declare this ordinance or any part of this ordinance to be invalid, such decision shall not affect the remaining provisions of this ordinance or the Code of Ordinances of the County of Currituck, North Carolina.

PART III. This ordinance is effective upon its adoption.

1
2 ADOPTED at the second reading the 4th day of April, 2022.
3
4

5 _____
6 Michael H. Payment, Chairman

7 ATTEST:
8

9 _____
10 Leeann Walton, Clerk to the Board
11

12 APPROVED AS TO FORM:

13 _____
14 Donald I. McRee, Jr., County Attorney
15

16 Date adopted: _____
17

18 Motion to adopt by Commissioner _____

19 Second by Commissioner _____

20 Vote: _____ AYES _____ NAYS



BUDGET PROPOSAL

A. BUDGET FOR STAGE 1 (PREPARATION STAGE)

Phase	Scope per RFP	Deliverables	Tasks	Task Parameters	Proposed Budget	Estimated Timing Requirements
Phase 1 (Diligence Phase)	[Not articulated]	<ul style="list-style-type: none">Establish Project dataroomKick-off meeting	(1) Collation of relevant project material.	<ul style="list-style-type: none">All information can be provided in timely manner and is in electronic format/can be uploaded to project dataroom	\$2,981.25	2 weeks
			(2) Interview County Staff	<ul style="list-style-type: none">Assumes this will take place on same day as kick-off meeting	\$11,531.25	
			Phase 1 Subtotal		\$14,512.50	
Phase 2 (Analysis Phase)	<ul style="list-style-type: none">Assist in project scoping and feasibilityConduct financial and cash flow analysisPerform valuation of systemDevelop risk assessment to inform risk allocation and financial analysisIdentify impacts to organization	<ul style="list-style-type: none">Risks and issues register;Business case report (detailing technical, commercial, financial and legal feasibility and affordability); andFinancial model	(1) Review relevant project material (legal, technical, commercial, financial)	<ul style="list-style-type: none">Reasonable volume of information is available to the team.Data request list to be furnished by PFAL team, review commence once list substantially complete, if additional materials gathered or not available initially review later considered out of scope.Existing operational and maintenance cost data made availableOpinion of cost raw data from Hazen design made availableReview of legal authority will be preliminary in nature	\$26,096.25	8 weeks
			(2) Risk workshop	<ul style="list-style-type: none">One in-person meeting with prep work and follow up.	\$19,036.25	
			(3) Risk and issues register	<ul style="list-style-type: none">Developed as management tool and updated/reviewed every other week.	\$6,461.25	
			(4) Financing and funding review	<ul style="list-style-type: none">Primary research is limited to [14] hours in total.Legal review limited to (1) the PAB issuance process, and (2) a preliminary review of authority to enter into financing agreements	\$10,071.25	



BUDGET PROPOSAL

Phase	Scope per RFP	Deliverables	Tasks	Task Parameters	Proposed Budget	Estimated Timing Requirements
			(5) Drafting of business case report	<ul style="list-style-type: none">Limited to two iterations of the draft report before the report is finalized.	\$16,941.25	
			(6) Development of financial model	<ul style="list-style-type: none">Cost and revenue inputs delivered by WSP with support from County.Model is limited to 6 scenarios.	\$12,231.25	
Phase 2 Subtotal					\$90,837.50	
Phase 3 (Procurement Options Phase)	<ul style="list-style-type: none">Conduct a value-for-money analysisProvide recommendations for contract structuring and financingEvaluation market readiness	<ul style="list-style-type: none">Market outreach reportValue-for-money reportFinancial model	(1) Market outreach	<ul style="list-style-type: none">Outreach limited to calls/conference calls. Preparation of any formal outreach materials such as a Request for Expressions of Interest or a Request for Qualifications is not included	\$11,456.25	4 weeks
			(2) Draft value-for-money report	<ul style="list-style-type: none">Limited to two iterations of draft report before report is finalized.	\$16,351.25	
			(3) Update of financial model	<ul style="list-style-type: none">Scenarios updated from Phase 2. Results calibrated to reflect risk allocations.	\$6,141.25	
			(4) Stakeholder buy-in	<ul style="list-style-type: none">Two in-person staff meetings (half days) with two in-person meetings (half days) for Board Members/Council meetings.Preparation work based on summary of VfM report.	\$20,881.25	
Phase 3 Subtotal					\$54,830.00	
Stage 1 Contingency (10%)					\$16,018.00	
Stage 1 Total					\$176,198.00	14 weeks

**BUDGET PROPOSAL****B. RATES FOR STAGE 2 (EXECUTION STAGE) AND OUT OF SCOPE WORK**

The fully-loaded hourly rates (excluding sales taxes) for each constituent firm in the team are detailed below.



Project Finance
Advisory Ltd.

Labor Categories (Personnel)	Hourly Rate
Engagement Lead (James Littlefair)	\$340
Procurement Strategy Lead/Deputy Project Manager/Project Oversight (Tori Taylor)	\$350
Procurement Analyst (David Gloss)	\$320
Financial Modeling Lead (Nikita Manyenkov)	\$300
Financial Modeling Support (Andrew Shinn)	\$290
Contract Management/Graphics (Sidney Dowell)	\$175



Labor Categories (Personnel)	Hourly Rate
Project Manager/Technical Advisor (Brian Shell)	\$190
Principal/Technical Advisor (Steve Tarallo, James Rydquist, Neil Callahan)	\$350
Senior Subject Matter Expert/Technical Advisor (Thomas Payne)	\$250
Subject Matter Expert/Technical Advisor (Glenn Bottomley)	\$210
Project Engineer/Technical Advisor (Walter Mahoney)	\$150



Labor Categories (Personnel)	Hourly Rate
Lead Legal Advisor (Rick Sapir)	\$595
Counsel (Megan Sartor)	\$525
Associate (Andrew Ligon)	\$495

BUDGET PROPOSAL

C. EXPENSES AND IN-PERSON MEETING PER DIEM

Expenses, except for travel and accommodation for in-person meetings with the County, will be reimbursed at cost and will be subject to the County's prior authorization.

The cost of attending in-person meetings will be reimbursed by the County at a rate of \$2,450 per meeting with the following assumptions:

Meetings	Number of Meetings	Days per Meeting
Kick Off/Interviews	1	1
Risk Workshop	1	1
Staff Briefing	2	0.5
Stakeholder Support (Board Members/Council Meetings)	2	0.5



P3 Financial and Transactional Advisor

MOYOCK REGIONAL WASTEWATER TREATMENT PLANT CURRITUCK COUNTY

A proposal from the multidisciplinary advisory team comprising:

Project Finance Advisory Limited ("PFAL")
Hawkins Delafield Wood
WSP

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)

March 2021



Project Finance
Advisory Ltd.

8.A.b

March 8 2022

Crystal Owens
Contract Purchasing Agent
The County of Currituck, North Carolina
Via email

Proposal to Provide Public-Private Partnership (P3) Financial and Transaction Advisor Services

Dear Ms Owen,

On behalf of Project Finance Advisory Limited ("PFAL"), I am pleased to provide our proposal to act as your P3 Financial and Transaction Advisor for Currituck County's ("the County") Moyock Regional Wastewater Plant Project (the "Project").

PFAL has joined with WSP and Hawkins Delafield Wood to assemble an exceptionally well-qualified team. This team spans the essential areas of infrastructure procurement: commercial/financial, technical, and legal expertise. Our team has a significant record of accomplishment in the wastewater sector and has successfully navigated a wide range of procurement challenges in the wastewater sector and in the broader infrastructure arena. The team is well positioned to address the scope of services outlined in your Request for Proposals.

I will be personally responsible for overseeing this assignment for PFAL and the wider team. I have over 21 years' experience in infrastructure advisory work, and I have successfully closed more than \$30 billion in infrastructure transactions in the US, Canada, Europe, and the Middle East. I will ensure that the full resources of our team are deployed to deliver a compelling procurement strategy and to support the County in the efficient execution of this procurement strategy.

If you have any questions, please do not hesitate to get in touch. We thank you for the opportunity to work with you and look forward to hearing from you.

Sincerely,

Victoria Taylor
President & CEO

Victoria.taylor@pfalimited.com
(415) 580-5202

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)

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1. FIRM PROFILE

Project Finance Advisory Limited (“PFAL”) leads a multi-disciplinary team of highly experienced procurement experts ready to address the issues impacting the Moyock Regional Wastewater Treatment Plant (“the Plant”) and to support Currituck County (“the County”) in the selection and execution of the optimal procurement strategy. The team comprises:

- **PFAL** – a registered municipal financial advisor and the proposed prime contractor, advising on procurement strategy and execution as well as financing issues;
- **WSP** – a leading engineering and professional services firm, advising on technical issues as they impact the procurement strategy and approach; and
- **Hawkins Delafield Wood** – a law firm noted for its groundbreaking work in public-works procurement, especially in the water and wastewater industry, advising on legal matters, procurement documentation and contract negotiation and execution.

Further detail on each of these constituent firms is provided below:



PFAL is a financial and commercial advisor that specializes in providing federal, state and municipal entities with strategic and tactical advice on how best to optimize and deliver their

infrastructure projects. PFAL opened its US office in March 2013. Its mission is to provide independent advice and assistance to public agencies to help them think strategically about how to efficiently structure, manage, and competitively deliver complex infrastructure projects. The team’s core competencies include affordability, feasibility and value-for-money analysis, financial capacity analysis, identifying alternative sources of revenue, procurement strategy and execution, project documentation and financial modeling for infrastructure projects. PFAL personnel have directly relevant experience performing this work as advisors to governments, as loan officers at major financial institutions, and as financial advisors to private sector clients.

PFAL is driven to assist in the delivery of high-quality, efficiently managed infrastructure using alternative delivery methods, and as individuals, we have the technical expertise and experience that demonstrate that we know how to do exactly that. We frequently collaborate with lawyers, architects, designers, and engineers to provide our clients with holistic solutions to project efforts.

PFAL’s team members have successfully structured and executed projects large and small with a combined value of \$150 billion in the US. PFAL is the recipient of the following awards:

- 2019 Social Infrastructure Deal of the Year – P3 Bulletin (Howard County Courthouse)
- 2019 Financial Structure of the Year – P3 Bulletin (Howard County Courthouse)
- 2019 Transit Project Silver Medal – P3 Bulletin (MBTA Automated Fare Collection)
- 2016 Social Infrastructure Deal of the Year Nominee – P3 Bulletin (University of Kansas Central District Development, Kansas)

- 2015 National Council for Public Private Partnerships Innovation Award, 2008 Project Finance Magazine North America Deal of the Year, 2007 Project Finance Magazine Transportation Deal of the Year (Capital Beltway Express Lanes, Virginia)

PFAL is a registered municipal financial advisor with the MSRB and the SEC. PFAL is a certified DBE, SBE, WBE, SLB, EBE, VSBE and SB (Micro) entity.



WSP has been one of the world's leading engineering and professional services firms since 1885. Dedicated to serving local communities, WSP is a team of engineers, planners, technical experts, strategic advisors and construction management professionals. A global practice of more than 48,000 people, including 9,500 staff in 150 offices across the U.S., and 900

specialists in water and environment, will partner with the County of Currituck to help the community prosper. WSP offices in Virginia Beach, Raleigh, and Charlotte stand ready to support our national business line expertise drawn from across the company presented here.

WSP has developed field-proven best practices to implement projects successfully under a wide range of traditional and alternative delivery methods, including a track record of performance, successfully structuring and delivering public-private partnerships (P3) across the water and environmental, energy building, and transportation sectors. Additionally, WSP has a portfolio of experience spanning from planning, design, and construction management of large and small diameter pipelines, sewers, outfalls, water and force mains, separate and combined collection systems, tunnels, pump stations, flow control facilities, as well as special structures related to the transmission and conveyance of water, wastewater, and stormwater.

WSP has a long-standing industry leading presence in providing technical and procurement advisory services for municipal water/wastewater utilities offering the full range of project planning, collaborative project delivery procurement development, and construction monitoring services. As part of the PFAL team, WSP is uniquely positioned to perform services for this project on behalf of the County of Currituck utilizing our deep understating combined across the fields of water, wastewater, and alternative project delivery methods.



Hawkins is a 90-lawyer public works procurement, contract and finance legal boutique that is uniquely qualified among law firms for this work. Ten of our lawyers practice full time as owner's lead counsel in the alternative project delivery and P3 field. Hawkins has represented public agencies on

over 250 projects in 25 states delivered using the design-build, design-build-operate-maintain, design-build-finance-operate-maintain (P3) and other alternative delivery methods in all infrastructure sectors, a number which is unsurpassed among American law firms.

The firm has extensive expertise and experience in alternative project delivery and P3 transactions both regionally and nationally, has maintained a substantial specialized legal practice for more than 25 years in this field, is widely recognized as an industry leader, and is fully capable of performing all required special counsel legal advisory services to the highest standards. Hawkins is a firm of transactional attorneys, and

the heart of its practice is representing state and local governments in alternative project delivery, P3, public contract, and public finance matters.

Hawkins is the leading law firm in the nation in the water/wastewater alternative delivery and P3 sector. We have represented local governments on over 100 water/wastewater alternative delivery P3 projects. Many of the contract concepts and forms used across the country are based upon our precedents. Because Hawkins only represent state and local governments, Hawkins is never in danger of experiencing a conflict of interest with any of the firms that propose to provide services in this sector. Projects that Hawkins has helped procure have been of all sizes ranging from 1 mgd to over 100 mgd and of all technologies. The breadth and depth of our experience in this sector is unmatched by any other law firm.

While our practice is national, we have extensive experience in North Carolina, having assisted New Hanover and Wake Counties with alternative delivery and P3 projects including waste-to-energy (New Hanover County DBOM), landfill gas-to-energy (Wake County P3) and a new landfill project (Wake County DBOM), and the City of Greensboro with the procurement of recycling services. Hawkins recently opened an office in Raleigh and one of our practice group's experienced senior associates lives and works in Durham.

These firms have a history of successful collaboration with each other, whether this is for the same client or across the negotiating table, representing different clients. This history of collaboration spans a number of infrastructure and water-related projects. For example, PFAL and Hawkins have worked on the Howard County Courthouse Project, MD, on the Gilcrease Expressway West Project, OK, and on the Rural Roads Project, OK (each for different clients). Hawkins and WSP are currently collaborating on the Carlsbad Desalination Plant, CA, and on the Kalaeloa Seawater Desalination Facility Project, HI as well as a number of projects in the last decade including: Wilsonville Wastewater Project, OR, County of Hawaii Waste-to-Energy, HI, Hialeah Desalination Plant, FL.

A. FIRM BACKGROUND

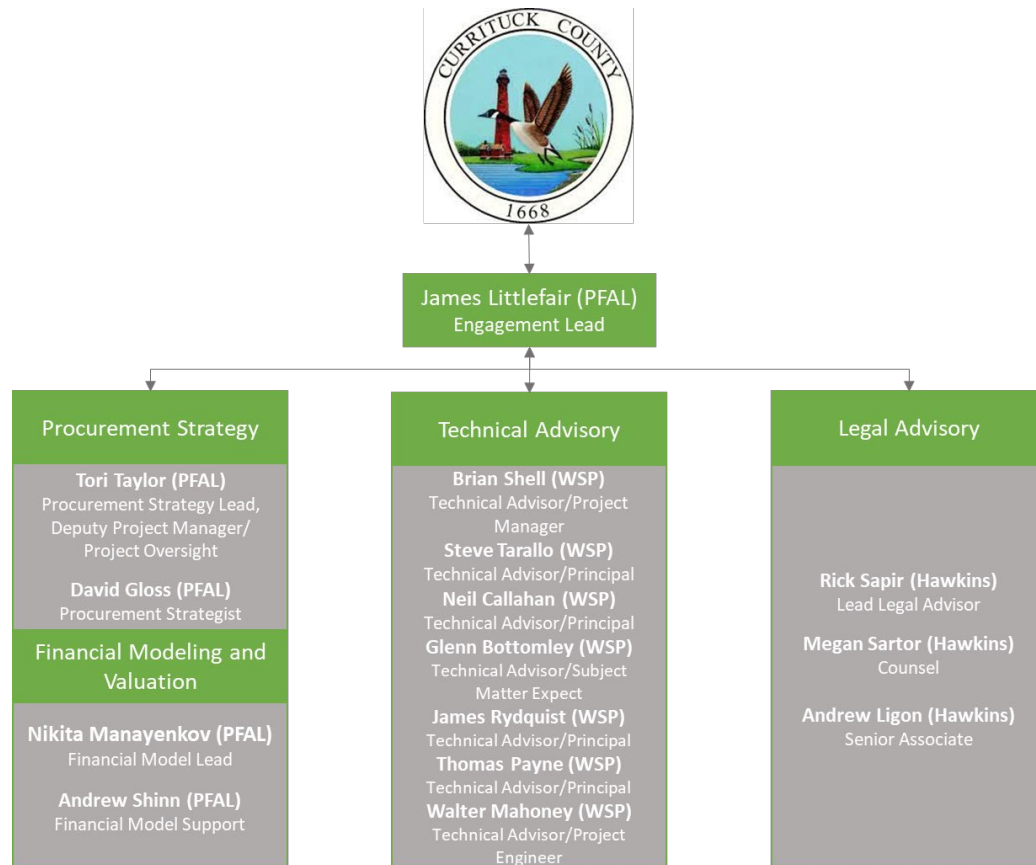
The table below addresses the background questions in relation to the proposed prime contractor, PFAL.

Requirements	
Legal Name of Firm	Project Finance Advisory Limited
Date of Firm Formation	2013
Legal Business Description	Corporation
Principal Office Location	1915 N Crescent Heights Blvd, Los Angeles, CA 90069
Working Office Location	WSP offices in Virginia Beach and the Hawkins offices in Raleigh will be available to the team for in-person meetings and project delivery purposes
Name and contact information of Authorized Representative	James Littlefair, Managing Director Address: 1915 N Crescent Heights Blvd, Los Angeles, CA 90069 Tel: 917 251 6199 Email: james.littlefair@pfalimited.com
A summary of litigation, claims, or contract disputes	Not applicable
Statement of conflicts	Not applicable
Statement of availability and commitment	PFAL is committed and its principal and professionals are available to undertake the necessary tasks to execute the agreed scope of work for this Project. PFAL will manage its resources and those of its wider team of subcontractors to ensure that all tasks are executed in a timely fashion and to the level of expected quality. PFAL is currently engaged on a small number of other projects but does not envision any capacity issues in relation to fulfilling its prospective obligations with Currituck County for this Project.

B. ORGANIZATIONAL STRUCTURE

The graphic below summarizes the staffing and organizational structure the PFAL-led team will deploy for the Project.

Figure 1 - Team Organization Structure



Engagement Lead, James Littlefair, will be responsible for the management and integration of the various work streams and will be the County's day-to-day contact for team's work.

The **Procurement Strategy Workstream** will be led by **Tori Taylor** (also Deputy Project Manager with engagement oversight responsibilities), who will be supported by **David Gloss**. This workstream will be responsible for project diligence and procurement analysis and will make recommendations on procurement strategy in addition to supporting the County in the execution of this strategy. Underpinning much of this work will be the **Financial Modeling and Valuation Workstream**. This workstream will be led by **Nikita Manayenkova** and supported by **Andrew Shinn** and will provide the quantitative analysis to support procurement decision making.



The **Technical Advisory Workstream** will be led by **Brian Shell** and he will be supported by subject matter experts **Steve Tarallo**, **Neil Callahan**, **Glenn Bottomley**, **James Rydquist**, **Thomas Payne**, and **Walter Mahoney** as necessary. This workstream will be responsible for the technical review and inputs incorporated into the




procurement diligence and any modeling work. This workstream will also support the drafting of any technical aspects of the Project documentation.




The Legal Advisory Workstream will be led by **Rick Sapir** and will be supported by **Megan Sartor** and **Andrew Ligon**. This workstream will translate the procurement strategy into the associated procurement documentation as well as providing a vital role in supporting the County with respect to the negotiation and execution of this documentation.



C. TEAM EXPERIENCE – SUMMARY MATRIX




The table below provides a summary of the team’s experience with traditional, P3 and alternative forms of procurement, along with asset acquisition/disposal in the wastewater, water, solid waste, organic waste and other related sectors. Detailed resumes for each team member can be found in Appendix IV.



	Years’ Experience	Expertise	Selected Relevant Projects
James Littlefair, Engagement Lead (Managing Director, PFAL) 	21+	James Littlefair is a former commercial banker with over 21 years of experience structuring and executing procurement solutions for capital-intensive infrastructure projects. His expertise covers: procurement strategy, financing and funding, intercreditor matters, tax-exempt structures, rating agency process, availability-based deals, power, renewables and water, wastewater, waste-to-energy projects.	<ul style="list-style-type: none"> ▪ York Wastewater Acquisition ▪ Aquarion Acquisition ▪ Acquatrine Package C P3 ▪ LASAN, Clean Water Campus ▪ Aberdeen Wastewater P3
Tori Taylor, Deputy Project Manager, Procurement Strategy Lead, Project Oversight (President/CEO, PFAL) 	21+	Victoria (Tori) has over 21 years of experience in infrastructure and project finance. She has personally led the execution, analysis, and management of nearly \$30 billion worth of infrastructure transactions using traditional and innovative financing strategies. She has extensive experience in infrastructure finance advisory and credit assessment, having acted as a financial advisor and lender to multiple major transportation projects across the US.	<ul style="list-style-type: none"> ▪ Stanislaus Regional Water Authority Surface Water Supply Project ▪ San Joaquin County Solid Waste Division ▪ LA Department of Sanitation, Clean Water Campus

	Years' Experience	Expertise	Selected Relevant Projects
<p>David Gloss, PE, Procurement Strategist (Vice President, PFAL)</p> 	16+	A former civil engineer, David also brings a wealth of experience in early-stage project development and feasibility, specializing in project management, risk analysis, financing, funding and delivery alternatives analysis. As a banker and civil engineer, he has worked primarily on projects across North America in nearly all infrastructure sectors including water, wastewater, energy, vertical infrastructure (courthouses and government buildings) and transportation (road, rail, airports).	<ul style="list-style-type: none"> Lower Colorado River Authority Fargo-Moorhead Flood Diversion Project Connecticut Waste-to-Energy
<p>Nikita Manayenkov, Financial Modeling Lead (Manager, PFAL)</p> 	8+	Nikita is a financial advisor with experience providing financial advice, business planning and due diligence advice to public and private sector clients on major infrastructure and real estate projects. He has been involved in projects in the USA, Australia, and the Middle East, performing financial modelling and providing financial strategy, structuring and commercial advice.	<ul style="list-style-type: none"> LA Department of Sanitation, Clean Water Campus LA River Revitalization Sonoma County Civic Center
<p>Andrew Shinn, Financial Modeler (Associate, PFAL)</p> 	4+	Andrew is a financial advisor with experience providing financial advice, due diligence advice, and execution assistance to public and private sector clients on major social and transportation infrastructure projects. He has been involved in projects across North America performing financial modelling and providing financial strategy, structuring and commercial advice.	<ul style="list-style-type: none"> Connecticut Waste-to-Energy DC Streetlights Modernization A-25 Toll Road

	Years' Experience	Expertise	Selected Relevant Projects
<p>Brian Shell, PE, Technical Advisory Project Manager (Project Manager, WSP)</p> 	11	<p>Brian's focus is on providing oversight and technical input, especially as clients work to select the optimal alternative project delivery method for their project with much of his technical experience being in the wastewater field. Because he understands both the commercial and technical aspects of a wastewater alternative delivery project or valuation, he's well-suited to coordinate the subject matter experts that make up the Currituck County P3 Advisory technical team.</p>	<ul style="list-style-type: none"> WSSC Piscataway WWTP Facility Plan Confidential Client Desalination P3 Due Diligence Kalaeloa Seawater Desalination Facility DBOM Project
<p>Steve Tarallo, PMP, Technical Advisor (Principal, WSP)</p> 	33	<p>Steve has had an extensive career in the wastewater industry in the Chesapeake region, focusing his expertise on energy efficiency and business case analysis. He also serves as the business line leader for WSP's water business in the Southern States district and will be able to ensure that the appropriate resources are directed to this important engagement with Currituck County.</p>	<ul style="list-style-type: none"> Hampton Roads Sanitation District Biosolids Resource Recovery Master Plan Washington Suburban Sanitary Commission Strategic Energy Plan Two Bridges Sewerage Authority Wastewater Treatment Plant Capital Improvement Master Plan
<p>Neil Callahan, ENV SP, Technical Advisor (Principal, WSP)</p> 	44	<p>Neil's storied career has spanned five decades and for nearly all of it he has been involved in advising or leading public utilities and private water companies. He has advised nearly 50 municipalities who have faced the challenges that Currituck County is experiencing.</p>	<ul style="list-style-type: none"> Replacement of Contract Operator for an Existing Wastewater Treatment System, City of Danville/Virginia Western Carolina Regional Sewer Authority (WCRSA) Piedmont WWTP

	Years' Experience	Expertise	Selected Relevant Projects
			Alternative Delivery Analysis <ul style="list-style-type: none"> Water System Evaluation/ Acquisition, South Central Connecticut Water Authority/ Connecticut
Glenn Bottomley, PE, F.ASCE, Technical Advisor (Subject Matter Expert, WSP) 	36	Glenn is the local business lead for water in WSP's Virginia Beach office and has worked on a number of signature projects in the area. His knowledge of the locale, peer utilities, and key stakeholders in the region will be useful as the WSP team ramps up to work on this important project.	<ul style="list-style-type: none"> South Battlefield Boulevard Sewer Conversion Project – Chesapeake, VA HRSD System Metering, Phase IV Virginia Beach North Beach Stormwater, Pump Station and Ocean Outfall
James Rydquist, P.E., Technical Advisor (Principal, WSP) 	28	James serves as WSP's national leader for wastewater treatment. He coordinated frequently with WSP's experts nationally and globally and so is well poised to serve as the lead of the wastewater SMEs for this engagement.	<ul style="list-style-type: none"> Downriver Wastewater Treatment Facility (DWTF) Clarifier Upgrades Electrical and Instrumentation Design for THP Residual Treatment at the Pontiac WWTP RTQ 54-inch PCCP Force Main Rehabilitation, Design Build, Miami, FL

	Years' Experience	Expertise	Selected Relevant Projects
<p>Thomas Payne, PE, Technical Advisor (Senior Subject Matter Expert, WSP)</p> 	26	Tom has nearly three decades of technical experience in the water resources realm. His advanced understanding of wastewater process engineering will allow the WSP to understand the issue facing Currituck County and how best to structure the procurement to solve them.	<ul style="list-style-type: none"> ▪ Hines Energy Complex Wastewater Treatment Plant Replacement ▪ Eleanor Slater State Hospital, Zambarano Wastewater Treatment Unit ▪ Disney Cruise Lines, Eleuthera Island, Wastewater, Potable Water, and Reuse Design
<p>Walter Mahoney, Technical Advisor (Project Engineer, WSP)</p> 	30	Walter is experienced in construction phase services for municipal wastewater projects including construction management, construction inspection, project startup and commissioning, and operations and maintenance (O&M). Coupled with his background in design, he will be able to understand the challenges facing any new operator of the MRWTP.	<ul style="list-style-type: none"> ▪ Hines Energy Complex Wastewater Treatment Plant Replacement ▪ Eleanor Slater State Hospital, Zambarano Wastewater Treatment Unit ▪ Disney Cruise Lines, Eleuthera Island, Wastewater, Potable Water, and Reuse Design
<p>Eric (Rick) J. Sapir, Lead Legal Advisor (Partner, Hawkins)</p> 	35	Rick is a partner in the firm's public-private partnership and alternative delivery practice group. Rick has worked exclusively as owner's representative and has helped structure, procure, draft and negotiate contracts involving P3s and every form of complex alternative delivery approach. Rick has served as lead negotiating counsel for over 100 engagements on complex infrastructure projects delivered pursuant to P3 and alternative delivery contracting methods. His practice	<ul style="list-style-type: none"> ▪ Lake Oswego, OR ▪ Washington Borough, NJ ▪ Long Hill Township, NJ

	Years' Experience	Expertise	Selected Relevant Projects
		spans North America where he has served as special counsel for the development of environmental facilities in over 20 States, three Provinces and two Territories. Rick's services regularly include advising on project planning and delivery matters, structuring of the procurement to ensure compliance with law and a fair and transparent competition, preparation of procurement documents, helping clients review, clarify, understand and evaluate proposals, and the drafting and negotiation of the key project agreements.	
<p>Megan I. Sartor, Counsel (Counsel, Hawkins)</p> 	13	Megan specializes in the procurement and implementation of infrastructure projects on public-private partnership and alternative delivery bases in the solid waste management, recycling, renewable energy, residuals, water and wastewater treatment sectors. Megan develops and drafts various requests for qualifications, requests for proposals, requests for bids and other procurement documents, and in the drafting and negotiation of various P3 agreements.	<ul style="list-style-type: none"> ▪ Lake Oswego, OR ▪ Washington Borough, NJ ▪ Long Hill Township, NJ
<p>Andrew Ligon, Associate (Associate, Hawkins)</p> 	7	Andrew focuses his practice on the procurement and implementation of public infrastructure and construction projects across a range of project delivery models in the social infrastructure, transportation, water and wastewater treatment, renewable energy, cogeneration, and solid waste sectors.	<ul style="list-style-type: none"> ▪ Lake Oswego, OR ▪ Howard County Courthouse, MD ▪ Clackamas County Courthouse, OR

2. EXPERIENCE

The PFAL team will draw on the broadest and deepest cross section of experience. This range of experience reinforces the team's ability to identify the optimal procurement strategy and, crucially, facilitates its successful execution.

The constituent firms of the team have a successful history of collaboration. This history of collaboration spans a number of infrastructure and water-related projects. For example, Hawkins and WSP are currently collaborating on the Carlsbad Desalination Plant, CA, and on the Kalaheo Seawater Desalination Facility Project, HI as well as a number of projects in the last decade including: Wilsonville Wastewater Project, OR, County of Hawaii, Waste-to-Energy, HI, Hialeah Desalination Plant, FL. PFAL and Hawkins have worked on the Howard County Courthouse Project, MD, on the Gilcrease Expressway West Project, OK, and on the Rural Roads Improvement Program, OK (each for different clients).

A. PROJECT EXPERIENCE – SUMMARY MATRIX

The following table summarizes the team's experience in a range of dimensions relevant to the Project:

PROJECT EXPERIENCE MATRIX	Water/Wastewater	Organic Waste	Sale/Valuation	P3	Procurement	Design/Construction Insights	Operations Insights
Stanislaus Regional Surface Water Supply Project, CA	✓				✓	✓	
Lower Colorado River Authority, TX	✓		✓				
York Wastewater Acquisition, PA		✓		✓		✓	✓
Sonoma County Organic Waste Diversion, CA		✓		✓		✓	✓
Sacramento County, City of Sacramento, City of Folsom – Organic Waste Diversion Project, CA		✓		✓		✓	✓
Sonoma County Organic Waste Diversion, CA		✓		✓		✓	✓
Aberdeen Wastewater, UK	✓			✓			
Aquatrine Package C, UK	✓			✓			

PROJECT EXPERIENCE MATRIX	Water/Wastewater	Organic Waste	Sale/Valuation	P3	Procurement	Design/Construction Insights	Operations Insights
Aquarion Acquisition, New England	✓		✓				
Fargo-Moorhead Flood Diversion, ND	✓		✓		✓	✓	✓
Los Angeles Dept of Sanitation, Clean Water Campus, CA				✓	✓		
RusHydro, International			✓				
Prince George's County Waste-to-Energy, MD		✓					
Connecticut Waste-to-Energy, CT		✓					
Replacement of Contract Operator for an Existing Wastewater Treatment System, City of Danville, VA	✓			✓	✓		
Confidential Due Diligence for Desalination Asset – West Coast, US	✓		✓	✓	✓	✓	✓
Kalaeloa Seawater Desalination Facility Project - City of Honolulu, HI	✓			✓	✓	✓	✓
Procurement Advisory Services for the Wastewater Treatment Plant Improvements – City of Wilsonville, OR	✓				✓		
Procurement Advisory Services for the Piedmont Regional Wastewater Treatment Plant - WCRSA, Greenville, SC	✓				✓		
Procurement Advisory Services - City of Rialto, CA	✓	✓		✓	✓	✓	✓
Procurement Services for an APD Procurement of an Industrial Seawater Desalination – City of Corpus Christi, TX	✓			✓	✓		

PROJECT EXPERIENCE MATRIX	Water/Wastewater	Organic Waste	Sale/Valuation	P3	Procurement	Design/Construction Insights	Operations Insights
Design Build Operate Owners Advisory Services for the Lions Gate Secondary Wastewater Treatment Plant – Vancouver, BC	✓			✓	✓		✓
Wastewater Treatment Program – Capital Region District, Vancouver, BC	✓			✓	✓	✓	
Organic Waste Processing Installations – City of Montreal, QB	✓	✓				✓	
Canoas Wastewater Treatment Plant – Soacha, Colombia	✓			✓	✓	✓	✓
Risk Matrices of Priority Asset Classes – Ottawa, ON	✓	✓		✓	✓		
New Wastewater Treatment Facility, Lake Oswego, OR	✓			✓	✓	✓	
Washington Borough, Wastewater Treatment Facility DBO, NJ	✓			✓	✓	✓	✓
Sale of Wastewater Treatment System, Township of Long Hill, NJ	✓		✓		✓		✓
New Hanover County Waste-to-Energy Facility, NC				✓	✓	✓	✓
Rahway Valley Sewerage Authority Specified Feedstock Enterprise Contract, NJ	✓	✓		✓	✓	✓	✓
Rockland County Wastewater Project, NY	✓				✓	✓	✓
Spokane Wastewater Project, WA	✓					✓	✓
Juarez, Wastewater Project, Mexico	✓			✓	✓	✓	✓
Guayaquil, Wastewater Project, Ecuador	✓			✓	✓	✓	✓

B. PROJECT EXPERIENCE – DETAILED EXAMPLES

The following 12 examples are drawn from the broad cross section of the team's collective experience:

#1 STANISLAUS REGIONAL SURFACE WATER SUPPLY PROJECT



Role: Financial Advisor (Subcontractor) to West Yost
Location: Stanislaus County, CA
Client: West Yost/Stanislaus Regional Water Authority
Status: In operations
Total Project Cost: \$275 million
Date of Engagement: Sept 2018
Key Staff: PFAL/Tori Taylor

SCOPE DESCRIPTION

PFAL was engaged to assist the Water Authority's program manager in developing and issuing a procurement for a design build contract that will help improve consistency in water supply to Stanislaus County. As part of this work PFAL developed the financial criteria for respondents, reviewed financial submissions, and provided analysis and opinions on the financial strength of the respondents.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Evaluation services, assisting Water Authority review of qualifications vetting and selection of preferred partners.

CLIENT REFERENCE

Name: Lindsay Smith
Title: Vice President
Phone: 530.792.3247
Email: lsmith@westyost.com

#2 YORK WASTEWATER ACQUISITION



Role: Financial advisor to bidder
Location: York City, PA
Client: Ullico/Veolia
Status: Process Suspended
Total Project Cost: Confidential
Date of Engagement: Sept 2016
Key Staff: PFAL/James Littlefair

SCOPE DESCRIPTION

Scope Description: PFAL's acted as financial and strategic advisor to a private consortium comprising Ullico Infrastructure and Veolia for prospective purchase (on a concession basis) of this wastewater asset in York City, PA. PFAL's work included development of the financial model and valuation, financial structure optimization, review of the concession agreement, and bid strategy.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Project bid strategy, applicable financing structures, market appetite, financial modeling.

CLIENT REFERENCE

Name: Reed Singer
Title: Managing Director
Phone: 312 420 0842
Email: rsinger@ullico.com

#3 MISCELLANEOUS ORGANIC WASTE DIVERSION PROJECTS



Role: Financial advisor to bidder

Location: Sacramento and Sonoma Counties, CA

Client: Star America/Kiewit Development/Suez

Status: In bid (currently in hiatus)

Total Project Cost: \$Confidential

Date of Engagement: June 2019

Key Staff: PFAL/James Littlefair

"PFAL provided enormous value to our team bidding for organic waste to energy projects, utilizing their expertise in project finance and PPP transactions, by applying problem-solving skills to optimize our bid and by adhering to a tight timeline with dedication"

Kamil Seidl, Star America

SCOPE DESCRIPTIONS

PFAL is leading the advisory mandate to the teams for the City and County of Sacramento's and the Sonoma County's organic waste diversion projects. These projects utilize some of the same anaerobic digestion technology as wastewater treatment plants. These mandates require PFAL to explore a range of financing alternatives, including low-cost financing under a number of California state programs (CalRecycle, California Pollution Control et al) as well as extensive financial modeling to determine the optimal economic structures.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Project bid strategy, financing structures, market appetite, financial modeling.

CLIENT REFERENCE

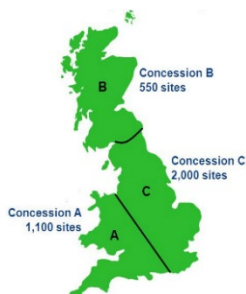
Name: Kamil Seidl

Title: Executive Director

Phone: 516 882 4097

Email: kseidl@starinfrapartners.com

#4 MISCELLANEOUS UK WATER PROJECTS: (i) AQUATRINE PACKAGE C; (ii) ABERDEEN WASTEWATER PROJECT



Role: Lender

Location: UK

Client: Ministry of Defence/Aberdeen Environmental Services

Status: Operational

Total Project Cost: £185 million/£100 million

Date of Engagement: 2000-2006

Key Staff: PFAL/James Littlefair

SCOPE DESCRIPTIONS

(i) The Aquatrine initiative comprises the Ministry of Defence's country-wide water and wastewater P3 program in the UK wherein the Aquatrine private-partners undertook significant upgrades to inherited wastewater systems as well as providing wastewater services and management of environmental risk across the MoD estate allowing the MoD to focus on its core activities. This was achieved by utilizing water-industry expertise to improve the MoD's performance in environmental compliance and sustainability over the contract term. Aquatrine covers circa 4,000 sites on the MoD Estate.

Specifically, Aquatrine Package C draws on industry experience from three water and wastewater service providers based in the MoD portfolio covering the mid and east and north of England region. Package C was led by Severn Trent plc over a 25-year concession. While at Lloyds Bank, James managed the Bank's lending to the Severn Trent-sponsored Aquatrine Package C, covering the Eastern and North regions of the England. Package C, the largest of the three constituent Packages, had a capital value of GBP 185 million.

(ii) Balfour Beatty, Kelda and Tyco ACS (Aberdeen Environmental Services Ltd) were awarded this P3 project in May 2000 for the Aberdeen wastewater project in Aberdeenshire, Scotland. The project involved detailed design and construction of three new wastewater treatment works and a major refurbishment of one existing works on a fast-track basis. This project had a construction value of GBP 100 million and the construction was completed and fully commissioned during 2001. The project utilized innovative technology (at the time) by using a thermal hydrolysis process as pre-treatment to anaerobic digestion as compared with conventional digestion means improved biogas to increase heat and power production, improved dewaterability of the digested sludge and assured pathogen reduction. James Littlefair was responsible for the on-going portfolio management of this lending exposure which included monitoring and compliance with financial and technical covenants.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

P3 payment mechanism, financial structuring.

CLIENT REFERENCE

Name: Victoria Whitehead

Title: Managing Director

Phone: +44 (0) 7717 844 060

Email: victoria.whitehead@lloydsbanking.com

#5 CLEAN WATER CAMPUS

Role: Financial advisor to LA Department of Sanitation and Environment (“LASAN”)

Location: Los Angeles, CA

Client: LA Department of Sanitation

Status: Process Suspended

Total Project Cost: Confidential

Date of Engagement: June 2018-November 2021

Key Staff: PFAL/Tori Taylor

SCOPE DESCRIPTION

PFAL was engaged to perform feasibility and delivery alternatives analysis for the new office and laboratory facility for LASAN that is expected to be a showcase of sustainability in an economically underdeveloped area. PFAL completed our feasibility assessment in August 2018, and the outcome of that work was a recommendation to deliver the Clean Water Campus with a P3 procurement.

Subsequently, the City received an unsolicited proposal with some unique features that made it attractive to City Council. PFAL was subsequently engaged to evaluate the proposal and define the programmatic policies, procedures and guidelines in exclusive negotiations with the proposer. Since the City did not have an unsolicited proposals policy, PFAL conducted meetings and arranged workshops to define the objectives of the negotiations and derived the end goal. As a first step, PFAL developed a policy document which included design, facility management scope of works, detailed schedule and negotiations process, deal risk matrix and structure. Then, PFAL developed an innovative negotiations procedure to ensure the risk sharing in the unsolicited bid is similar to a DBFM (P3). The City is following a structured approach to the negotiations which means that the City has been able to retain the initiative in the process.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Feasibility/affordability analysis, procurement strategy.

CLIENT REFERENCE

Name: Troy Ezeh, P.E.

Title: Environmental Engineer

Phone: 323-342-6251

Email: Troy.Ezeh@lacity.org

#6 LOWER COLORADO RIVER AUTHORITY – ASSET DIVESTMENT

Role: Sell-Side Financial Advisor
Location: Texas
Client: Lower Colorado River Authority
Status: Complete
Total Project Cost: Undisclosed
Date of Engagement: 2014
Key Staff: PFAL/David Gloss

SCOPE DESCRIPTION

While at a previous firm, David's team served as sole sell-side financial advisor for Lower Colorado River Authority (LCRA) in a major asset divestiture process. David supported his team in this financial advisory capacity as LCRA solicited interest from potential purchasers of its retail water and wastewater systems. The ultimate set of successful transactions included public-to-public and public-to-private transactions as well as a mix of full asset sales, lease-to-own and operating agreements. This permitted LCRA to achieve its goal of reducing its operating risk and achieving the maximum valuation for its retail utility assets while also insuring that the new owners or partners continued to use best practices in the operations of the essential systems. The complex diversity of approaches from Public-to-Public and Public-to-Private transactions combined with asset sales, leases and operating agreements offered a unique, tailored and strategic solution for LCRA.

LCRA's system covers over 20,000 square miles along a 600 mile stretch of the Lower Colorado River in Texas. It is one of the largest water districts in the U.S. Over its long history, it had acquired and developed over 30 retail water and wastewater systems (some of which were under-developed) and for which LCRA had invested significantly. LCRA made the decision that owning these retail water and wastewater entities no longer represented a core focus and thus sought financial solutions.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Evaluation services, assisting Water Authority review of qualifications vetting and selection of preferred partners.

CLIENT REFERENCE

Name: Eric Zampol
Title: Managing Director
Phone: 415-706-1175
Email: ezampol@peakstone.com

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)

#7 INTEGRATED RESOURCE RECOVERY AT COURTICE WPCP



Role: Technical advisor
Location: Courtice, ON, Canada
Client: Regional Municipality of Durham (Works)
Status: Planning
Total Project Cost: TBC
Date of Engagement: 2015-2017
Key Staff: WSP/Gary Thorne

SCOPE DESCRIPTION

The Region of Durham, Ontario, has an average day rated capacity of 68,200 m³/d. Courtice WPCP treats wastewater using a nitrified activated sludge process with an anoxic selector and ferric chloride addition for phosphorus removal. WSP was retained to produce an Integrated Resource Recovery (IRR) strategy for the Region. The IRR feasibility study included brainstorming sessions with operators and engineering staff from the Region of Durham as well as engineers and technical staff from WSO. During the brainstorming sessions 62 IRR opportunities were identified.

Each of these opportunities were then evaluated to assess their feasibility and practicality for implementation at the Courtice WPCP, resulting in 32 solutions being short-listed. Following the technical assessment, the short-listed alternatives underwent a sustainability assessment whereby the level of economic, social and environmental benefits for each solution was evaluated and then scored. Based on this assessment, the preferred alternative was determined to be process optimization to increase of biogas production (thickening or thermal hydrolysis) and biogas upgrades for injection into natural gas network use or use as transit fuel. The implementation of the preferred IRR solutions is being studied by the Region.

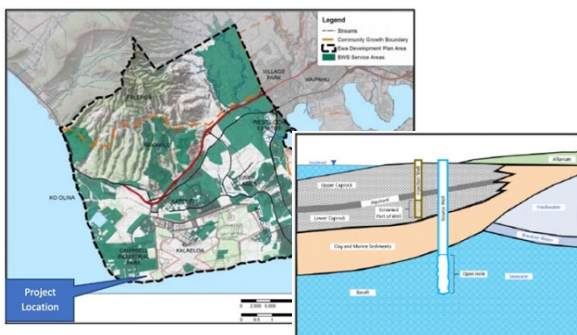
RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

This experience shows a comprehensive alternative delivery technical solutions study for a municipal wastewater treatment plant. By comprehensively studying all options, WSP enabled the Region to select the optimal resource recovery strategy to be studied in the next phase of the project. Importantly, a comprehensive study across economic, social, and environmental conditions was conducted which will have to be the same considerations made by the County of Currituck as they set out on this project.

CLIENT REFERENCE

Name: Joe Green
Title: Project Engineer
Phone: 905.668.7711, x3649
Email: joseph.green@durham.ca

#8 KALAELOA SEAWATER DESALINATION FACILITY PROJECT



Role: Procurement advisor

Location: Honolulu, HI

Client: The Honolulu Board of Water Supply

Status: In procurement

Capital Cost: \$30 million

Date of Engagement: 2017 - present

Key Staff: WSP/Neil Callahan and Brian Shell

SCOPE DESCRIPTION

The Honolulu Board of Water Supply (BWS) retained WSP as the procurement and a technical advisor in their project's consultant team to develop the procurement documents (RFQ/RFP) for a team to Design-Build-Operate and Maintain (DBOM) a seawater reverse osmosis desalination facility. The Kalaeloa Seawater Desalination Facility DBOM project is for the delivery the first 1.7 MGD phase of a planned three phase 5.1 MGD SWRO plant. The DBOM contractor will be responsible for design, pilot testing, permitting, construction, start-up testing and long-term operation of the desalination facility. The Kalaeloa Seawater Desalination Facility will be the first municipal seawater reverse osmosis desalination water supply in Hawaii.

WSP developed the complete model for the procurement, prepared a preliminary project schedule and estimate of probable cost, developed the permitting requirements for the project, developed contract terms and designed and developed the RFQ/RFP. WSP developed a concept design and the Design Requirements for the treatment facility for use in the RFP and service agreement to define the project's scope. The solicitation was advertised in late 2021 and WSP is currently preparing to assist BPW in review of the Proposals.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

This experience shows a comprehensive alternative delivery technical solutions study for a municipal wastewater treatment plant. By comprehensively studying all options, WSP enabled the BWS to select the optimal resource recovery strategy to be studied in the next phase of the project. Importantly, a comprehensive study across economic, social, and environmental conditions was conducted which will have to be the same considerations made by the County of Currituck as they set out on this project.

CLIENT REFERENCE

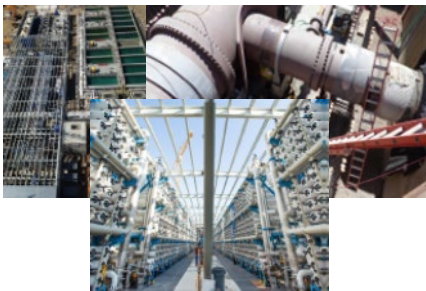
Name: Barry Usagawa

Title: Program Administrator

Phone: 808.748.5900

Email: busawaga@hbws.org

#9 CARLSBAD DESALINATION PLANT



Role: Technical, business and financial advisor
Location: San Diego, CA
Client: San Diego County Water Authority
Status: Operations
Capital Cost: \$1 billion
Date of Engagement: 2010 - present
Key Staff: WSP/ Neil Callahan and Brian Shell

SCOPE DESCRIPTION

WSP performed technical, business, and financial feasibility evaluations for a 50 MGD reverse osmosis seawater desalination project. We provided a due diligence review and project support for SDCWA's consideration of the Carlsbad Desalination Project in Carlsbad, California. The project was proposed by a developer as a Design-Build-Own-Operate-Transfer project to be constructed via a Water Purchase Agreement that outlined the terms under which a private firm would produce and sell water to SDCWA on a commodity purchase basis. WSP's project responsibilities included assistance with the development of the project's design criteria and technical specifications, and reviewed various proposed design and site layouts, evaluated technical feasibility and related business issues. WSP assisted SDCWA with developing the project's implementation strategy, providing negotiation support on the site lease, developing project buy-out valuation estimates, preparing an interactive financial model for assessing the impacts of various financial terms and on project economics. WSP developed a term sheet for supporting SDCWA with developer negotiations.

Additionally, we developed capital and operating cost estimates, technical specifications, and reviewed various proposed design and site layouts. Our team also reviewed the reasonableness of the developer's proposed pricing for delivering desalinated water. This included reviewing the proposed financing structure, the structure of capacity and commodity charges, escalation terms, level of developer participation, provisions for insurance and performance bonds, contract re-openers, and payment terms. Our work products also included decision support models, a valuation model, and an interactive model that can evaluate the cost desalination facility and transmission system costs, operation and maintenance costs, and future plant additions on project economics. The project was being pursued by SDCWA as part of the long-term water supply plan for their objective of supply diversification. WSP remains a critical advisor to the County for the project.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

WSP has provided comprehensive services to San Diego County throughout the lifecycle of the Carlsbad Desal project. From the early days of planning to operational observations and awareness of the recent sale of the project, WSP has been alongside SDCWA. WSP was instrumental in contributing to the development of the payment mechanism, term sheets, and various modeling activities that have ensured the successful operations of this impressive facility. This project demonstrates the complete range of services in P3 transactions in the water market that WSP is able to provide as part of the team for the County of Currituck.

CLIENT REFERENCE

Name: Robert Yamada
Title: Water Resources Manager
Phone: 619.200.3730
Email: ryamada@sdewa.org

#10 LAKE OSWEGO, NEW WASTEWATER TREATMENT FACILITY P3



Role: Special legal counsel
Location: Lake Oswego, OR
Client: City of Lake Oswego
Status: In Procurement
Capital Cost: \$130 million
Date of Engagement: May 2019 - present
Key Staff: Hawkins/Rick Sapir

SCOPE DESCRIPTION

City of Lake Oswego, Oregon – New Wastewater Treatment Facility Progressive P3 Project, structured as a Progressive Design-Build-Finance-Operate-Maintain. Hawkins currently represents the City of Lake Oswego, Oregon, as special counsel, in its procurement and development of a new wastewater treatment facility to replace the current wastewater treatment facility that is owned and operated by the City of Portland, Oregon. Under the staged “progressive” DBFOM or P3 approach, Hawkins was the primary drafter of the request for proposals and preliminary services agreement pursuant to which the project company will develop a 60% design and definitive pricing for the design, construction, financing, operation and maintenance of a new wastewater treatment facility for a 30 year term. The project company is also financing the cost of the preliminary services. The project is subject to an affordability ceiling which was calculated based on the cost the City of Lake Oswego and the City of Portland would incur if they decided to instead repair and upgrade the current existing wastewater treatment facility. If the project company fails to establish definitive pricing at or below the affordability ceiling when it finalizes its 60% design, then the City may terminate the preliminary services agreement and pay for the services performed to date at a discounted rate. Hawkins has also been contracted by the City to draft the definitive project agreement which the parties expect to enter into after the 60% design and definitive pricing are finalized. Private Contractor: EPCOR Foothills Water Project Inc.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

The Lake Oswego project described above is one of the first wastewater treatment P3 projects in the country and the first to use a “progressive” or “collaborative” process. While the Lake Oswego facility is larger than the Currituck project, the project agreement structure (“DBFOM”) and the requirements including performance guarantees associated with treatment capacity, effluent quality, permit compliance, residual quality and odor are identical to those that will be included in the County’s project agreement. As with Lake Oswego, Hawkins can assist the County with the preparation of all procurement documents and all project related agreements.

CLIENT REFERENCES

Name: Anthony Hooper
Title: Deputy City Manager, City of Lake Oswego
Phone: (503) 697-7422
Email: ahooper@lakeoswego.city
Name: Evan Boone
Title: Deputy City Attorney, City of Lake Oswego
Phone: (503) 635-0225
Email: eboone@ci.oswego.or.us

#11 WASHINGTON BOROUGH, WASTEWATER TREATMENT PLANT



Role: Lead legal counsel
Location: Washington Borough, NJ
Client: Washington Borough
Status: Operations
Capital Cost: \$20 million
Date of Engagement: 1996-97 (Original DBO Contract);
 2018-19 (Replacement Operator)
Key Staff: Hawkins/Rick Sapir

SCOPE DESCRIPTION

Hawkins served as lead counsel on the first design-build-operate-maintain wastewater project to be implemented in New Jersey. In a unique procurement, DBOM proposals were received simultaneously with bids for the construction of the facility on a conventional design-bid-build basis. The lowest construction bid (which was based upon a completed design, elements of which served as the minimum design requirements in the RFP) was added to the projected cost of public operation and compared to the most advantageous proposal received in response to the design-build-operate-maintain RFP. The Borough selected the best DBOM proposal over the lowest conventional construction bid, and the project was completed in compliance with stringent consent order milestones. With the assistance of Hawkins as bond counsel, the project was financed through the State Revolving Fund. Private Contractor: U.S. Filter (Veolia).

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

The Washington Borough project described above was a wastewater treatment facility similar in size to the County's project that was procured on a fixed price (as opposed to progressive) basis. While the Washington Borough project was financed by the Borough using SRF funds, the DBOM structure and performance guarantees are identical to those that will be included in the County's project agreement. As with Washington Borough, Hawkins can assist the County with the preparation of the procurement documents and all project related agreements.

CLIENT REFERENCE

Name: Matthew Hall
Title: Borough Manager
Phone: (908) 689-3600 x120
Email: manager@washingtonboro-nj.org

#12 LONG HILL TOWNSHIP, SALE OF WASTEWATER TREATMENT SYSTEM



Role: Special counsel
Location: Long Hill Township, NJ
Client: Township of Long Hill
Status: Closed
Purchase Price: \$12.7 million
Date of Engagement: 2017-2020
Key Staff: Hawkins/Rick Sapir

SCOPE DESCRIPTION

Hawkins served as special counsel to Long Hill Township in connection with the sale of the Township's sewer system including its wastewater treatment plant to New Jersey American Water. Hawkins prepared the procurement documents and drafted and negotiated the agreement of sale. The agreement to purchase the sewer system was approved by voters in Long Hill Township by a two-to-one margin in a referendum held in November 2019. As part of the acquisition agreement, New Jersey American Water committed to invest more than \$13 million in critical sewer system improvements in the first five years after the sale. The \$12.7 million proceeds from the sale will eliminate the Township's debt, freeing up over \$1 million in its annual budget.

RELEVANCE TO CURRITUCK COUNTY/PROJECT SCOPE OF WORK

Similar to the County, the Long Hill Township wastewater facility was consistently malfunctioning and the Township was unable to maintain a licensed operator. Hawkins assisted the Township with a business case analysis to determine the best path forward. Ultimately, the Township determined that it was in the best interest of the Township to sell the System. Hawkins can expertly assist the County's consultant team in analyzing whether to continue to own the facility and improve it through a P3 or a different alternative delivery method and then assist the County with the implementation of the procurement including preparing any project agreements or asset sales contracts.

CLIENT REFERENCE

Name: Nancy Malool
Title: Township Administrator
Phone: (908) 647-8000 ext. 224
Email: administrator@longhillnj.us

3. PROJECT APPROACH

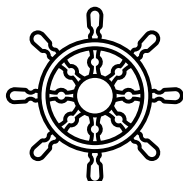
A. PROJECT BACKGROUND

We understand that the Moyock Regional Treatment Plant (“the Plant”) is seeking to address environmental sanction from 2017. While the County has taken a number of steps to address the associated issues, only a temporary solution has been deployed to date and this stop-gap solution does not provide the capacity that the County estimates is needed to address future growth.

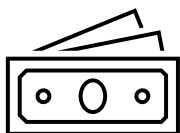
The County wishes to consider innovative approaches to the procurement, such as Public-Private Partnerships (“P3s”), to unlock the optimal and acceptable solution and reduce risk. Other factors which understood to be critical in informing the procurement approach include:



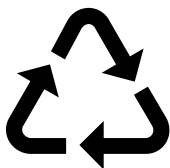
Time is of the essence – the temporary solution cannot last indefinitely, and the Plant continues to be out of compliance with state permits. An expeditious schedule appears to be important and the PFAL team has incorporated this into the thinking on schedule and have highlighted procurement options which offer a streamlined process;



Ownership and control – from a review of other publicly available information (board minutes), PFAL understands that there are concerns about the ownership and control of the plant, especially in light of experience in neighboring areas. With this mind, PFAL has highlighted a number of procurement options that can address these concerns directly.



Cost and financial impact – concerns have been raised in relation to the quantum of capital expenditures relative to the small base of rate payers (PFAL understand that there are currently 327 residential users and 38 business customers). Understanding affordability as part of the broader question on feasibility will be a critical part of the scope and the team will consider what procurement options deliver best value and what financial and funding resources can be most efficiently recruited to minimize the cost impact.



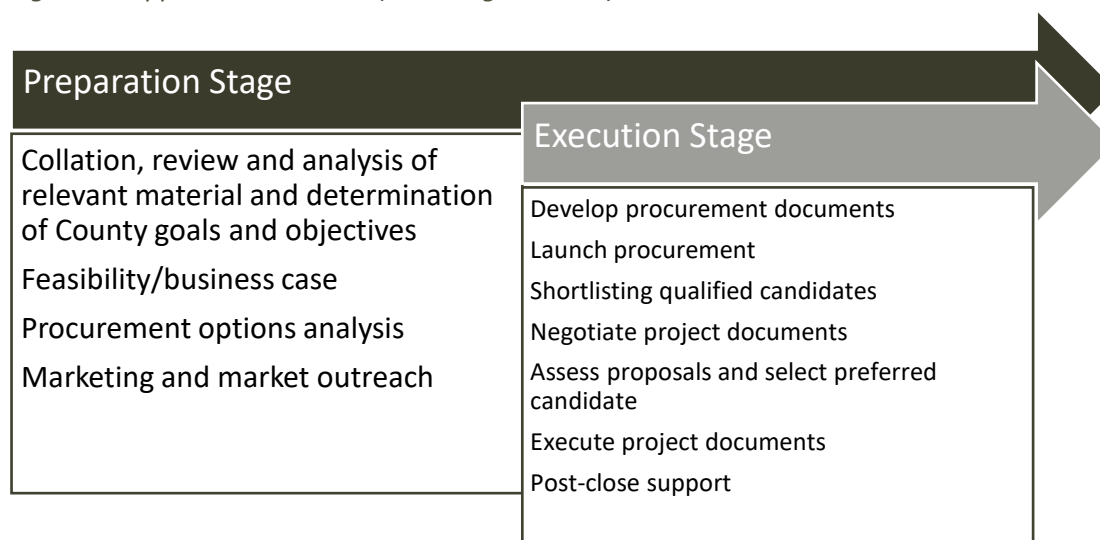
Build on work undertaken so far – the County and its personnel are a useful repository of information concerning the history of the Plant including the design plans and costs estimates produced by Hazen & Sawyer PC. PFAL intends to make efficient use of this information, recycling where necessary, possible and useful to do so, throughout its engagement with the County.

Different procurement options will emphasize certain priorities over others so it will be important to thoroughly understand the County’s goals and objectives.

B. APPROACH – OVERVIEW

PFAL believes that the best procurement strategy begins with thorough preparation. Procurement decisions made on a foundation of solid analysis are more robust to controversy and criticism, and, ultimately, give stakeholders confidence that outcomes will be optimal when other options have been considered and evaluated. As such, the approach PFAL recommends has two distinct stages: **(i) the Preparation Stage**; and **(ii) the Execution Stage**, and, in short, the Preparation Stage provides the platform from which the Execution Stage can be the most successful.

Figure 2 - Approach Schematic (Two Stage Process)



The Preparation Stage will bring together and develop all the relevant information that, in turn, will be analyzed with a view to recommending an optimal procurement strategy in the context of the County's goals and objectives and within critical constraints, like affordability and technical feasibility.

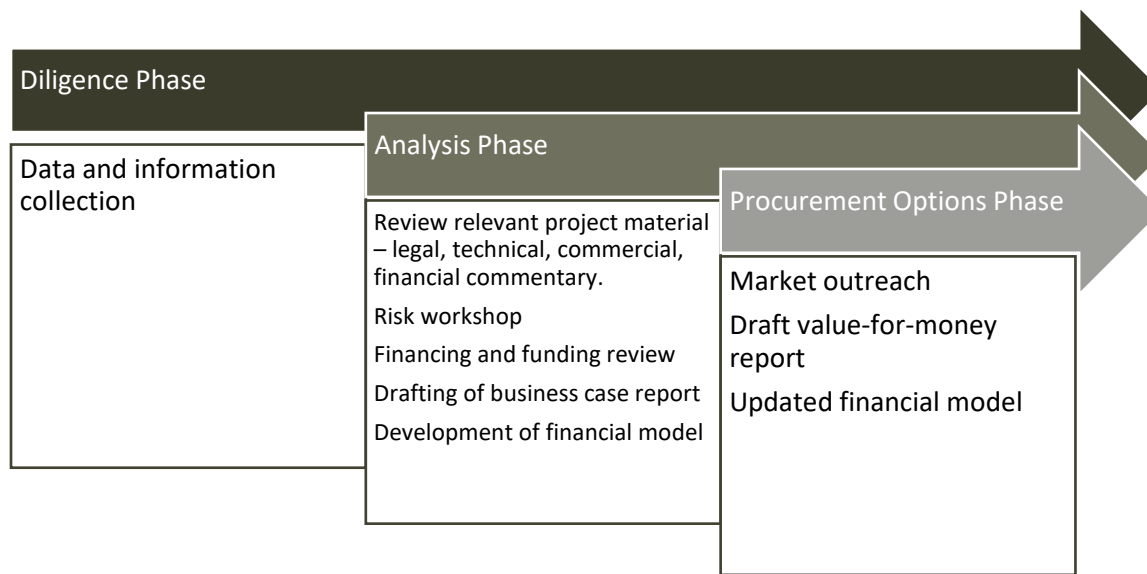
The Execution Stage will realize the recommended procurement strategy and shape the way in which the County, supported by the team, will engage with the market. It will culminate in a commercial and financial close. Throughout both stages, the management of decision makers and stakeholders more broadly is critical. The PFAL team will work closely with County staff to ensure that the procurement remains on track and has the support necessary to ensure the procurement concludes successfully.

Depending on the procurement strategy adopted, beginning-to-end, the PFAL team estimates that the procurement can be executed in 34 to 66 weeks. Assuming that notice to proceed is issued April 20, 2022, this would see the process conclude between December 7 2022 and July 26 2023. An overview of the process is provided in the graphic directly below. Summary schedules for each stage of the procurement are provided in the following sections and a detailed, comprehensive schedule is provided in Appendix I.

C. APPROACH – PREPARATION STAGE

The Preparation Stage itself involves three phases: **(a) the Diligence Phase; (b) the Analysis Phase; and (c) the Procurement Options Phase.** Broadly, the goal of this stage is to gather information, past reports and data and, where appropriate, interview knowledgeable personnel in order to understand the County's objectives along with the technical, financial, commercial, and legal issues impacting the Project. Analysis of this information, followed by the recommendation of certain procurement strategies round out the purpose of this stage.

Figure 3- Phases of the Preparation Stage



To facilitate the decision-making process, the team will produce clear and concise reports and presentational materials and will be available to support County staff with internal meetings and with public-outreach as necessary. The team has significant experience preparing for and conducting public information meetings, meetings with elected officials, industry days and confidential one-on-one interactions with prospective bidders. We can prepare materials for these meetings, orchestrate and lead, or support, as preferred by the County. The team understands the unique concerns of the public, rate payers, elected officials, and proponents and is able to craft key messages that address all of their potential concerns.

The following table summarizes the tasks, deliverables, timing requirements of each phase within the Preparation Stage, and how these overlap with the scope of services as detailed in the RFP. Beginning to end, PFAL estimates that the Preparation Stage will take 14 weeks. While many of the tasks outlined below are performed sequentially, some can be performed in parallel. Please refer to Appendix I for an integrated schedule.

Table 1- Task Breakdown of Phases in the Preparation Stage

Phase	Scope per RFP	Deliverables	Tasks	Estimated Timing Requirements
Diligence Phase	<ul style="list-style-type: none"> ▪ [Not articulated] 	<ul style="list-style-type: none"> ▪ Establish Project dataroom 	<ul style="list-style-type: none"> ▪ Collation of relevant project material. ▪ Interview County staff. 	2 weeks
Analysis Phase	<ul style="list-style-type: none"> ▪ Assist in project scoping and feasibility ▪ Conduct financial and cash flow analysis ▪ Perform valuation of system ▪ Develop risk assessment to inform risk allocation and financial analysis ▪ Identify impacts to organization 	<ul style="list-style-type: none"> ▪ Risks and issues register; ▪ Business case report (detailing technical, commercial, financial and legal feasibility and affordability); and ▪ Financial model 	<ul style="list-style-type: none"> ▪ Review relevant project material – legal, technical, commercial, financial commentary. ▪ Risk workshop ▪ Financing and funding review ▪ Drafting of business case report ▪ Development of financial model 	8 weeks
Procurement Options Phase	<ul style="list-style-type: none"> ▪ Conduct a value-for-money analysis ▪ Provide recommendations for contract structuring and financing ▪ Evaluation market readiness 	<ul style="list-style-type: none"> ▪ Market outreach report ▪ Value-for-money report ▪ Financial model 	<ul style="list-style-type: none"> ▪ Market outreach ▪ Draft value-for-money report ▪ Update of financial model 	4 weeks

The important deliverables during this stage are:

Business Case Report

The key output of analyzing the gathered information is expected to be the business case report. The business case report will distill the key issues and, importantly, determine the feasibility of the Project, especially as this relates to affordability. It will comprehensively address the legal, technical, commercial and financial issues impacting the Project. PFAL anticipates that County staff would need to agree and endorse the conclusions of the business case report and, at a minimum, it will be important for the County's decision makers to be aware of the report and its conclusions.

Risk and Issues Register

The team will lead a detailed and "living" risk assessment process. The team will conduct risk workshops at critical junctures to identify, budget for and mitigate all risks will utilize a Risk Register to identify risks, determine ownership of the risk, assess likelihood of occurrence and cost/schedule impact should the risk occur, and to identify prevention and mitigation measures for each risk. This analysis of the

key project risks will also inform the thinking around risk allocation and how this can be reflected in the Project documentation.

Financing and Funding Review

As part of the Analysis Phase and feeding into the affordability analysis, the team will conduct a finance and funding review. This will look at the rates and rate structure as these relate to the Plant as well as other sources of funding, especially in the context of federal resources under the Bipartisan Infrastructure Act, and financing, like WIFIA loans and private activity bonds (“PABs”), that could be deployed for the benefit of the Project. To tap federal sources of funding and financing certain federal assurances are typically required with federal environmental approvals under NEPA among the most time-consuming. Usefully, it appears that the Project has received a FONSI. **Appendix II provides a preliminary summary of potential state and federal sources of funding and finance.**

Financial Model

The affordability analysis, as well as any analysis on the most efficient procurement methodologies (the value-for-money analysis), will converge in a financial model. This is a useful analytical tool that can greatly aid the decision-making process and will be built by PFAL on a project-specific basis.

Market Outreach Report

The market outreach effort will be a balance between assessing the current market environment, soliciting feedback, and marketing the project. Public-sector entities engaging with P3 for the first time and innovative first-of-its-kind projects typically require more emphasis on the assessment of the market environment and soliciting feedback. Whereas more established types of transactions/asset classes with experienced procurement departments require greater emphasis on marketing and building project awareness in the outreach process. Too much focus on soliciting feedback can make bidders less confident about the Project parameters. As part of the Analysis Phase, this report will summarize the appetite of potential developers to participate in a competitive process to deliver the plant. This report will be an important determinant of what procurement strategies are likely to be compelling from a market perspective. Having worked for infrastructure developers in a large number of projects, PFAL is ideally placed to understand these market appetites. Key questions for exploration may revolve around the size of the plant and the relatively modest capital investment required.

With these in hand, the team will then turn to review and recommend the procurement options that are anticipated to yield the optimal outcomes for the County (**the Value-for-Money study**). This is determined by making certain risk adjustments to the Project’s expected costs over the useful life of the Project. Keeping in view that certain parties are better positioned to manage certain risks as relate to the Project delivery, the adjustments will reflect the impact of risks being transferred or retained by parties involved in the Project. To the extent they are confirmed during the Analysis Phase, the conclusions of the Value-for-Money study will also reflect issues that may be of high importance to the County such as: the timeliness of the procurement execution, recognition of ownership and control concerns, cost and financial impacts etc.

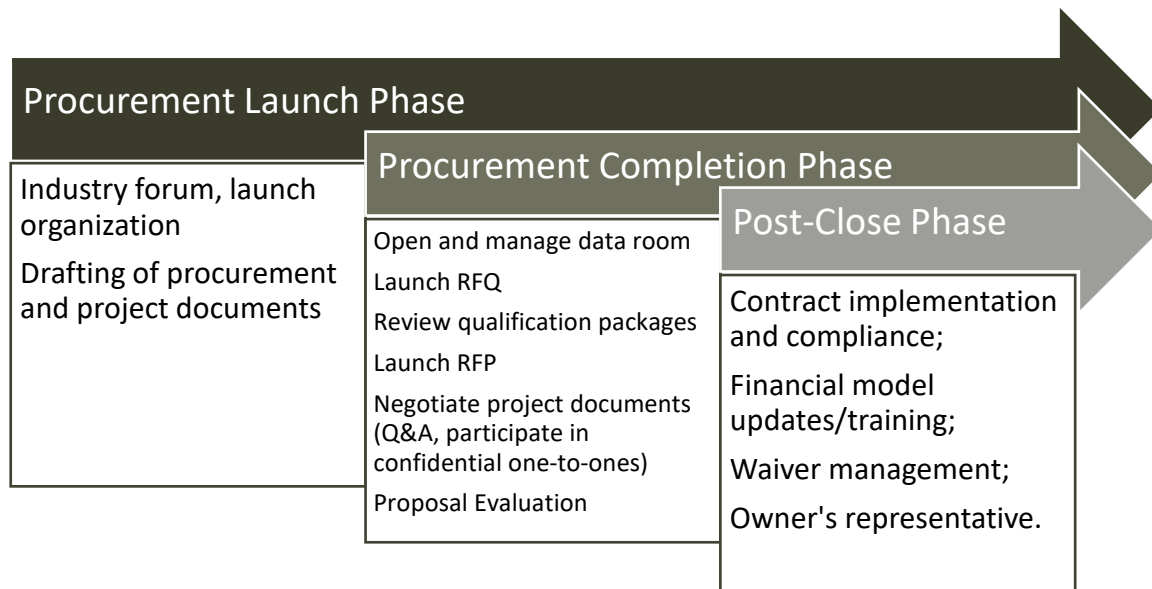
The end of the Procurement Options Phase culminates in a key decision point, wherein the County would be expected to agree to move the procurement forward to its Execution Stage and, to this end, endorse the

procurement strategy that will be deployed. As such, the Preparation Stage will be critical for consensus building among Currituck's decision makers and staff.

D. APPROACH – EXECUTION STAGE

The Execution Stage itself comprises three phases: (i) the Procurement Launch Phase; (ii) the Procurement Completion Phase; (iii) Post-Close Phase. In the first of these phases, the procurement documents are prepared and interest from the market is solicited. In the second phase, the terms of the Project are negotiated with bidders, a preferred bidder is selected, outstanding issues are finalized and the transaction documents are subsequently executed. The third, optional, phase covers any post-close support that the County requires from the team's multi-disciplinary personnel.

Figure 4 - Phases of the Execution Stage



The successful management of the Execution Stage requires consideration of the following factors:

Market Outreach	To stimulate interest, further market outreach may also be necessary. This can take the form of print media, an industry-day or using infrastructure conferences/speaking opportunities to publicize the Project.
Two-Step Competition	Competitive tension among well-qualified bidders is key. Best practice suggests and the team generally recommends a two-phase approach, but we will also consider and recommend if it may be more appropriate to undertake a single stage approach where a partner is selected off submitted qualifications and the Project is scoped and agreed as part of an exclusive negotiation that contains appropriate exit ramps. In a two-phase procurement, first step is a request-for-qualifications ("RFQ") stage, inviting developers to submit statements of qualification to the County. These are then assessed and approximately three of the most qualified bidders would be invited to participate in the request-for-proposals ("RFP") stage. The project

documentation, articulating the allocation of risk between parties, should be well developed in advance of the RFP stage and the shortlisted bidders are asked to make proposals against a common set of terms with few, if no, exceptions permitted. In this way the procurement is largely a competition on the technical solution and the financial impact (cost). Once the preferred bidder is selected, the documents are finalized and financial close is reached. In this preferred-bidder stage, the pricing commitments of the private-sector partner should be supported by bid security to ensure discipline around the proposed terms and limited slippage on the priced elements of the project.

In this process, the County must make key decisions to move forward at the following junctures:

- To confirm the shortlisted bidders prior to launching the RFP;
- To confirm the general provisions included in the RFP and project documentation (Project Agreement (“PA”), Sale and Purchase Agreement (“SPA”), or the Design and Build Agreement (“DBA”)) prior to launch the RFP;
- To confirm the evaluation of bids and the selection of preferred bidder;
- To confirm the final terms of the project documents.

Procurement Commitments

Most P3s are procured on a “hard bid” basis, in which the RFP phase of the procurement concludes with committed pricing and, where the bidders are financing the project, committed financing. This approach ensures limited risk to the revision of terms and pricing once a preferred bidder has been selected and gives the government an objective “apples-to-apples” comparison of proposals. However, some developers and public-sector owners prefer a “progressive” approach to procurement which does not require these pricing or financing commitments. In a progressive approach these elements are required later, after the selection of a preferred bidder in the RFP phase. This approach can be useful for particularly complex projects with unusual or complicated designs which are difficult to price or where competition may be limited. However, a progressive approach removes competitive tension from the latter phases and so additional features are necessary like the agreement of off-ramps, and, oftentimes, more sizable stipends should these off-ramps be exercised.

While the principles would be adopted in most procurement strategies, there may be certain differences in the schedule and the types of documents negotiated depending on the recommendations agreed in the value-for-money study. The team anticipates that one of three procurement strategies are likely to comprise the most desirable approaches from the County’s perspective:

Option (A) – P3

A Public-Private Partnership – in this option, the County will contract with a private-sector developer under a time-limited concession. Under the concession, ownership of the plant will continue to reside in the hands of the County, but certain risks will be parsed to the private-sector partner (namely, the design, construction, financing, operating and maintenance risks). Once the construction of the new plant has been successfully completed, fixed availability payments are made by the County to the private-sector partner. These payments, which may be adjusted for inflationary

factors and for significant changes to the volume of throughput, are performance-based and through a deductions regime incentivize the private-sector partner to deliver a plant that factors into the design and construction equation operational and lifecycle costs over the long-term. These availability payments provide the County with a high degree of cost certainty over time. The Execution Stage of Option (A) is estimated to last 52 weeks from beginning to end.

**Option (B) –
Expedited Sale**

Expedited Asset Sale – under this option, the County would sell the asset contingent on the completion by the purchaser of certain design and construction requirements pertaining to the replacement plant. The purchaser would be responsible for financing the construction costs (and any other purchase costs). As well as defining the technical requirements of the new plant, the sale and purchase agreement (“SPA”) would also need to agree the parameters in which rates could be modified over time. Relative to Option (A), the principal benefit of this approach is speed, with a more compressed Procurement Execution Stage. Depending on the cost of construction and the net present value of the plant’s excess revenues (after financing, operating and maintenance costs) Option (B) could also be potentially executed under a lease or other time-limited arrangement so that the County’s loss of ownership would not be permanent. The Execution Stage of Option (B) is estimated to last 28 weeks from beginning to end.

Option (C) – DB(F)

Design-Build with County Financing – in this option proposals are invited from qualified bidders for the design and construction of the new plant. The Design-Build contract would be executed on a date-certain completion, fixed-price basis to ensure that the County/rate payers are shielded from construction cost risks. With appropriate disclaimers, the design of Hazel & Sawyer PC could be made available to bidders as an indicative design or bidders could compose an entirely new design but, in both scenarios, bidders would be incentivized by the bid process to provide a superior solution to the current design. In this option, the County would be responsible for the financing arrangements and, as a registered municipal financial advisor, PFAL can assist the County on executing these arrangements. In this approach, the County is assumed to retain the services of the incumbent operator or plant operations could be included with the DB scope of services or bid as a separate procurement. Option (C) represents the shortest schedule. The Execution Stage of Option (C) is estimated to last 24 weeks.

The following table summarizes the tasks, deliverables, timing requirements of each phase within the Execution Stage according to the procurement options (A), (B), or (C), and how these overlap with the scope of services as detailed in the RFP. Beginning to end, PFAL estimates that the Execution Stage will take 52, 28, or 20 weeks for Options (A), (B) and (C) respectively. While many of the tasks outlined below are performed sequentially, some can be performed in parallel. Please refer to Appendix I for an integrated schedule.

Table 2 - Task Breakdown of Phases in the Execution Stage

Phase	Scope per RFP	Deliverables	Tasks	Estimated Timing Requirements
Procurement Launch Phase	<ul style="list-style-type: none"> Provide recommendations for contract structuring and financing Draft development contract including risk allocation, structuring of supervening events, structure of termination clauses, and payment mechanisms Assist in development of Request for Qualifications and review of Statement of Qualifications. 	Option (A) <ul style="list-style-type: none"> Market outreach Draft RFQ, Draft RFP, Draft Project Documents 	Option (A) <ul style="list-style-type: none"> Industry forum, launch date organization Drafting of procurement and project documents 	8 weeks
		Option (B) <ul style="list-style-type: none"> Market outreach Draft RFQ, Draft RFP, Draft SPA 	Option (B) <ul style="list-style-type: none"> Industry forum, launch date organization Drafting of procurement and project documents 	6 weeks
		Option (C) <ul style="list-style-type: none"> Market outreach Draft DB RFQ, Draft DB RFP, Draft DBA Draft underwriter RFP Ratings diligence 	Option (C) <ul style="list-style-type: none"> Industry forum for DBers, launch date organization Prepare ratings diligence 	6 weeks
Procurement Completion Phase	<ul style="list-style-type: none"> Provide recommendations for contract structuring and financing Draft development contract including risk allocation, structuring of supervening events, structure of termination clauses, and payment mechanisms 	Option (A) <ul style="list-style-type: none"> Dataroom Shortlist recommendations Bidder commentary review Proposal evaluation Final County approvals Closing timetable 	Option (A) <ul style="list-style-type: none"> Open and manage data room Launch RFQ Review qualification packages Launch RFP Negotiate PA (Q&A, participate in confidential one-to-ones) Proposal Evaluation 	44 weeks

Phase	Scope per RFP	Deliverables	Tasks	Estimated Timing Requirements
	<ul style="list-style-type: none"> Assist in development of Request for Qualifications and review of Statement of Qualifications. Conduct financial and cash flow analysis Perform valuation of system Develop risk assessment to inform risk allocation and financial analysis Identify impacts to organization 	Option (B) <ul style="list-style-type: none"> Dataroom Shortlist recommendations Bidder commentary review Proposal evaluation Final County approvals Closing timetable 	Option (B) <ul style="list-style-type: none"> Open and manage data room Launch RFQ Review qualification packages Launch RFP Negotiate SPA (Q&A, participate in confidential one-to-ones) Proposal Evaluation 	22 weeks
		Option (C) <ul style="list-style-type: none"> Dataroom Shortlist recommendations Bidder commentary review DB Proposal evaluation Underwriter evaluation Rating agency letter Final County approvals Closing timetable 	Option (C) <ul style="list-style-type: none"> Open and manage data room Launch DB RFQ Review DB qualification packages Launch DB RFP Negotiate DBA (Q&A, participate in confidential one-to-ones) DB Proposal Evaluation Launch underwriter RFP Underwriter evaluation Launch rating agency process 	14 weeks
Post-Close Phase	<ul style="list-style-type: none"> Identify impacts to organization 	<ul style="list-style-type: none"> To be agreed 	May include: <ul style="list-style-type: none"> Contract implementation and compliance; Financial model updates/training; Waiver management; Owner's representative. 	N/A

4. FEE PROPOSAL

The team is pleased to provide its competitively priced fee schedule in Appendix III. The fees outlined therein are subject to finalization of the terms of engagement between the County and PFAL.

5. CONCLUSION

The team constituents, PFAL, WSP, and Hawkins, afford the County excellent qualifications across the three essential disciplines of procurement advice: financial/commercial, technical and legal. The team can draw on the broadest and deepest cross section of highly relevant experience to help the County determine the most appropriate procurement strategy; one that will deliver best value and is manageable within the County's requirements.

On behalf of the wider team, PFAL thanks the County for the opportunity to work on the Moyock Regional Wastewater Treatment Plant. The team looks forward to engaging with the County and facilitating a successful procurement.

We look forward to answering any questions you have about our proposal.

James Littlefair
james.littlefair@pfalimited.com
(917) 251-6199

APPENDIX I

Proposed Project Schedule



Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)

APPENDIX II

Potential Sources of Finance and Funding





Potential Sources of Public Funding and Financing

Financing or Grant	Program	Eligibility	Application
Source of Financing	<p>WIFIA Loan Program (Link) (Detailed Guidelines Link)</p> <p>Administered by EPA, accelerates investment in water and wastewater infrastructure of national and regional significance by offering loans to creditworthy borrowers for up to 49% of eligible project costs.</p> <p>Dec 2021: Lake Oswego Wastewater Treatment Facility P3 (Oregon) selected by EPA for \$76mm WIFIA loan (Press link)</p> <ul style="list-style-type: none"> First-ever WIFIA LOI submitted by a private entity rather than by a procuring entity The preferred proponent (EPCOR Foothills) will be the borrower Next Steps in Phase 2: financial & engineering review, loan negotiation, financial close <p>Past WIFIA Applicants from North Carolina (link) (more detailed project info)</p> <ul style="list-style-type: none"> Mallard Creek Sewer Basin Wastewater Collection and Treatment Improvements Program (2021) by Charlotte Water Wastewater Treatment Improvements Program (2020) by Johnston County GUC Water Treatment Plant Phase 1 Upgrades (2019) by Greenville Utilities Commission Northwest Water Treatment Plant 36 MGD Improvements Project (2018) by Brunswick County 	<p><u>Selection Basis</u></p> <ul style="list-style-type: none"> Project impact Creditworthiness Protection against climate change Use of new/innovative approaches Environmental sustainability Replacement of aging infra systems <p><u>Eligible Projects</u></p> <ul style="list-style-type: none"> Wastewater projects Drinking water projects Projects that enhance energy efficiency in operation of public water system Projects for repair/replacement of treatment, community system, distribution, or waste collection facility Desalination project Drought mitigation project Acquisition of real property integral to an eligible project above 	<p>Phase 1: Project Selection</p> <ul style="list-style-type: none"> EPA announces amount of funding it'll have available and solicits letters of interest (LOI) demonstrating project eligibility, creditworthiness, engineering feasibility, readiness to proceed, and alignment with EPA's policy priorities. Selects projects which it intends to fund, invites borrowers to continue application <p>Phase 2: Review, Negotiation, and Closing</p> <ul style="list-style-type: none"> EPA conducts a detailed financial and engineering review of the project Proposes terms and conditions for the project and negotiates to reach a term sheet and loan agreement with the applicant <p>Deadline/Availability</p> <ul style="list-style-type: none"> FY 2021 LOI was due July 23 LOI submitted electronically (Link to NOFA) Date of FY 2022 funding availability TBD (mailing list notification link)
Source of Financing	<p>Clean Water State Revolving Fund (CWSRF) (Link)</p>	<p>Eligible Projects</p> <ul style="list-style-type: none"> Wastewater treatment 	<p>Common application for all North Carolina Department of Environmental Quality (DEQ) water project infrastructure programs</p>



Potential Sources of Public Funding and Financing

Financing or Grant	Program	Eligibility	Application
	<p>Administered by North Carolina Department of Environmental Quality (DEQ) Division of Water Infrastructure. Funded and capitalized by Congress for 20 years, provides to establish revolving loan programs for funding of wastewater treatment facilities and projects associated with estuary and nonpoint source programs.</p> <p>Available to local government units, up to \$30 million</p> <p>Types of Funding Available</p> <ul style="list-style-type: none"> • Low-interest loans (1/2 of market interest rates) • Principal forgiveness loans (limited amount) • 0% interest loans (for Green Projects and for rehabilitation projects for certain local government units) 	<ul style="list-style-type: none"> • Wastewater collection • Reclaimed water • Stormwater BMPs • Stream restoration • Energy efficiency at treatment works or collection systems 	<p>Application Link</p> <p>Criteria for Wastewater Projects (Link to detailed guidance)</p> <ul style="list-style-type: none"> • Project Purpose (25%) • Project Benefits (35%) • System Management (15%) • Affordability (25%) <p>Spring 2022 project applications due May 2, 2022</p> <p>Two funding cycles per year, typically in March and September</p>
Source of Grant and Financing	<p>State Wastewater Reserve Program (Link)</p> <p>Administered by North Carolina Department of Environmental Quality (DEQ) Division of Water Infrastructure. Provides grants and loans for planning, design and construction of critical water infrastructure. Intended to target applicants who demonstrate the most need and can least afford the project.</p> <ul style="list-style-type: none"> • Grants awarded for 3 consecutive years capped at \$3 million total per system • Loans awarded for 3 consecutive years capped at \$3 million total per system 	<p>Available only to local government units, to the extent that other funding sources are not reasonably available to the applicant.</p> <p>Intended to stretch limited grant dollars and target applicants who demonstrate the most need and can least afford the project. for (1) determining eligibility for grant funding and (2) determining the percentage of the project that would be funded by grants.</p> <p>Eligible Projects</p> <ul style="list-style-type: none"> • Wastewater collection systems and treatment works • Public water system projects 	<p>Common application for all North Carolina Department of Environmental Quality (DEQ) water project infrastructure programs</p> <p>Application Link</p> <p>Criteria for Wastewater Projects (Link to detailed guidance)</p> <ul style="list-style-type: none"> • Project Purpose (25%) • Project Benefits (35%) • System Management (15%) • Affordability (25%) <p>Spring 2022 project applications due May 2, 2022</p>



Potential Sources of Public Funding and Financing

Financing or Grant	Program	Eligibility	Application
Source of Grant	<p>Economic Infrastructure Program (Link)</p> <p>Administered by Rural Economic Development Division of the NC Department of Commerce, these state rural grants are provided to local governments to assist with infrastructure projects in rural areas that will lead to the creation of new, full-time jobs.</p> <p>Award amount will be assessed at the discretion of the Rural Infrastructure Authority, based on:</p> <ul style="list-style-type: none"> • Project location • Quantity and quality of jobs committed • Overall economic impact of the project <p>For reference, Development District Association of Appalachia says reward amounts are up to \$10,000 per full-time job, maximum award of \$500,000, if project is located in a Tier 1 or Tier 2 county.</p>	<p>Eligible applicants are units of local government, with priority given to the 80 most economically distressed counties, per 2022 county distress tier designations (Being Tier 3, Currituck County does not fall into the 80 highest-ranked distressed counties)</p> <p>Eligible projects include:</p> <ul style="list-style-type: none"> • Upgrades or repair of public drinking water or wastewater treatment plants • Upgrades, extensions, or repair of public water or sewer lines • Extensions of publicly owned natural gas line • Installation or extension of public broadband infrastructure • Construction of publicly owned access roads not funded or owned by NC DOT • Construction of public rail spur improvements <p>Other requirements include:</p> <ul style="list-style-type: none"> • Creation of new, full-time jobs • Local government project oversight • 5%+ cash match of grant amount 	<p>Application Link</p> <p>Upcoming 2022 application deadlines on February 24 and April 28 (link)</p> <p>Projects meeting all the criteria below may receive the highest priority consideration:</p> <ul style="list-style-type: none"> • Located in a Tier 1 or Tier 2 county (one of 80 most economically distressed counties) • Meet or exceed the county average annual wage • Offer at least 50% employer-paid health insurance • Will create a significant number of new, full-time jobs • Identified as a Target Industry: <ul style="list-style-type: none"> ○ Aerospace/Aviation/Defense ○ Automotive/Truck/Heavy Equipment ○ Agriculture/Forestry/Food ○ Biotech/Life Sciences ○ Business and Financial Services ○ Energy ○ Information Technology ○ Manufacturing (Chemical / Furniture / Metals / Plastics / Textiles) ○ Other Headquarters
Source of Financing	<p>Private Activity Bonds (Link to Legislation)</p> <p>The North Carolina Federal Tax Reform Allocation Committee administers the tax-exempt private activity bond (PAB) program for North Carolina. It's comprised of the Secretary of the Department of Commerce, the Executive Assistant to the Governor for</p>	<p>Under IRC Section 142, water furnishing facility projects are eligible for a PAB allocation regardless of private sponsor ownership (see PDF p.5 here)</p>	<p>Applications are sent to the Director of the Commerce Finance Center in care of the Industrial Financing Group in the Department of Commerce at:</p> <p>4318 Mail Service Center Raleigh, NC 27699 (919) 814-4613</p>



Potential Sources of Public Funding and Financing

Financing or Grant	Program	Eligibility	Application
	<p>Budget Management, and the State Treasurer.</p> <p>2022 PAB Volume Cap for North Carolina: \$1.161 billion</p> <p>2017 PAB issuance volume for water, sewage, and solid waste disposal facilities in US: \$2.419 billion (1.7% of all issues)</p>		<p>Applications should include:</p> <ul style="list-style-type: none"> • Pertinent facts as to the project being financed • Details of sale and market distribution • Details as to the economic benefit to the area impacted by the project <p>(See PDF p.2 here)</p>
Sources of Grants and Financing	<p>President Biden's American Jobs Plan (Press Release) (Funding Breakdown)</p> <p>Includes \$55bn in water infrastructure investment, part of which includes:</p> <ul style="list-style-type: none"> • \$11.7bn for the EPA's Drinking Water State Revolving Loan Fund (SRF) • \$11.7bn for the EPA's Water Infrastructure Improvements for the Nation Act (WIIN) grants • \$15bn for lead service line replacement projects and associated activities directly connected to the identification, planning, design, and replacement of lead service lines, through Drinking Water SRF • \$1bn for emerging contaminants in wastewater, through the Clean Water SRF • \$4bn to monitor and remediate PFAS (per- and polyfluoroalkyl substances) in drinking water, through the Drinking Water SRF • \$5bn to small and disadvantaged communities for addressing emerging contaminants, through grants under the Safe Drinking Water Act. • \$1bn for rural water projects (existing authorized projects) 		

APPENDIX III

Fee Schedule



FEE PROPOSAL

8.A.b

The fully-loaded hourly rates for each constituent firm in the team are detailed below. PFAL and Hawkins have provided a simple blended rate as an alternative. These rates will apply to both the agreed scope of work and out-of-scope work. Additional expenses, such as travel and accommodation, will be reimbursed at cost and will be subject to the County's prior authorization.



Labor Categories (Personnel)	Hourly Rate
Engagement Lead (James Littlefair)	\$340
Procurement Strategy Lead/Deputy Project Manager/Project Oversight (Tori Taylor)	\$350
Procurement Analyst (David Gloss)	\$320
Financial Modeling Lead (Nikita Manyenkov)	\$300
Financial Modeling Support (Andrew Shinn)	\$290
<i>Blended Rate</i>	<i>\$320</i>



Labor Categories (Personnel)	Hourly Rate
Project Manager/Technical Advisor (Brian Shell)	\$190
Principal/Technical Advisor (Steve Tarallo, James Rydquist, Neil Callahan)	\$350
Senior Subject Matter Expert/Technical Advisor (Thomas Payne)	\$250
Subject Matter Expert/Technical Advisor (Glenn Bottomley)	\$210
Project Engineer/Technical Advisor (Walter Mahoney)	\$150



Labor Categories (Personnel)	Hourly Rate
Lead Legal Advisor (Rick Sapir)	\$595
Counsel (Megan Sartor)	\$525
Associate (Andrew Ligon)	\$495
<i>Blended Rate</i>	<i>\$550</i>

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)

APPENDIX IV

Team Resumes





EDUCATION

Master of Art (Modern History), University of Oxford

LICENSES + ACCREDITATIONS

Certificate in Finance,
Certificate in International
Treasury Management,
Association of Corporate
Treasurers

MSRB Series 50

Engagement Lead

JAMES LITTLEFAIR MANAGING DIRECTOR

James Littlefair is a well-established expert with over 21 years of experience structuring and executing procurement strategies and financial solutions for capital-intensive infrastructure projects.

James has advised both public and private sector clients on major infrastructure projects and executed transactions across a wide range of asset classes including revenue risk projects, social infrastructure/accommodation-style projects with availability payments and projects in the broader arena of economic and environmental infrastructure – water, wastewater, power and power supplies, airports, and ports. In addition to his expertise in the infrastructure sector, James also has extensive experience as a lender and an advisor in the real-estate and sports stadia sectors.

EXPERIENCE RELEVANT TO CURRITUCK COUNTY

James brings a contemporary knowledge of a wide range of debt markets (banks, taxable notes, municipal tax-exempt bonds) as well expertise in relation to alternative forms of financing at the state and federal level (WIFIA, Private Activity Bonds etc).

Relevant Experience

CITY OF LOS ANGELES SANITATION DEPARTMENT CLEAN WATER CAMPUS

CALIFORNIA, CLIENT: LASAN, FINANCIAL ADVISOR

James is part of the PFAL team that was appointed to assess funding and delivery options for the new Clean Water Campus being considered in downtown Los Angeles. This work includes presenting to senior level officials, assessing different procurement/delivery strategies, and providing clear and succinct presentations and documentation of our research and findings.

CONFIDENTIAL WASTEWATER TREATMENT/WATER PURIFICATION PROJECT

CALIFORNIA, ONGOING

James is leading the team's mandate to execute financial advisory services for a bidder to a confidential California wastewater/water purification project. The work includes financial and strategic advisory on a range of financial options including accessing WIFIA, Private Activity Bonds, and the State Revolving Fund.

AQUATRINE PACKAGE C

UNITED KINGDOM, MANDATED LEAD ARRANGER

The Aquatrine projects are the Ministry of Defence's country-wide water and wastewater P3 program in the UK. The Aquatrine private-partners undertook significant upgrades to inherited water and waste water systems as well as providing water and wastewater services and manage



JAMES LITTLEFAIR
Managing Director

environmental risk across the Defence Estate allowing the MOD to focus on its core activities. This was achieved by utilizing water industry expertise to improve the MOD's performance in environmental compliance and sustainability over the contract term. Aquatrine covers circa 4,000 sites on the MOD Estate, representing approximately 85% of the Ministry of Defence Estate.

Aquatrine draws on industry experience from three water and wastewater service providers and offers sustainable solutions through an award-winning 25-year collaborative partnership. While at Lloyds Bank, James managed the Bank's lending to the Severn Trent-sponsored Aquatrine Package C, covering the Eastern and North regions of the England. Package C, the largest of the three constituent Packages, had a capital value of GBP 185 million.

AQUARION COMPANY ACQUISITION

NEW ENGLAND, USA, LENDER

In 2006, James was part of the lending team that provided debt facilities to facilitate the Macquarie-led buy-out of US water utility, the Aquarion Company (Aquarion) from Kelda Group plc of the UK, for an enterprise value of \$860mm. The debt facilities totaled \$555mm.

YORK WASTEWATER CONCESSION ACQUISITION

PENNSYLVANIA, ADVISOR TO PREFERRED BIDDER

James led PFAL's mandate as financial advisor to a private consortium for this wastewater concession in the US. James oversaw the development of the financial model, financial structure optimization, review of the concession agreement, and bid strategy.

ABERDEEN WASTEWATER P3

ABERDEEN, UK, MANDATED LEAD ARRANGER

The Balfour Beatty, Kelda and Tyco ACS (Aberdeen Environmental Services Ltd) were awarded this PPP project in May 2000 for the Aberdeen wastewater project in Aberdeenshire, Scotland. The project involved detailed design and construction of three new wastewater treatment works and a major refurbishment of one existing works on a fast-track basis. This project had a construction value of \$100 million and the construction was completed and fully commissioned during 2001.

James was responsible for the on-going portfolio management of this lending exposure which included monitoring and compliance with financial and technical covenants. For example, the project benefitted from using a thermal hydrolysis process as pre-treatment to anaerobic digestion as compared with conventional digestion means improved biogas to increase heat and power production, improved dewaterability of the digested sludge and assured pathogen reduction.

NORCAL WASTE DIVERSION PROJECTS

SACRAMENTO, SONOMA, ADVISOR TO BIDDER

James is leading the advisory mandate to the teams for the City and County of Sacramento's and the Sonoma County's organic waste diversion projects. These projects utilize some of the same anaerobic



JAMES LITTLEFAIR

Managing Director

ADDITIONAL PROJECTS

- Augustana University Student Accommodation Project, SD, Financial Advisor to University
- Kansas City International Airport Terminal A, Financial Advisor to Developer
- Gilcrease Expressway, OK, Financial to Build America Bureau
- C-470, CO, Financial Advisor to TIFIA Lender
- Transform66, Virginia, Financial Advisor to USDOT
- Massachusetts Bay Transportation Authority (MBTA) – Mass Transit Ticketing P3 – Financial Advisor to winning consortium.
- Amtrak RRIF Loan, Northeast US, Financial Advisor to USDOT
- Birmingham Grouped Schools P3, UK, Lender
- East Lothian Grouped Schools P3, UK, Lender
- Portsmouth Highways P3, UK, Lender
- A30-A35 Exeter-Bere Regis Shadow Toll Road P3, UK, Lender
- Roadlink (A69), Northumberland, Shadow Toll P3, UK, Lender
- YorkshireLink A1-M1 Link, Shadow Toll P3, UK, Lender
- M40, Oxfordshire, Shadow Toll P3, UK, Lender
- M6 Toll, Real Toll P3, UK, Lender
- SANEF, Real Toll/System Monetization, France, Lender
- APRR, Real Toll/System Monetization, France, Lender
- SCUTVIAS, Shadow Toll P3, Portugal, Lender
- LUSOSCUT, Shadow Toll P3, Portugal, Lender
- RAV/Evergreen, Mass Transit P3, Canada, Lender
- Sea-to-Sky, Highway P3, Canada, Lender

digestion technology as wastewater treatment plants. These mandates require PFAL to explore a range of financing alternatives, including low-cost financing under a number of California programs (CalRecycle, California Pollution Control et al).

HOWARD COUNTY COURTHOUSE

HOWARD COUNTY, MARYLAND, ADVISOR TO DEVELOPER | P3 PROJECT

James led PFAL's financial advisory mandate for the winning consortium's proposal to design, build, operate and maintain this \$180 million courthouse project. James was responsible for the overall financing strategy, financial optimization, lender outreach, curation of the debt providers' diligence, financial modeling and documentation commentary. Financial close was achieved on October 16, 2018. The project subsequently won P3 Bulletin's award for the best financial structure in 2019.

UNIVERSITY OF KANSAS CAMPUS DEVELOPMENT

LAWRENCE, KANSAS, ADVISOR TO DEVELOPER | P3 PROJECT

James was part of PFAL's financial advisory work on this \$350 million university campus development project. After following a progressive procurement, the project reached financial close in January 2016 with a 100% tax-exempt bond solution. PFAL assisted our client in negotiating the key project documents with university officials which included navigating a complex assessment of security arrangements, procuring relevant advisors and service providers, structuring the financing for the project, coordinating all parties' legal counsel to develop the project documentation, and securing a favorable rating for the project debt.

US REAL ESTATE PORTFOLIO

VALUE: \$2.8BN/40+ BORROWERS; 2009-2012, LENDER

While at Lloyds Bank (Los Angeles and New York Branches), between 2009 and 2012, James was responsible for a portfolio of over 40 borrowers, with a total exposure of over \$2.8bn, with a particular emphasis on real estate in the US. The lending exposures included: residential, hotels/resorts, gaming/casinos, light industrial and commercial real estate assets. This called for a detailed understanding of the differing lending concepts and risk metrics as codified in the loan documentation and well as complex negotiations with borrowers in the context of the economic downturn.

GILCREASE EXPRESSWAY

OKLAHOMA, 2020, FINANCIAL ADVISOR TO BUREAU

PFAL acted as financial advisor to the TIFIA Loan Program in its consideration of a loan for the Gilcrease Expressway project. James lead this engagement and was responsible for the overarching credit worthiness reporting as well as assessing the traffic and revenue risk has been instrumental in the review of credit covenant issues with respect to credit support provided to the project by the Oklahoma Turnpike Authority and the Oklahoma Department of Transportation.



Deputy Project Manager/Engagement Oversight

VICTORIA TAYLOR PRESIDENT & CEO

Victoria (Tori) has over 20 years of experience in infrastructure and project finance. She has personally led the execution, analysis, and management of nearly \$30 billion worth of infrastructure transactions using project and traditional financing. As a result, she has an extensive body of experience and knowledge in project structuring, commercial negotiations, and financing strategies.

In her capacity as a financial advisor with PFAL and as a former advisor and lender with both DEPFA Bank and WestLB, Tori has been responsible for advising government clients on optimal delivery methods for large scale infrastructure projects, including running risk workshops, performing value for money analysis, evaluating capital programs including optimal financing strategies, performing due diligence, advising governments on international best practice, performing credit and risk analysis, and securing financing for large-scale infrastructure projects.

EDUCATION

Master of International Affairs,
Columbia University, School
of International and Public
Affairs

Bachelor of Arts – Geography
/ Environmental Science,
University of California, Los
Angeles

LICENSES + ACCREDITATIONS

MSRB Series 50

PROFESSIONAL ACTIVITIES

Member, Women in
Infrastructure Network

Panel Moderator, P3C Dallas
2017, 2018

Panel Speaker, Broadband
P3s, Infra Americas 2017

Speaker, California
Infrastructure Delivery, P3
Hub West

Speaker, ASCE Speaker
Series at Stanford University

Speaker, Water Infrastructure
Public Private Partnerships

EXPERIENCE RELEVANT TO CURRITUCK COUNTY

Tori's commercial acumen and understanding of the requirements of debt and equity investment in infrastructure projects allows her to structure transactions that are attractive to the market but also protect the public interest. Tori also has extensive experience in structuring financing alternatives drawing on diverse funding sources, including bank debt, private activity bonds, federal loan programs, traditional tax-exempt debt, and complementary derivative products.

Relevant Experience

CITY OF LOS ANGELES SANITATION DEPARTMENT CLEAN WATER CAMPUS

CALIFORNIA, CLIENT: LASAN, FINANCIAL ADVISOR

Tori is overseeing the work being done by the PFAL team that was appointed to assess funding and delivery options for the new Clean Water Campus being considered in downtown Los Angeles. This work includes presenting to senior level officials, assessing different procurement/delivery strategies, and providing clear and succinct presentations and documentation of our research and findings.

STANISLAUS REGIONAL WATER AUTHORITY SURFACE WATER SUPPLY PROJECT

CALIFORNIA, FINANCIAL CONSULTANT | DB PROJECT

Tori led the PFAL team's financial advisory work to assist the Water Authority's program manager in developing and issuing a procurement for a design build contract that will help improve consistency in water supply



VICTORIA TAYLOR
President & CEO

to Stanislaus County. As part of this work PFAL developed the financial criteria for respondents, reviewed financial submissions, and provided analysis and opinions on the financial strength of the respondents.

SAN JOAQUIN PUBLIC WORKS

CALIFORNIA, FINANCIAL ADVISOR TO OWNER

Tori is leading the PFAL team's financial advisory work on the new San Joaquin Public Works facilities. This feasibility assessment includes a site analysis, risk assessment and workshop, value for money analysis, and identification of affordability alternatives.

SAN JOAQUIN SOLID WASTE DIVISION

CALIFORNIA, FINANCIAL ADVISOR TO OWNER

Tori is leading the PFAL team's financial advisory work to assess alternatives to deliver a new solid waste transfer station for San Joaquin County. Our assessment includes defining the project, a risk assessment, site identification, coordination with other regional governments, and considering integration of facilities required to comply with SB 1383.

SONOMA COUNTY GOVERNMENT CENTER

CALIFORNIA, FINANCIAL ADVISOR TO OWNER | P3 PROJECT

Tori is overseeing the PFAL team's financial advisory work on the new Sonoma County Government Center, which is expected to be delivered as a DBFOM P3.

AUGUSTANA UNIVERSITY CAMPUS EXPANSION

SIOUX FALLS, SOUTH DAKOTA, FINANCIAL ADVISOR TO OWNER | DB PROJECT

Tori led the PFAL team's financial advisory work on this \$90m tax exempt financing that supported the development of new campus housing and other critical facilities needed to support Augustana's expected growth.

MBTA AUTOMATED FARE COLLECTION

BOSTON, MASSACHUSETTS, FINANCIAL ADVISOR TO DEVELOPER | P3 PROJECT

Tori led the PFAL team's financial advisory work on this \$275m P3 project. Financial close was reached in March 2018. Tori oversaw all financial modelling work, documentation analysis, debt provider outreach and assessment, and financial structuring. The project bid was submitted in October and PFAL's client was named as the preferred proponent in November having successfully won the evaluation on both the technical and financial score. In 2019 this project received the Silver Medal for Transit Projects from P3 Bulletin.

HOWARD COUNTY COURTHOUSE

ELLICOTT CITY, MARYLAND, 2018, FINANCIAL ADVISOR | P3 PROJECT

Tori oversaw the PFAL team's work as financial advisor to the successful bidder for this availability payment-based courthouse project in Maryland. PFAL's scope of work included the full range of financial advisory services including financial modelling, conceptual structuring, corporate credit analysis, lender outreach and funding competition strategy and execution, due diligence development oversight and management, Project Agreement and drop down agreement commentary, agreeing term sheets, and securing committed financing for the project.



VICTORIA TAYLOR

President & CEO

UNIVERSITY OF KANSAS CAMPUS EXPANSION

LAWRENCE, KANSAS, ADVISOR TO DEVELOPER | P3 PROJECT

Tori led the PFAL team's financial advisory work on this \$383m university expansion project. The project reached financial close in January 2016 with a 100% tax-exempt bond solution. PFAL assisted our client, Edgemoor, in negotiating the key project documents with university officials which included navigating a complex assessment of security arrangements, procuring relevant advisors and service providers, structuring the financing for the project, coordinating all parties' legal counsel to develop the project documentation, and securing a favorable rating for the project debt. Tori oversaw the development of the financial model, risk analysis, due diligence, deal structuring advice and rating agency strategy advice.

KANSAS CITY INTERNATIONAL AIRPORT'S TERMINAL A

KANSAS CITY, MO, ONGOING, \$1.5 BILLION | P3 PROJECT

Tori led the PFAL team that provided financial advisory services to Edgemoor Infrastructure & Real Estate, the developer selected to undertake the \$1.5 billion capex improvement at Kansas City International (KCI) Airport. The Edgemoor-led team was selected as the preferred bidder for the project. The city noted that it selected the team because it determined that Edgemoor submitted the best overall proposal, with the best value, a financing plan that preserves the city's credit, and a flexible, collaborative approach to creating the terminal design.

SANTA CLARA INTERNATIONAL SWIM CENTER

CALIFORNIA, FINANCIAL ADVISOR | POTENTIAL P3 PROJECT

Tori acted as the project director to the PFAL team that provided financial advisory and project management services to the City of Santa Clara. The work PFAL performed included: developing and evaluating financial strategies through Value-for-Money and funding capacity/options; public opinion research on options developed; the formation of a capital campaign team to assist in raising private/corporate donations and sponsorships, community information/outreach, and the development and negotiation of potential P3 risk allocations for the delivery (design, construction, maintenance and operation) of a new \$150 million, 171,000 square foot International Swim Center, Community Recreation Center and International Swimming Hall of Fame and parking in Santa Clara's Central Park. Currently, the City is considering priority infrastructure projects with potential new tax measure potential projects including community recreation, park improvements, library expansion, fire station improvements and flood protection.

SOLANO TRANSPORTATION AUTHORITY PARKING STUDY AND DELIVERY OPTIONS ANALYSIS

CALIFORNIA, FINANCIAL ADVISOR | POTENTIAL P3 PROJECT

In partnership with STA and DKS, Tori is overseeing PFAL's work as a consultant to the Solano Transportation Authority for Solano Parking Demand Study. This study calls for a consultant to analyze current parking demand (transit, carpool, and vanpool), forecast future needs, recommend



VICTORIA TAYLOR
President & CEO

capital improvements to existing facilities, survey sites for new facilities, and provide planning-level cost estimates for the construction, operation, and maintenance of new facilities. PFAL's role is to consider delivery alternatives to accelerate the effective construction and monetization of the county's parking facilities; fund O&M for existing and future facilities, reduce capital and on-going costs, improve service delivery for users, leverage funding opportunities, develop alternative revenue sources and opportunities to offset project costs, and assess viable project delivery and service models including P3's.

SR-37

NORTHERN CALIFORNIA, ONGOING, FINANCIAL ADVISOR | POTENTIAL P3 PROJECT

Tori oversaw the team performing financial advisory work for the Solano County Transportation Authority. This work includes assessing multiple delivery options, including alternative delivery strategies, identifying alternative financing sources, and market outreach.

CALIFORNIA HIGH SPEED RAIL

CALIFORNIA, ONGOING, INDEPENDENT FINANCIAL ADVISOR

California high-speed rail will connect the mega-regions of the state, contribute to economic development and a cleaner environment, create jobs and preserve agricultural and protected lands.

Tori is currently overseeing the multi-disciplinary PFAL-led team in the work to provide independent assessment of the suitability of individual segments to access state funds that have been allocated to the system under strict utilization requirements. The work PFAL has been engaged to do includes assessing the feasibility analysis of different phases of the project and the intended delivery method.

LA RIVER REVITALIZATION URBAN GREENING

LOS ANGELES, CALIFORNIA, 2013-2015, ECONOMIC DEVELOPMENT ADVISOR

As part of the Urban Greening initiative, PFAL was engaged to provide financial and economic advice to the LA River Corp to help best maximize revenue- generation opportunities and to leverage scarce funds with real estate sales and PPP opportunities. PFAL was responsible for considering the best possible phasing of different real estate development opportunities and for considering the financial plans of different business alternatives that are available for implementation in the river catchment area.

The LA River Urban Greening won the design award from the AIA California Council for Urban Design in 2015.



EDUCATION

M.B.A., University of Chicago
Booth School of Business

Master of Planning, University
of Southern California

Bachelor of Science, Civil
Engineering, University of
Notre Dame

LICENSES + ACCREDITATIONS

MSRB Municipal Advisor
Representative (Series 50)

FINRA, Series 7, 63, 79
(Previously Registered)

Licensed Professional Engineer
in the State of Illinois

PROFESSIONAL ACTIVITIES

Member, American Society of
Civil Engineers

Faculty, P3 Bootcamps,
Nashville (June 2018) and
Chicago (September 2018),
National Council for Public
Private Partnerships (NCP3P)

Purple Line Light Rail Transit
Project awarded North
American Rail Deal of the Year
in 2017 by IJGlobal

Panelist, 2015 Bond Buyer
Transportation Finance / P3
Conference (Denver, CO)

American Society of Civil
Engineers, 2011 New Faces
Award

Los Angeles County
Metropolitan Transportation
Authority, 2004 Employee of
the Quarter

PROCUREMENT STRATEGIST

DAVID GLOSS

VICE PRESIDENT

David Gloss joined Project Finance Advisory, Ltd. (PFAL) from a major investment bank and brings over 16 years of infrastructure finance and advisory experience, including 8 years of infrastructure investment banking specialized in public-private partnerships (P3s) and project finance.

As a former civil engineer, David also brings a wealth of experience in early-stage project development and feasibility, specializing in project management, financing, funding and delivery alternatives analysis. As a banker and civil engineer, he has worked primarily on projects across North America in nearly all infrastructure sectors including water, wastewater, energy, vertical infrastructure (courthouses and government administration buildings) and transportation (road, rail, airports).

David is an accomplished public finance banker with underwriting and lending experience to governments and not-for-profits including clients such as City of Chicago, State of Illinois, Orlando-Orange County Expressway Authority, Dignity Health as well as for numerous P3 transactions. His strengths include financial & transaction modeling, structuring, negotiation, rating agency coordination, lender outreach, and deal execution.

Relevant Experience

SONOMA COUNTY NEW COUNTY GOVERNMENT CENTER

FINANCIAL ADVISOR TO SONOMA COUNTY | P3 PROJECT

For this new county government center project, David, is currently performing financial and technical advisory services toward managing the P3 solicitation process for the government sponsor, Sonoma County. Scope of work includes technical, financial, and commercial advisory including for the site selection process, value for money study, financial modeling, and technical support. David is leading a large team of specialized subconsultants including architectural/design, cost estimating, performance specification drafting, and public and stakeholder involvement. These efforts also support the County's efforts on legal, planning, and environmental workstreams for the project. The project is pre-launch and is expected to launch with RFQ in fall 2021.

FARGO-MOORHEAD FLOOD DIVERSION PROJECT

NORTH DAKOTA, FINANCIAL ADVISOR TO BIDDER | P3 PROJECT

David served as financial advisor to a shortlisted bidder for the Fargo-Moorhead Flood Diversion P3 Project, in North Dakota. The project, being procured by the Fargo-Moorhead Flood Diversion Authority, includes an



DAVID GLOSS

Vice President

approximately \$800 million flood diversion channel, inlet and control structures, to minimize flooding in the metro area. David's work for his client, a shortlisted bidding consortium, included managing ongoing financial team meetings, conducting lender outreach, development of the financial model and rating agency process.

LOWER COLORADO RIVER AUTHORITY

TEXAS, FINANCIAL ADVISOR TO AUTHORITY | ASSET DIVESTITURE

David's team served as sole sell-side financial advisor for Lower Colorado River Authority (LCRA) in a major asset divestiture process. David supported his team in this financial advisory capacity as LCRA solicited interest from potential purchasers of its retail water and wastewater systems. The ultimate set of successful transactions included public-to-public and public-to-private transactions as well as a mix of full asset sales, lease-to-own and operating agreements. This permitted LCRA to achieve its goal of reducing its operating risk and achieving the maximum valuation for its retail utility assets while also insuring that the new owners or partners continued to use best practices in the operations of the essential systems. The complex diversity of approaches from Public-to-Public and Public-to-Private transactions combined with asset sales, leases and operating agreements offered a unique, tailored and strategic solution for LCRA.

LCRA's system covers over 20,000 square miles along a 600 mile stretch of the Lower Colorado River in Texas. It is one of the largest water districts in the U.S. Over its long history, it had acquired and developed over 30 retail water and wastewater systems (some of which were under-developed) and for which LCRA had invested significantly. LCRA made the decision that owning these retail water and wastewater entities no longer represented a core focus and thus sought financial solutions.

CONNECTICUT WASTE-TO-ENERGY PROJECT

CONNECTICUT, FINANCIAL ADVISOR TO PREFERRED PROPOSER | P3 PROJECT

David served as financial advisor to the preferred proposer for a state-of-the-art waste-to-energy project in Hartford, Connecticut. The project, procured by the State of Connecticut Department of Energy and Environmental Protection, includes reconstruction of an existing waste processing and thermal disposal plant into an advanced sorting, recycling, and composting including the latest European technological solutions for a fully enclosed system that would meet the landfill diversion goals of the State.

MIAMI-DADE COUNTY CIVIL & PROBATE COURTHOUSE

FLORIDA, FINANCIAL ADVISOR TO MIAMI-DADE COUNTY | P3 PROJECT

For this new courthouse project, David, performed financial advisory services and managed the P3 bid solicitation for the government sponsor including RFQ/RFP drafting, coordination of legal and insurance, managing a local subconsultant team, bidder negotiations, and bid evaluation. Additionally, David provided key financial modeling functions including primary oversight of the development of the County's financial



DAVID GLOSS
Vice President

model and performing affordability scenarios and calculations, which were also used in payment mechanism drafting and analysis. Frequent updates were required to County board members, key administrative staff and elected officials including updating work on the Value for Money analysis previously performed. David also contributed significantly to the drafting of financial aspects of the procurement documents, and project agreement, including the payment mechanism and deduction regime calibration.

This \$267 million project is for a new, 23 story, state-of-the-art modern courthouse facility including 46 jury courtrooms and option for an additional 4 courtrooms to accommodate future growth. The existing, historic courthouse is located on an adjacent property and will be sold by the County. The project later achieved financial close in February 2020.

TRAVIS COUNTY COURTHOUSE

TEXAS, STRATEGIC AND FINANCIAL ADVISOR TO COUNTY | POTENTIAL P3 PROJECT

David served as financial and strategic advisor as part of a larger team to Travis County, Texas regarding alternatives for the development of a new courthouse in downtown Austin, Texas. David performed a feasibility analysis for P3 delivery options for a new approximately \$330 million civil and family courthouse. The project contemplated a mixed-used development covering an entire city block in the heart of downtown Austin, Texas including an estimated 3-year construction period.

STATE OF MISSOURI, OFFICE OF ADMINISTRATION

MISSOURI, FINANCIAL ADVISOR TO STATE | POTENTIAL P3 PROGRAM & PROJECTS

David, as part of a joint advisory team was awarded P3 Financial Advisory role for the State of Missouri, Office of Administration for potential project(s) across multiple asset classes, including: road and bridge transportation, social infrastructure, and rail-related assets (passenger and/or freight). The anticipated first project was for the development of a major administrative office building. The scope of work included evaluation of the state's infrastructure plan, advice regarding costs and benefits of such initiatives, including developing and maintaining financial models to support the cost-benefit analysis; assess existing cost, revenue and other information and make recommendations on additional data necessary to refine the financial model, including cost and revenue estimates. Additional tasks include selection of one or more specific projects to be developed under the P3 model and providing detailed analysis and advice on the structuring and execution of selected projects.

SEMINOLE STATE COLLEGE, ALTAMONTE SPRINGS CAMPUS PROJECT

FLORIDA, FINANCIAL ADVISOR TO UNIVERSITY | POTENTIAL P3 PROJECT

David served as financial advisor Seminole State College of Florida in Orlando for the exploration of a P3 project for the Altamonte Springs Campus Project. Scope of work was a coordinated effort with engineering, economic, commercial real estate, and public relations firms regarding the potential development of a P3 project for new campus development. David's work included development of the financial model, financing alternatives, and presentation to the Board.



DAVID GLOSS

Vice President

HAWAII HEALTH SYSTEMS CORPORATION

HAWAII, STRATEGIC ADVISOR TO PUBLIC HEALTH SYSTEM | P3 PROJECT

David supported his bank's role as Strategic Advisor to the Hawaii Health Systems Corporation ("HHSC") in its assessment and execution of Public Private Partnership opportunities. HHSC is a Hawaii public benefit corporation and the fourth largest public hospital system in the United States with annual revenue of approximately \$600 million. David's role on the engagement encompassed advisory for 5 distinct regions with a total of 14 facilities. The advisory work required intense diligence, communication and coordination with numerous stakeholders and workgroup members, including the Governor, Attorney General, State Legislators, State administrators, 2 civil service unions, several community groups, HHSC Corporate Board and administration, Regional Board and administration, attorneys, and consultants. His work supported HHSC in preparing for the January 2014 legislative session. Following legislative approval, work also included assisting HHSC in drafting the partnership template, the launch of the search for private partners and subsequent negotiation with the preferred partner.

MAUI MEMORIAL MEDICAL CENTER

HAWAII, STRATEGIC ADVISOR TO PUBLIC HEALTH SYSTEM | P3 PROJECT

Financial Advisor team member to the Maui Memorial Medical Center (MMMC) and Maui region of the Hawaii Health Systems Corporation in its assessment and execution of Public Private Partnership opportunities. HHSC is a Hawaii public benefit corporation and the fourth largest public hospital system in the United States with annual revenue of approximately \$600 million. Work included financial alternatives and private partnering solutions for MMMC.

ADDITIONAL PROJECTS

- Joint Lead Agent to Brookfield Renewable, 417MW Safe Harbor run-of-the-river Hydro, \$560 MM U.S. Private Placement, December 2016
- Co-Agent to Brookfield Renewable, 252 MW Holtwood run-of-the-river Hydro, \$350 million U.S. Private Placement, February 2018
- Joint Lead Bookrunner to Cordelio Power, \$656 million private placement notes, November 2018
- Orlando-Orange County Expressway Authority, tax-exempt debt financing
- Chicago Transit Authority Red, Orange, Yellow Line Extension Alternatives Analysis Project



EDUCATION

Masters in Business
Administration, University of
Gloucestershire, 2012

Bachelor in Finance,
Belarusian State Economic
University

Advanced Financial Modelling
Course, Mazars

PPP Financial Modelling
Course, Operis

Management Development
Program, London School of
Commerce

LICENSES + ACCREDITATIONS

MSRB Series 50

Financial Modeler

NIKITA MANAYENKOV

MANAGER

Nikita is a financial advisor with 7 years of experience providing financial advice, business planning and due diligence advice to public and private sector clients on major infrastructure and real estate projects. He has been involved in projects in the USA, Australia, and the Middle East, performing financial modelling and providing financial strategy, structuring and commercial advice.

He has in-depth experience of sectors including social infrastructure, transport and real estate, and his technical knowledge developed from delivering technical due diligence projects enables him to develop bespoke financial solutions that focus on real project drivers. Nikita brings experience of advising on a wide range of financial issues in technically complex, large-scale public and private infrastructure and real estate projects.

Relevant Experience

CITY OF LOS ANGELES SANITATION DEPARTMENT CLEAN WATER CAMPUS

CALIFORNIA, 2019 - CURRENT, FINANCIAL ADVISOR

PFAL team that was appointed to assess funding and delivery options for the new Clean Water Campus being considered in downtown Los Angeles. Nikita's role includes financial modeling and financial analysis.

SONOMA COUNTY GOVERNMENT CENTER

SONOMA COUNTY, CA, 2019 - ONGOING, FINANCIAL/TECHNICAL ADVISOR TO COUNTY

PFAL is acting as financial/technical advisor to Sonoma County for the Sonoma County Government Center project. The scope of work includes setting goals and objectives, programming and space needs identification across 26 departments, site selection, funding plan and tax assessments including potential incremental revenue streams from tax and other sources, delivery method identification, and stakeholder engagement. Nikita is responsible for performing financial analysis and providing support on financial modeling effort.

SANTA CLARA INTERNATIONAL SWIM & COMMUNITY RECREATION CENTER

CALIFORNIA, 2017 - 2018, FINANCIAL ADVISOR

PFAL provided financial advisory and project management services related to the development and evaluation of financial strategies to the City of Santa Clara. Nikita's role included developing financial model and



NIKITA MANAYENKOV

Manager

performing complex financial analysis to evaluate funding capacity and assess feasibility of the project.

L.A. RIVER REVITALIZATION

LOS ANGELES, CA, 2014, FINANCIAL ADVISOR

PFAL was engaged as part of a consultant team to provide financial and economic advice to the LA River Corp to help best maximize revenue-generation opportunities and to leverage scarce funds with the real estate sales and P3 opportunities. PFAL was responsible for considering the financial plans of different business alternatives that are available for implementation in the river catchment area. Nikita conducted extensive research into private, state and federal funding alternatives that could be utilized to provide seed funding for priority projects.

NVTA BUS MAINTENANCE FACILITY

NAPA, CA, ONGOING, FINANCIAL ADVISOR TO NVTA

PFAL is providing business case analysis, structuring advice, revenue identification, funding and financing strategies analysis, including a TIFIA loan application. As part of this work for this \$40m facility, PFAL is also considering funding alternatives to help deliver a new electric bus fleet. Alternatives explored include potential collaboration with the City of Napa, asset disposal, and joint development opportunities. Nikita has built financial model that was used to assess the alternative delivery options and perform financial analysis.

SR-37

SOLANO, CA, ONGOING, FINANCIAL ADVISOR

PFAL is acting as financial advisor to the SR 37 Policy Committee and four joint Counties, Solano, Marin, Napa and Sonoma to investigate financial opportunities to improve the existing 21-mile coastal corridor with a \$1-3 billion bridge solution. The current options include full-toll privatization, public-private partnership tolling alternatives, and publicly financed and managed toll facility. Nikita has built financial model that was used to assess the alternative delivery options on a comparative basis.

AUGUSTANA UNIVERSITY CAMPUS EXPANSION

SIOUX FALLS, SOUTH DAKOTA, 2020-2021, FINANCIAL ADVISOR

PFAL team was engaged to perform financial advisory work on the \$90m tax exempt financing that supported the development of new campus housing and other critical facilities needed to support Augustana's expected growth. Nikita was lead financial modeler on this project.

KANSAS CITY INTERNATIONAL AIRPORT

MISSOURI, USA, 2017 - ONGOING, FINANCIAL ADVISOR

PFAL was appointed to act as financial advisor to Edgemoor Infrastructure & Real Estate, the developer selected to undertake the \$965m capex



NIKITA MANAYENKOV
Manager

improvement at Kansas City International (KCI) Airport. The Edgemoor-led team was selected as the preferred bidder for the project. Nikita was responsible for performing financial analysis and developing a project financial model.

CONFIDENTIAL UNIVERSITY HEALTHCARE PROJECT

ONGOING, FINANCIAL ADVISOR TO DEVELOPER

PFAL have been selected by an experienced development team to act as their financial advisor for the bid to design, build, finance, and operate a new healthcare project. Anticipated financing structure will require the awardee to cause issuance of tax-exempt bonds pledged by legally available revenues of the hospital. Nikita is responsible for developing the financial model for the bid.

GILCREASE EXPRESSWAY

OKLAHOMA, 2020, FINANCIAL ADVISOR TO BUREAU

PFAL is acting as financial advisor to the Bureau in its consideration of a loan for the Gilcrease Expressway project. Nikita is acting as the modeling lead and supporting James in PFAL's assessment of multiple security arrangement proposals and assessing the credit quality of the transaction overall.

C-470 MANAGED LANES

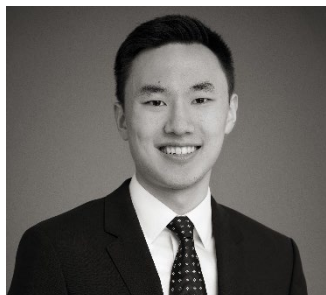
COLORADO, USA, ONGOING, FINANCIAL ADVISOR TO BUREAU

As advisor to TIFIA, Nikita supported the PFAL team providing assessment of the creditworthiness and loan application for financing this managed lanes project. Nikita's work included review of traffic and revenue risks, construction risks, financial structure risks up to and including credit negotiations. Our work also included providing analysis of the reasonableness of traffic and revenue forecasts and likelihood of loan repayment. Nikita provided assistance in reviewing the financial model.

TRANSFORM 66 (OUTSIDE THE BELTWAY)

VIRGINIA, USA, 2016, 2ND FINANCIAL ADVISOR FOR TIFIA, \$3.6 BILLION | P3 PROJECT

PFAL was engaged to conduct an independent peer review of the financial advisory report prepared by TIFIA's financial advisor for the Transform 66 project. Nikita's role in the audit process included review of the preferred bidder's financial model to analyze if the financing risks have been properly captured in the payment components. Nikita also reviewed the bidder's financial proposal to ensure the pricing and technical inputs match the model figures across several traffic scenarios.



EDUCATION

Bachelor of Arts – Economics
/ Political Science,
Northwestern University

LICENSES + ACCREDITATIONS

FINRA Series 50
FINRA Series 63, 79
(Previously Registered)

Financial Modeler/Reviewer

ANDREW SHINN

ASSOCIATE

Andrew is a financial advisor with experience providing financial advice, due diligence advice, and execution assistance to public and private sector clients on major social and transportation infrastructure projects. He has been involved in projects across North America performing financial modelling and providing financial strategy, structuring and commercial advice.

He has in-depth experience in infrastructure, and his technical knowledge developed from delivering technical due diligence projects enables him to develop bespoke financial solutions that focus on real project drivers. Andrew brings experience of advising on a wide range of financial issues in technically complex, large-scale public and private infrastructure projects.

Relevant Experience

CONNECTICUT WASTE-TO-ENERGY FACILITY MODERNIZATION

CONNECTICUT, FINANCIAL ADVISOR TO PREFERRED BIDDER

Provided financial advisory services to Sacyr and Manhattan Construction Group in their DBFOM bid to upgrade a waste-to-energy facility in Connecticut. Andrew prepared valuation sensitivity analyses and prepared client presentation material.

DC STREETLIGHTS MODERNIZATION

US, FINANCIAL ADVISOR TO SHORTLISTED BIDDER

Provided financial advisory services to Meridiam in its DBFOM bid. Andrew performed financial modelling, assisted in bond rating agency discussions, and prepared bid documents for submittal to the procuring authority.

AUTOROUTE A-25 TOLL BRIDGE

QUEBEC, FINANCIAL ADVISOR TO SHORTLISTED BIDDER

Provided financial advisory services to DIF and Fiera Infrastructure in their bid to acquire 35-year concession of 7km toll bridge in Montreal. Andrew assisted in financial modelling and bond rating agency discussions.



ANDREW SHINN

Associate

AIRGLADES INTERNATIONAL AIRPORT

FLORIDA, FINANCIAL ADVISOR TO OWNER CONSORTIUM

Provided financial advisory services to the Airglades International Airport consortium, owners of a privately-owned greenfield cargo airport soliciting operators, developers, and equity investors for the project. Andrew's role included developing the financial model and assisted in investor outreach and marketing.

MICHIGAN I-75 MODERNIZATION

MICHIGAN, FINANCIAL ADVISOR TO DEVELOPER

Provided financial advisory services to John Laing and AECOM Capital in their successful bid to design, build, finance and maintain a 5.5 mile route in suburban Detroit that includes the reconstruction of existing freeway lanes and drainage tunnels. Andrew performed financial modelling, assisted in bond rating agency discussions, and prepared bid documents for submittal to the procuring authority, the Michigan Department of Transportation.

MIAMI-DADE COUNTY CIVIL & PROBATE COURTHOUSE

FLORIDA, FINANCIAL ADVISOR TO COUNTY

Provided financial advisory and project management services to Miami-Dade County in its procurement process to design, build, finance, operate and maintain a new courthouse building in Miami. Andrew was responsible for performing financial analysis and developing a project financial model.

MIAMI BEACH LIGHT RAIL / MODERN STREETCAR (PROPOSED)

FLORIDA, FINANCIAL ADVISOR TO PREFERRED DEVELOPER

Acted as financial advisor to the InfraRed/Alstom/Walsh consortium after selection as preferred bidder to design, build, finance, operate a proposed light rail transit connection between Miami and Miami Beach. Andrew modeled financing alternatives and escalation scenarios for the team.

GILCREASE EXPRESSWAY

OKLAHOMA, FINANCIAL ADVISOR TO SHORTLISTED DEVELOPER

Acted as financial advisor to the Manhattan/Sherwood consortium in its bid to design, build and finance a 5-mile, four-lane tollway. Andrew served as the financial modelling lead during the team's development of a competitive financing structure for the project.

CLACKAMAS COUNTY COURTHOUSE

OREGON, FINANCIAL ADVISOR TO SHORTLISTED BIDDER

Acted as financial advisor to Balfour Beatty in its DBFOM bid process for a new courthouse building in Clackamas County. Andrew performed financial modelling on financing alternatives and affordability scenarios.

Eric (Rick) J. Sapir

Partner

Rick Sapir joined Hawkins upon graduation from law school in 1986 as an associate in the solid waste and municipal utilities group. He soon began working on waste-to-energy projects which launched his career as a public contracts lawyer in the solid waste, recycling, water, wastewater, residuals, renewable energy and social infrastructure fields. Rick has worked exclusively as owner's representative and has helped structure, procure, draft and negotiate contracts involving every form of complex alternative delivery method.

Rick has served as lead negotiating counsel for over 100 engagements on complex public contracts. His practice spans North America where he has served as special counsel for the development of environmental facilities in over 20 States, three Provinces and two Territories. Rick's services regularly include advising on project planning and delivery matters, structuring of the procurement to ensure compliance with law and to maximize the optimal competition, preparation of procurement documents, helping clients review, clarify, understand and evaluate proposals, and the drafting and negotiation of the key project agreements.

Among the clients that Rick has assisted with complex infrastructure projects are: New Hanover County, NC (Waste-to-Energy, MRF, Transfer, Transportation and Disposal); Greensboro, NC (Recycling and Transfer, Transportation and Disposal); Wake County, NC (Landfill Gas-to-Energy, Landfill DBOM); the City of Los Angeles (Waste-to-Energy); Lake Oswego, OR (Wastewater Treatment); Rahway Valley Sewerage Authority (Biogas); Honolulu Board of Water Supply (HI) (Water Desalination); California American Water (Drinking Water Desal); Camden County Municipal Utilities Authority (Residuals Processing and Solar); Tacoma, WA (Wet Weather Wastewater Upgrade); City of Fillmore, CA (Wastewater Treatment); Monmouth County, NJ (Waste-to-Energy, Baling, Landfill Gas-to-Energy, Leachate Treatment, Recycling, Household Hazardous, Waste, Bulky Waste Transportation and Disposal and Solar); Metro Vancouver (Waste-to-Energy); Virgin Islands Waste Management Authority (RDF, Baling/Transfer); Fulton County, GA (Wastewater Treatment); Nashville, TN (Residuals Processing); San Marcos, TX (Water and Wastewater); Halifax Metropolitan Authority (Waste-to-Energy); County of Hawaii (Waste-to-Energy); Northeast Maryland Waste Disposal Authority (Waste-to-Energy); Spokane County, WA (Wastewater); Orangeville, Ont. (Wastewater); Glasgow, KY (Landfill Gas-to-Energy); Rahway Valley Sewerage Authority, NJ (Cogen and Residuals Processing); Clarkstown, NY (Transfer Station); New Jersey School Construction Authority (School) and New Jersey City University (Dormitories).

Rick has been the Legal Advisory Member of the New Jersey Chapter of the Solid Waste Association of North America and is an active member of the New Jersey Association of Environmental Authorities and the New Jersey/New York/Connecticut Chapter of the Design Build Institute of America. Rick has lectured on P3 and alternative delivery issues before several forums including several P3 Summits, the Design-Build Institute of America, the Solid Waste Association of North America, the National Council for Public-Private Partnerships, Biocycle, Water Environment Federation, the Compost Council, the EPA LMOP Program, the Public Securities Association, the New Jersey Association of Environmental Authorities, the New York City Bar Association and the New York State Legislative Commission on Solid Waste, and he is a faculty member for a class provided at the annual Wastecon Conference regarding the development of waste-to-energy facilities.



CONTACT

T 973-642-1188
C 908-209-1423
F 973-642-6773
E ESapir@hawkins.com

PRACTICE AREAS

Alternative Project
Delivery
Project Finance
Public-Private
Partnerships

INDUSTRIES

Education
Power and Renewable
Energy
Public Buildings
Solid Waste
Transportation
Water

EDUCATION

Union College, B.A.
Fordham University
School of Law, J.D.

ADMITTED

New Jersey
New York
Connecticut



Megan I. Sartor

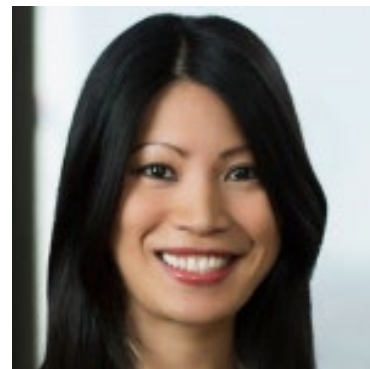
Counsel

Megan Sartor joined Hawkins Delafield & Wood LLP in 2008 as an associate in the Public Contracts Group. During her time at the firm, Megan has focused on the procurement and implementation of public infrastructure on alternative project delivery bases in the solid waste management, recycling, renewable energy, residuals, water and wastewater treatment sectors. Projects in which Megan has served as special counsel include the procurement and negotiation of a new leachate pretreatment facility for the County of Monmouth, New Jersey; the negotiation of two waste-to-energy contracts for the U.S. Virgin Islands Waste Management Authority; the negotiation of a long-term operations agreement for a biosolids dryer facility for the Camden County Municipal Utilities Authority; the development of multiple solar energy projects for Monmouth County, New Jersey; an energy-from-waste facility retrofit and long-term operations agreement on behalf of New Hanover County, North Carolina; and the development of landfill gas-to-energy projects for the City of Greensboro, North Carolina and Wake County, North Carolina.

Megan has also participated in other projects for the County of Monmouth, NJ (Materials Processing and Recovery Facility, Recycling, Landfill Gas-to-Energy, Household Hazardous Waste, Solar, Third Party Energy Supply and Cogeneration); Camden County Municipal Utilities Authority, NJ (Solar, Biosolids Digestion, and CHP); Morris County Municipal Utilities Authority, NJ (Recycling and Transfer Station); Cumberland County Improvement Authority, NJ (Solar and Landfill Gas-to-Energy); City of Greensboro, NC (Recycling, Transportation and Disposal); New Hanover County, NC (Transfer, Transportation and Disposal); Virgin Islands Waste Management Authority (Transfer Station, Landfill Gas-to-Energy); County of Madera, CA (Transfer Station); and Flathead County, MT (Landfill Gas-to-Energy).

Megan has been involved in the development and drafting of various requests for qualifications, requests for proposals, requests for bids and other procurement documents, and in the drafting and negotiation of various P3 agreements, including design-build, design-build-operate-maintain and design-build-finance-operate service contracts and related agreements.

Prior to joining the firm, Megan served as a law clerk in the State of New Jersey Superior Court, Law Division. Megan is a member in good standing of the bars of the State of New Jersey and the State of New York and currently serves as a Board Member of the New Jersey Chapter of the Solid Waste Association of North America (SWANA).



CONTACT

T 973-642-8605
C 201-344-5245
F 973-642-6773
E MSartor@hawkins.com

PRACTICE AREAS

Alternative Project Delivery
Public-Private Partnerships

INDUSTRIES

Renewable Energy
Solid Waste
Water and Wastewater

EDUCATION

Rutgers University, B.A.,
magna cum laude

Seton Hall University School
of Law, J.D.

ADMITTED

New Jersey
New York



Andrew D. Ligon

Associate

Andrew Ligon is an associate in the Public Contracts Group. During his time at the firm, Andrew has focused on the procurement and implementation of public infrastructure on alternative project delivery bases in the social infrastructure, power and renewable energy, transportation, water treatment, and solid waste sectors. Projects in which Andrew has served as special counsel include a public-private partnership (P3) courthouse project for Howard County, Maryland; a P3 fiber optic network for San Francisco, California; a solar power purchase agreement for DC Water and Sewer Authority; the development and management of a landfill gas cogeneration project for the City of San Diego; a wastewater facility DBO in Springfield, MA, and the demolition of certain dams in the Klamath River Basin. Andrew also represents clients on bond issuances.

Andrew has assisted in the development and drafting of various requests for qualifications, requests for proposals and other procurement documents, and in the negotiation and drafting of various alternative delivery agreements, including design-build, progressive design-build and design-build-finance-operate-maintain (P3) service contracts and related agreements.

Prior to joining the firm, Andrew practiced at an international law firm and specialized in mergers and acquisitions and corporate securities. Andrew is a member in good standing of the bar of the State of New York.



CONTACT

T 212-820-9403

E ALigon@hawkins.com

PRACTICE AREAS

Alternative Project Delivery
Project Finance
Public-Private Partnerships

INDUSTRIES

Public Buildings
Power and Renewable Energy
Solid Waste
Transportation
Water

EDUCATION

Vanderbilt University, B.A.,
magna cum laude

Duke University School
of Law, J.D., *cum laude*

ADMITTED

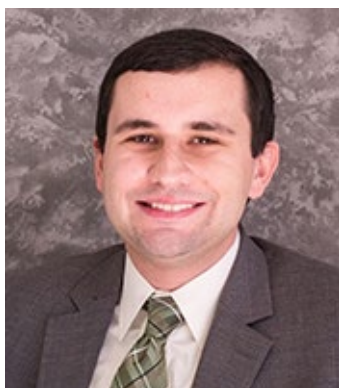
New York

North Carolina



BRIAN SHELL, P.E.

*Co-Service Area Manager, Water & Energy
Alternative Delivery Advisory Services
Senior Technical Principal*



Years with the firm

7

Years of experience

11

Education

*B.S., Environmental Engineering,
Specializing in Environmental
Management & Economics, The
Johns Hopkins University*

*Graduate Studies, Occupational
Safety and Environmental Law,
Bloomberg School of Public
Health at The Johns Hopkins
University*

Professional registrations

*Professional Engineer -
Environmental: Maryland (42939)*

Professional affiliations

Water Environment Federation

*Chesapeake Water Environment
Association*

*Association for the Improvement
of American Infrastructure;*

*Young Professionals in
Infrastructure*

CAREER SUMMARY

Brian Shell is a senior technical principal and consultant with WSP and is co-lead for all water alternative delivery engagements. He is a licensed professional engineer with a technical background that spans facility/asset management, water & wastewater, stormwater and transportation projects. Brian's focus is on providing oversight and technical input, especially as clients work to select the optimal alternative project delivery method for their project. He has experience across the range of project delivery methods in all project stages from pre-procurement activities for marketing sounding through to RFQ/RFP development, proposal evaluation, negotiation, and developing contract administration programs.

PROFESSIONAL EXPERIENCE

- **Confidential Client, West Coast U.S. Desalination Asset Due Diligence:** Mr. Shell led the project team to identify the key operational and risk provisions within each of the Water Purchase Agreement (WPA), the facility's key permits, the O&M Service Agreement's terms and condition, financial model, and related material contracts. The team provided a review of the status of the Plant's pending NPDES permit renewal, and its regulatory compliance. Mr. Shell also led the team's inspection for a condition assessment and reviewed the plant's asset condition and asset management program and practices. Our team assisted the Client's financial and legal advisors on technical aspects of legal risk issues or financial modelling assumptions and conditions.
- **BWS's DBOM Kalaeloa Seawater Desalination Facility Project - City of Honolulu, Hawaii:** consultant for the City of Honolulu Kalaeloa Seawater Desalination Project. The project scope included project, planning and reporting, scheduling, development of a Request for Proposals for a DBOM contractor, development of an Indicative Design Package, development of the Contract Design Requirements for a 1.7 MGD RO seawater desalination plant. Mr. Shell focused on evaluation criteria and the evaluation process.
- **Water Environment Federation (WEF) MOP Revision:** Served as a co-author for the revision of WEF's Manual of Practice 27, titled Financing and Charges for Wastewater Systems. His involvement is focused on writing the new chapter on Internal Financing Alternatives which discusses P3s. Also contributor to WEF MOP 28: Manual of Practice 28: Planning, Design, and Implementation for New and Upgraded Water Resource Recovery Facilities.
- **Total Maximum Daily Load (TMDL) Program P3 Feasibility,** Maryland State Highway Administration (SHA), Baltimore, Maryland: Served as the technical reviewer for this project which involved a high-level review, screening and policy analysis that describes the possibility of using a public-private partnership (P3) solicitation method to develop and implement the TMDL Program for the Maryland SHA. The Program also included identified projects that meet performance requirements and that, at a minimum, meet the federally mandated TMDL performance measures.
- **OP3 Advisory Services,** Washington, DC: The Henry J. Daly Building functions as the headquarters for the Metropolitan Police Department and federal homeland security response center. Mr. Shell served as the technical provisions manager, responsible for coordination amongst all technical disciplines for client on this unsolicited P3 proposal.
- **UPPCO Energy Procurement Advisory Services, Michigan:** Procurement Manager leading the procurement of a solar photovoltaic power generation facility for UPPCO. Tasks include supervisory responsibility for generating a bidders list, drafting all communications to bidders, hosting procurement documents, designing online document



BRIAN SHELL, P.E.

*Alternative Delivery Advisory Services
Senior Technical Principal*

portal, reviewing of all documents prior to issuance, and drafting a procurement report which will be submitted to the Michigan Public Service Commission.

- **Purple Line Light Rail Transit P3**, Maryland Transit Administration, Washington, DC and Maryland: Manager responsible for ensuring quality of all P3 contract documents – request for qualifications (RFQ), instructions to proposers, comprehensive agreement and technical documents for this \$2.4 billion light rail project in the Washington, DC suburbs. Led interface with market during original solicitation and replacement of design-builder.
- **PMO Phase I, Gap Analysis**: City of Baltimore, Department of Transportation, Baltimore, Maryland. Project Manager that led team through detailed gap analysis study determining where current organizational practices either do not meet agency needs or exceed industry standards and best practices. This task included an as-is organizational assessment, human capital assessment surveying every employee, business process mapping, a SWOT analysis, and the identification of critical issues and corresponding recommendations in a final report.

PREVIOUS EXPERIENCE

Before joining WSP, Mr. Shell's experience includes:

- Piscataway Wastewater Treatment Plant (WWTP) Facility Plan, Washington Suburban Sanitary Commission, Accokeek, Maryland: Served as deputy project manager for this facility-wide study to determine the prioritization of future projects at the WWTP. He supervised the work of subcontractors to perform preliminary surveys of existing facilities at the plant and conducted analyses of numerous potential projects based on level of service goals for a 20-year planning period. Analyses included construction of a business case for each of the more than 20 proposed projects including a life cycle cost analysis, risk assessment, validation and benefit cost analyses for CIP prioritization.
- Anaerobic Digestion and Combined Heat and Power Feasibility Study, Washington Suburban Sanitary Commission, Laurel, Maryland: Served as the project engineer who completed technical memoranda and financial cost estimate analyses. The goal of this study was to determine appropriate technologies and optimal location of a new biosolids facility for several wastewater treatment plants in the sensitive Chesapeake Bay area. The study showed that more than 1.7 megawatts of energy could be produced from biomass resulting in an energy savings to the agency of more than \$1.5M annually, along with disposal and chemical savings of about \$1.7M, while reducing greenhouse gas production by almost 6 tons annually. This project was largely funded by a grant from the U.S. DOE.
- Western Branch WWTP Enhanced Nutrient Removal and Facility Upgrade, Washington Suburban Sanitary Commission, Upper Marlboro, Maryland: Served as deputy project manager for this \$60 million+ upgrade of a wastewater treatment plant to facilitate compliance with the National Pollution Discharge Elimination System (NPDES) permit. Financing was secured through a low interest Maryland Department of the Environment (MDE) loan for this project. He facilitated coordination of engineering clarifications needed by the contractor with the engineering design center.

Naval Facilities Engineering Command Washington, NSAA WWTP Water Reuse, Annapolis, Maryland: Evaluated treated wastewater reuse as a nutrient offset in lieu of urban stormwater retrofits to assist a Maryland client in planning for Chesapeake Bay total maximum daily load (TMDL) requirements while fulfilling irrigation needs of the iconic United States Naval Academy Golf Course. He assisted with WWTP historical data analysis, performed capital and operations and maintenance cost analyses, assisted with creation of design options report and performed GIS-based mapping of potential floodplains, required buffer zones and other parameters.



STEPHEN (STEVE) TARALLO

Sr. Director, District Business Line

Years with the firm

1

Years total

33

Areas of practice

*Business Case
Evaluations*

Energy Management

*Sustainability
Assessments*

Wastewater Process

Other languages

French

CAREER SUMMARY

Stephen (Steve) Tarallo has more than 30 years of experience in municipal water and wastewater treatment research and development, design, and project development. He has been involved in a wide variety of environmental engineering solutions, from water treatment technology selection and design to wastewater collection system odor/corrosion control to advanced wastewater process design to biosolids processing and disposal evaluations. His technical responsibilities have included assessment of treatment deficiencies, development and selection of treatment process alternatives, energy optimization studies, renewable energy alternative evaluations, greenhouse gas emissions inventories, life cycle analyses, life cycle cost estimating, and sustainability assessments.

Steve's broad technical background, work experience, and business acumen has provided him with the ability to gain deep understanding of clients' operational and financial needs and challenges. He has a strong ability to understand the interrelationship between regulatory, community, technological, financial, and managerial issues, and to apply a variety of tools, methods, and resources to develop sound, cost-effective, and sustainable solutions for clients.

Steve has extensive experience leading multi-disciplinary teams to deliver a wide variety of water/wastewater engineering projects with fees ranging from less than \$50,000 to \$20 million.

EDUCATION

MBA, Business Administration, College of William & Mary	1999
BE, Mechanical Engineering, Villanova University	1989

PREVIOUS EXPERIENCE

Before joining WSP, Steve's experience included:

- **Brooklyn Wastewater Pumping Station Design, Baltimore County, Maryland:** Principal-in-Charge. Engineering services were provided for the design and bidding phases for upgrades to Brooklyn Wastewater Pumping Station and design of a Thioguard (magnesium hydroxide) chemical dosing system in city of Baltimore
- **Deep Run Interceptor Improvements Phase 2, Howard County, Maryland:** Principal-in-Charge. Project involved the preparation of specifications and cost estimating of approximately 5 miles of replacement sanitary sewer main ranging from 15 inches to 36 inches.
- **City of Baltimore On-Call Civil/Structural Water/Wastewater Facilities, Maryland:** Principal-in-Charge for an on-call contract to evaluate operation and maintenance problems at three sewage pump stations and provide recommendations for improvements at Stoney Run (cavitation issues), Caroline Street (pump failures), and Brooklyn (evaluation and rehabilitation recommendations) pump stations.
- **North River Wastewater Treatment Plant Cogeneration and Electrification Improvements Facility Plan, New York, New York:** Project Director responsible for the delivery of project scope including the replacement of the existing dual fuel engines with electric motors and associated improvements to the electrical system. New engine generators utilized to supply 10 megawatts of power and on-site heat recovery to the plant.
- **Oakwood Beach Water Pollution Control Plant Primary Power Distribution Transformers Replacement, New York, New York:** Project Director responsible for the



STEPHEN (STEVE) TARALLO

Sr. Director, District Business Line

delivery of design and construction management services to replace the primary power distribution transformers.

- **Reconstruction of Manhattan, Bronx Grit Screens at Wards Island Water Pollution Control Plants, New York, New York:** Project Director responsible for delivery of pre-design and design services for the replacement of eight bar screens at the Wards Island Water Pollution Control Plant Headworks Facilities located at the Bronx and Manhattan Grit Chambers. The Bronx (369 million gallons per day) and Manhattan (182 million gallons per day) grit chambers provide preliminary treatment of combined sewer overflow flows prior to the Wards Island Water Pollution Control Plant.
- **Philadelphia Water Department Utility-wide Energy Plan Implementation, Philadelphia, Pennsylvania:** Task Leader for innovation planning focused on the evaluation of the energy program's progress towards its strategic goals. Steve also assisting the Energy Team in the tracking and assessment of the industry trends, as well as the evaluation, documentation, and presentation of emerging energy technologies.
- **Water Environment Research Foundation; Project No. ENER6C13 Utility of the Future Energy Findings, Alexandria, Virginia:** Principal Investigator led multi-disciplinary research team and lead author of a report that estimated the energy embedded in domestic wastewater in the United States relative to the energy required to accomplish treatment. The report also compared the cost (levelized cost of energy) of moving the sector towards energy recovery to levelized costs of energy of other renewable and non-renewable energy sources.
- **Washington Suburban Sanitary Commission Strategic Energy Plan, Laurel, Maryland:** Technical Director responsible for content development for Washington Suburban Sanitary Commission's comprehensive 10-year strategic energy plan covering energy efficiency, load management, renewable energy, and energy supply. The project included the development of strategic energy goals, key performance indicators, strategic energy objectives, and supporting projects and initiatives.
- **North River Wastewater Treatment Plant Cogeneration and Electrification Project, New York, New York:** Task Leader for energy profile responsible for documenting Energy Profiles and conducting energy/greenhouse gas performance analysis for the North River Wastewater Treatment Plant before and after electrification of the main sewage pumps and aeration blowers, installation of engine generators and various digester and heat recovery improvements. Energy Profile documentation was maintained and updated throughout the detailed design process. Design alternative evaluations were summarized to the extent that the alternatives addressed equipment, systems, methods, or operating procedures that would reduce energy consumption, increase energy efficiency, and decrease greenhouse gas emissions.
- **City of Hollywood Department of Public Services Energy Efficiency Master Plan, Hollywood, Florida:** Technical Director responsible for identifying and coordinating decision frameworks, tools, models, and professional staff resources to deliver a comprehensive, integrated energy efficiency master plan to help the city of Hollywood Department of Public Services achieve significant reductions in the usage and cost of energy at its water and wastewater treatment plants, distribution and collection pumping facilities, and water and wastewater treatment facility buildings.
- **Energy Balance and Reduction Opportunities, Case Studies of Energy-Neutral Wastewater Facilities and Triple Bottom Line Research Planning Support, Alexandria, Virginia:** Co-Principal Investigator led a multi-disciplinary research team to investigate energy efficiency and production opportunities that achieve energy neutral wastewater treatment. The project developed baseline energy flows for common wastewater treatment

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



STEPHEN (STEVE) TARALLO

Sr. Director, District Business Line

plant process configurations, including opportunities for demand reduction, energy efficiency, and energy recovery; compiled energy neutral (or near neutral) wastewater treatment plant case studies from throughout the world; and identified sustainable options for managing biosolids through a triple bottom line assessment of diverse technical and management approaches.

- **Hampton Roads Sanitation District Biosolids Resource Recovery MasterPlan, Virginia Beach, Virginia:** Task Leader for business case evaluation performed analysis to evaluate and rank biosolids management system alternatives on the basis of triple bottom line evaluation criteria and financial risk mitigation analysis. Financial risk mitigation analysis was performed on net present value cost estimates utilizing Monte Carlo simulations with future regulatory scenarios modeled using a decision tree framework and tool.
- **Philadelphia Water Department Utility-wide Energy Plan, Philadelphia, Pennsylvania:** Task Leader for Triple Bottom Line Sustainability Assessment performed triple bottom line (economic, environmental, social/community) impact assessment of energy conservation measures identified as part of the strategic energy plan. Steve conducted benchmark analysis of energy consumption at each facility using the U.S. Environmental Protection Agency's Portfolio Manager tool. He identified opportunities for reducing energy consumption and operating expenses at three wastewater treatment facilities. Steve conducted preliminary screening and prioritization of energy conservation opportunities based on initial capital cost estimate, payback period, and impact on plant operations.
- **Upper Occoquan Service Authority Energy Performance Contract, Centreville, Virginia:** Wastewater Process Lead responsible for wastewater process analysis, identification, development, and economic evaluation of wastewater process-related energy conservation measures for inclusion in a portfolio of energy conservation measures under an energy performance contract.
- **Two Bridges Sewerage Authority Wastewater Treatment Plant Capital Improvement Master Plan, Lincoln Park, New Jersey:** Engineering Manager/Process Lead responsible for process analysis, alternatives evaluation, and conceptual plant design, and conceptual level cost estimates for the upgrade and expansion of the 7.5-million gallons per day Two Bridges Sewerage Authority wastewater treatment plant. The master plan addresses foreseeable needs and provides flexibility for future alterations to accommodate compliance with new environmental laws, regulations, and policies. Two Bridges Sewerage Authority's four driving needs were disinfection improvements to limit the formation of dichlorobromomethane, improved phosphorus removal to meet a more stringent total maximum daily load limit of less than 0.4 milligram per liter, treatment capacity increase to handle growth within the service area, and denitrification upgrades to prepare for an anticipated future nitrate limit of less than 10 milligrams per liter.
- **Mamaroneck Wastewater Treatment Plant Preliminary Design, New Rochelle, New York:** Lead Process Engineer responsible for process evaluation and preliminary process design for the upgrade of the 21 million gallon per day Mamaroneck Wastewater Treatment Plant. The project upgrade was to provide reliable nitrification and denitrification to meet the county's nitrogen waste load allocation. The approach for Mamaroneck Wastewater Treatment Plant was to phase-in improvements over several phases. Phase 1 improvements converted the existing aeration tanks to the integrated fixed film activated sludge biological nitrogen removal process. Phase 2 converted the integrated fixed-film activated sludge biological nitrogen removal system to a moving bed biofilm reactors biological nitrogen removal system and replace the secondary clarifiers with dissolved air flotation. Phase 3 added polishing filters to achieve total nitrogen of less than 4 milligrams per liter.

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



JAMES V. RYDQUIST, PE

Central Regional Manager, Water and Wastewater



CAREER SUMMARY

James Rydquist is WSP's national business line leader for Waste Water and manages projects associated with all facets of water, wastewater, stormwater engineering. He has extensive experience in the design and management of large multi-discipline projects involving water and/or wastewater treatment, sanitary sewer systems and water main improvement, combined sewer overflow reduction, sanitary sewer overflow elimination, and supervisory control and data acquisition. His responsibilities have included management, planning, conceptual analysis, design, and construction management. His expertise includes management of large projects involving many disciplines and teaming partners. He has also excelled in completing fast track projects on time with a limited amount of construction changes.

Years with the firm

3

Years total

28

Professional qualifications —

Professional Engineer:
Ohio, 2003 (No. E-68537);
Michigan, 2000 (No.
046880)

Construction Documents
Technologist (CDT),
Construction
Specifications Institute,
2003

Professional memberships

American Water Works
Association

AWWA - Water Condition
Assessment Committee

Water Environment
Federation

WEF - Industrial
Wastewater Committee

National Association of
Clean Water Agencies

NACWA - Pretreatment &
Pollution Prevention
Committee

EDUCATION

B.S., Civil and Environmental Engineering, University of Michigan, 1994
Ann Arbor, Michigan

Experience

- Perry Street Diversion Pumping Station, Oakland County, Michigan (2013-2016): project manager for the ACEC award winning design of a diversion pumping station that diverts 30 percent of flow on an average basis from the Oakland County Interceptor to the newly acquired Pontiac Wastewater Treatment Plant. Flow diversion will alleviate hydraulic problems within the interceptor and also reduce costs incurred by treating the sewage at the Pontiac Treatment Plant versus sending all flow to the Detroit Water and Sewerage Department through the interceptor. Design utilized dry pit submersible pumps with a wet well level that “floats” off the interceptor to maintain minimum flows in the sewer while maintaining the average diversion.
- RTQ 54-inch PCCP Force Main Rehabilitation, Design Build, Miami, FL (2019-2020): Quality control review of a slipline rehabilitation project that includes 3,500 feet of 54-inch forcemain that is being slip-lined with new HDPE pipe. Construction is being completed in multiple phases with detailed construction sequencing to ensure flows are by passed or kept in service during construction.
- Electrical and Instrumentation Design for THP Residual Treatment at the Pontiac WWTP, Water Resources Commissioner (WRC), Oakland County, Michigan (2015-2018): managed the electrical and instrumentation design of the new residual treatment improvements at the Pontiac Wastewater Treatment Facilities as part of a multiple consultant led team. The THP process will be one of only a few municipalities using the new innovative technology in the United States.
- Devona Sanitary Sewer Design, Devona, OH (2019-2020): Key concept review related to sewer design for a 400+ home community within hilly terrain. The client needed the best and most cost effective options for providing sanitary to homes mandated by the Ohio EPA.
- Downriver Wastewater Treatment Facility (DWTF) Clarifier Upgrades, Wyandotte, Michigan (2011-2014): manager during construction of improvements to the Wayne County DWTF clarifiers to improve flow distribution between the individual units and improved the solids settling within each individual clarifier. During design clarifier modeling was completed to determine the best configuration of improvements and equipment. Completed construction allowed for improved treatment, higher treatment volume capabilities through the process and better distribution of flows.



JAMES V. RYDQUIST, P.E.

Central Regional Manager, Water and Wastewater

- Milk River Priority 1B Improvements, Wayne County Environmental Services, Grosse Pt. Woods, Michigan (2015-2018): manager for a \$36 million-dollar total rehabilitation of the 60-year-old CSO control facility. The design incorporated rehabilitation of 7 stormwater pumps with a total pumping capacity of over 1 billion gallons, retrofit of a new basin flushing system that revised an antiquated nozzle system into two separated basins with modern flushing gates and grit and dewatering pumps. Improvements also included repair of a 36-inch forcemain under the Milk River, upgrades to the aeration tanks, blowers, sampling, and disinfection systems. Improvements were made to the recirculation pump station that modified the influent screening and added chemical disinfection to the intake flow as a measure to control zebra mussels at the intake.
- Baby Creek Combined Sewer Overflow (CSO) Control Facility, Detroit Water and Sewerage Department (DWSD), Detroit, Michigan (2008): construction manager for post-construction period. Screens were not operating according to design perimeters. Worked with DWSD to determine the cause of screening failures during high rain events (flows over 2,100 gpm). Investigation included site inspection with structural, electrical, and process engineers to determine the probable cause of failure. In addition, worked with DWSD to find the cause of chemical feed distribution problems at the facility and worked hand-in-hand with the CSO maintenance staff to correct them. The problems were found to be the responsibility of the contractor and the deficiencies were corrected at no additional cost to the owner.
- Rouge Valley Priority 1B Improvements, Wayne County, Michigan (2015-2018): manager for the upgrades in disinfection and supervisory control and data acquisition (SCADA) improvements at multiple retention treatment facilities within Wayne County. The project upgraded controls of disinfection of CSO flows prior to discharge and included a modernization of instrumentation and control so that facilities could be operated remotely from the central wastewater facility. Telemetry upgrades were also made to over 36 flow metering sites throughout the collection system.
- Point Place Sanitary Sewer Overflow (SSO) Elimination, Phase II, Toledo, Ohio (2002–2005): project manager for the design and construction of over 26,000 feet of force mains and sewers including two large pump stations transferring up to 23.1 MG of wet weather flow to the City’s treatment plant. Project was completed on a tight schedule to meet legal requirements set by the City’s Consent Decree with the U.S. Environmental Protection Agency. A total of five projects were designed in less than four months. Over three years, they were constructed with a net savings of more than \$240,000.
- Booster Pump Station Condition and Needs Assessment, Great Lakes Water Authority (GLWA), Detroit, Michigan (2017-2018): client manager for the condition assessment of the GLWA Booster Pumping Facilities with associated determination of needs and capital planning for each of the facilities. The pump stations include all GLWA pressure related needs for a distribution system that provides over a billion gallons of peak water usage to its customers. Due to a reduction in water demands in the area these facilities were found to have pumping limitations outside of their AOR and POR ranges for minimum flows. Recommendations and improvements were defined to bring these facilities in line with current and future demands as well as costing for overall upgrades to each of the facilities for the next 20 years.
- Wastewater Treatment Asset Sustainment Program, Major Automotive Manufacturer, Multiple Locations (2008): site manager for several plant locations, including Ypsilanti, Michigan; Beford, Indiana; and Toledo, Ohio. Projects included wastewater treatment analysis, stormwater treatment improvements, chemical feed improvements, and instrumentation improvements. Projects were done as a “Guaranteed Maximum Price” Design/Build while working with contractors in some locations and the United Auto Works trades in others.
- Industrial Waste Reduction and Minimization Plan, City of Toledo, Toledo, Ohio (2006-2008): overall project manager and field inspection manager that provided inspection of 90 industries throughout the City to determine influence on the sewer system during wet weather. Assisted the City with a comprehensive Industrial Pretreatment Plan (IPP) and provided a detailed Industrial Waste Reduction and Minimization Plan for the City’s use moving forward. Report included recommendations to further reduce discharges of possible contaminants during events that would reach the combined sewer overflows.
- Bay View Water Reclamation Plant, Bay View Water Treatment Plant, City of Toledo, Toledo, Ohio (2002-2005): manager for the engineering during the construction phase of improvements to the Bay View Pumping Station, which is the primary influent pump station to the treatment plant with a firm capacity of approximately 193 MGD. Work included coordination of construction issues with the operations staff, review of payment applications, construction progress meetings, and oversight of contractual negotiations with the contractor.

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



JAMES V. RYDQUIST, P.E.

Central Regional Manager, Water and Wastewater

- Toledo Waterways Initiative, Wet Weather Facilities Design, City of Toledo, Ohio (2003-2007): project manager for design and construction of a 30-MG equalization basin as part of a multi-firm design team that constructed a 200-MGD wet weather treatment facility. Entire project included a new grit facility, ballasted flocculation, and a 30-MG equalization basin. Equalization basin was designed with a new vacuum flushing technology that is one of the largest systems within the United States.
- Green Infrastructure Program Management, Detroit Water and Sewerage Department (2013 – 2018): Manager for the 15 million dollar upper rouge green infrastructure program for the City of Detroit Water and Sewerage Department. The project utilized green infrastructure planning, design and construction to reduce the volume of stormwater into the City's sewer system for the purposes of reducing flows to the water reclamation facility and improve local drainage and flooding.
- Lake Huron Water Treatment Plant Mechanical Upgrades, Great Lakes Water Authority (GLWA), Fort Gratiot, Michigan (2016-2018): client manager for heating, ventilation, and air conditioning (HVAC) improvements for the 400 MGD treatment capacity Lake Huron Water Treatment Plant. The project utilized computer heat and cooling modeling to determine the appropriate improvements necessary for replacement of aging equipment. In addition, architectural and structural improvements were combined with ventilation and heating improvements to isolate the filter room gallery air from more sensitive equipment rooms. The project will modernize the plant's HVAC while also making the system more operator and maintenance friendly for the Lake Huron Staff.
- Southwest Water Treatment Plant Electronic Valve Actuator Replacement, Great Lakes Water Authority (GLWA), Allen Park, Michigan (2015-2018): project manager for the assessment of potential technology upgrades for replacement of the oil-hydraulic valve actuator system for the plants process valves. Large diameter butterfly and modulated cone valves were operated by a oil-hydraulic system that had various leaks throughout the facility. Plant operations wanted to review new technologies, including electric operation of these valves for replacement. Electric motor actuators were selected and designed for replacement while the existing system was decommissioned. Sizing of the electric actuators required review of emergency closure times and the need for ancillary backup power for emergency closure during power outages.
- Waterworks Park Water Treatment Plant Disinfection Upgrades, Great Lakes Water Authority (GLWA), Detroit, Michigan (2016-2018): manager for improvements and replacement of the ventilation and air scrubber design as well as the onsite resident project representation for the construction of the complete upgrades to the chlorine gas disinfection system at the 240 MGD Waterworks Park Treatment Plant. As part of this project, engineering staff were required to review 10-State Standards for air changes within the defined space and due to the size and complexity of the disinfection complex GLWA standards were developed to ensure operator safety with reduced long term utility expense.
- Water Master Plan, Detroit Water and Sewerage Department, Detroit, Michigan (2013-2015): manager for the Capital Improvement assessments at each of the Water Department's five water treatment plants as part of a large multi-consultant team of engineering firms. For the master planning project, CIP planning was needed for both the short-term (five-year plan) and for the long-term over the next 20 years at each facility. Total treatment capacity of the five plants within the Tetra Tech report were designed to treat up to 1.6 billion gallons of water. The estimate future capacity of the plants is 1.0 billion gallons with aging infrastructure needs at each facility. Project deliverable also included an analysis of the costs and impacts to the reduction of plant capacity and the possible elimination of a water plant within a water system that has experienced a significant reduction in demand.
- Southwest Water Treatment Plant Residuals Facility, Detroit Water and Sewerage Department (DWSD), Detroit, Michigan (2007-2013): project manager for the design and construction of a new residuals treatment facility for the plant as part of the DWSD CS-1305 contract with the water utility. The project included design of sludge flocculation, settling, and sludge thickening equipment with a new residuals facility. Design was under a tight schedule and completed in November of 2008 with construction costs of approximately \$50 million. James also acted as Construction Manager during construction and assisted DWSD in construction oversight. Construction completed in December 2013.

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



NEIL CALLAHAN, ENV SP

Co-Service Area Manager, Water & Energy Advisory Services



Years with the firm

22

Years of experience

44

Education

*M.S., Environmental Science,
Water Resources; B.S.,
Environmental Science, Water
Resources*

Professional registrations

*Envision Sustainability
Professional (ENV SP)*

Professional affiliations

*American Membrane Technology
Association (AMTA)*

*American Water Works
Association (AWWA)*

WaterReuse Association

Areas of practice

*Water and Wastewater Advisory
Services*

*Water and Wastewater Utility
Evaluations*

Capital Program Development

CAREER SUMMARY

Neil has 44 years' experience in both the public and private sector water and wastewater utility industry in a variety of senior management roles. He has held senior positions in consulting firms for over two decades. Neil Callahan currently is co-service area manager for Water and Energy Advisory Services within WSP's Advisory Services group. At WSP, Neil specializes in aiding water and wastewater clients in the areas of utility management consulting, Owner Representative services for Alternative Project Delivery Methods (APD) or Public-Private Partnerships (PPP) and preparing Independent Engineering Reports.

Prior to joining WSP, he was the Water and Waste Resources Division Manager and then the Water Advisory Services leader for Louis Berger US, which provided water/wastewater utility management consulting, owner's advisory services, independent engineering and program management services. Prior to Louis Berger US, Mr. Callahan was the Water Division Manager for Leidos Engineering Inc. and SAIC. Mr. Callahan had overall responsibility for the business performance of the Water Division that SAIC had purchased R. W. Beck, Inc. in 2009

Mr. Callahan has been a lead advisor to over 40 municipal agencies and financial institutions throughout North America on project development, project structuring, procurement methods, contract negotiations and development, and construction contract administration and monitoring for projects with values ranging from \$10 million to \$1 billion. He is a frequently speaker on advisory services topics at national conferences, and professional workshops, and was the author of a chapter in the AWWA/DBIA "Design Build for Water and Wastewater Projects" guidance manual.

Mr. Callahan, prior to working as a management consultant, spent 22 years in the executive management and operations of both public and private water and wastewater utilities. In his last O&M position, he was the Executive Vice President of a U.S. contract operations company. He was a member of that company's Executive Management Committee and was responsible for all of the operating projects of the company serving 30-40 utility owners. Mr. Callahan was responsible for developing and implementing operational budgets, oversight of all of the company's technical performance and risk management programs and managing project O&M and regulatory compliance performance. He developed and implemented a training programs for O&M personnel in order to effectively manage meeting the company's growth target of 30 percent year over year increased operating revenues. Mr. Callahan also oversaw, another company division, the operation of a state certified commercial water and wastewater laboratory and field sampling services group.

RELEVANT PROJECT EXPERIENCE

Owner's Advisor – Qualified Management Contract or Concession for a Municipal Water and Wastewater Utility, Rialto, CA Senior Project Advisor. Mr. Callahan led the development of a procurement solicitation for either a Qualified Management (Contract Operations) Contract or a Concession Agreement for the City of Rialto's existing water and wastewater utilities. The City selected to pursue a Concession and retained WSP to conduct the negotiations. Responsibilities included evaluation of the technical and financial components of Project, developing the Procurement Strategy and RFPs, conducted a technical and financial review of the submitted Proposals, negotiation of Concession Agreement, and presentation of findings and results in public meetings.

The Concession Agreement facilitated the Concessionaire in securing over \$170 million of private financing to implement the defined capital improvement program and provide all required contract operation services to holistically manage and operate the utilities and perform all customer services including billing.



NEIL CALLAHAN, ENV SP

Co-Service Area Manager, Water & Energy Advisory Services

- **Procurement Advisory Services Carlsbad Desalination Project, San Diego County Water Authority, San Diego, California:** Project Manager. Mr. Callahan served as the Project Manager for the feasibility evaluation for the \$1B Carlsbad 50 MGD seawater reverse osmosis desalination plant Public-Private-Partnership. The project involved evaluating the project developer's proposed contracts, evaluating Public-Private-Partnership project risks, project costs and power usage and tariff concerns. Neil was the lead business advisor to the San Diego County Water Authority on procurement methods, technical and financial feasibility and modeling, risk assessment, business case development, decision support and vendor negotiations. He oversaw the development of a financial model with the ability to support a project business valuation that evaluated thirteen difference business cases for the project. Mr. Callahan also led a task to perform technical due diligence on the developer's EPC and technology provider's contracts and pricing and to provide negotiations support for SDCWA's development of a Water Purchase Agreement (WPA) with a private developer. Mr. Callahan team subsequently developed or negotiated the performance terms and conditions or specifications of the WPA on behalf of the SDCWA. Mr. Callahan continues to provide contract administration and engineering support to SDCWA on an as-needed basis.

Owner's Advisor and Program Manager – Regional Surface Water Treatment Plant Project, Tampa Bay Water, Florida Project Manager. Mr. Callahan was the owner's advisor and program manager for the Design Build Operate (DBO) project delivery for a 66 mgd surface water treatment plant. This project included the development of a national DBO contractor procurement process, including all procedures and schedule; development of DBO contract technical and business terms and conditions and procurement documents; development of risk allocation strategy, preparation of a Risk Matrix; assistance with community relations; development and assistance with the contractor pre-qualification, evaluation of qualifications and proposals for DBO; and assistance with the negotiations of the DBO procurement. Tampa Bay Water estimated it saved \$85 million dollars by using an alternative project delivery method for this project.

- **Western Carolina Regional Sewer Authority (WCRA) Piedmont WWTP Alternative Delivery Analysis, Piedmont, South Carolina:** Mr. Callahan lead a team that developed an alternative delivery workshop and then subsequently assisted WCRA with the development of the procurement documents for selecting a CMAR contractor. WSP USA consulted on the CMAR structure and the roles and responsibilities of the parties, the CMAR qualifications submittal requirements, the CMAR preconstruction scope of work, the CMAR construction requirements, the proposal pricing and bidding requirements and the proposal forms for the Final RFP.
- **Procurement Advisor, Replacement of Contract Operator for an Existing Wastewater Treatment System, City of Danville/Virginia** Project Manager. Mr. Callahan led the Contract Operations procurement activities to assist the City to qualify and select a replacement contractor to operate the City's Northside Wastewater Treatment plant and the collection system. The City had determined it was in its best interest to re-compete its existing longstanding contract for the operations and maintenance of the facilities. Responsibilities included developing the Scope of Work, assisting with preparation of the RFP, assisting with the development of the Contract Terms, and proposal evaluation. The City subsequently awarded the O&M Contract to the selected contractor.
- **Owner's Advisor and Program Manager – Hialeah Brackish RO Desalination Project, Hialeah, Florida** Mr. Callahan was the Project Principle for the City of Hialeah's Brackish RO Desalination Project. The project consisted of the project oversight, planning and reporting, scheduling, and the development of a Request for Proposal for a DBO contractor. The work also included the development of a Preliminary Design Package, permitting, pilot testing, geohydrologic evaluation and construction management for a

NEIL CALLAHAN, ENV SP

Co-Service Area Manager, Water & Energy Advisory Services

brackish wellfield, a 17 mgd brackish RO desalination plant and concentrate disposal wells. Mr. Callahan's team provided Program Management services, project planning, design document development, permitting assistance, procurement advisory services (develops RFEI, RFQ, RFP, Specifications for Service Contract), contract development assistance, contract negotiations, and construction management services.

- **Expert Technical and Financial Evaluation of the Performance a Multi-County Water Utility, Assured Guaranty Corp., Iowa:** Project Manager. Mr. Callahan serves as Project Manager for performing the performance evaluations and facility Inspections for Chapman and Cutler LLP, on behalf of Assured Guaranty Corp. (the bond insurer) to review and evaluate the management, administrative and operations of Xenia (a ten county water utility) with the objective of assessing if Xenia has appropriate management, organizational and operational practices and procedures in place to assure that is performing efficiently and consistently with good water industry practices. The principal objective of the work was to evaluate if there were opportunities to pursue additional cost savings and or enhanced revenue generation and collection.
- **Utility Operations and Management Review, Lower Colorado River Authority (LCRA), Texas:** O&M Review Lead Mr. Callahan's team was engaged by the Lower Colorado River Authority (LCRA) to provide an independent management and organizational assessment of LCRA's Water and Wastewater Utility Services operations and customer services department. The department included approximately 30 sites.
- **Water System Evaluation/Acquisition, South Central Connecticut Water Authority/Connecticut, Technical Expert.** Mr. Callahan's team reviewed the physical and financial condition of the New Haven Water Company system as a partial basis for its sale to the South Central Connecticut Regional Water Authority. The water company originally incorporated in 1849 and expanded its service area during the next 70 years through acquisition of or consolidation with adjacent water companies. At the time of the study, the company served and/or owned land in 17 towns and provided service to a population of approximately 300,000 in and around New Haven. The scope of the evaluation included the technical investigation and evaluation of all facilities.

PREVIOUS EXPERIENCE

Before joining WSP, Mr. Callahan's experience includes:

- **U.S. Water, Somerville, New Jersey:** Executive Vice President, Operations. Mr. Callahan was a member of the company's Executive Management Committee and managed all of the operating units of the company. He was responsible for the management of contracts for 80 treatment systems.
- **U.S. Water:** Vice President - General Manager. Mr. Callahan's accomplishments included: a revised operational budget process, reducing variances and improving cash flow management; development of an activity-based cost accounting system to facilitate accurate and uniform measurement of project and company-wide performance.
- **CFM Environmental Services:** Director. Prior to United Utility's purchase of US Water, the company name was CFM Environmental Services, a wastewater consulting engineering, contract operations and commercial laboratory firm. Mr. Callahan successfully directed projects involving water/wastewater permitting, planning, regulatory compliance, ACO negotiations, treatment plant process design, start-up and development of compliance assurance programs.

Environmental Disposal Corp.: Wastewater Utility Development, President. Mr. Callahan was responsible for the green-field development and the operations of a world-class publicly regulated, Investor-Owned wastewater utility.



Thomas Payne, PE

NEW ENGLAND DISTRICT WASTEWATER LEAD



Mr. Payne has more than 20 years of experience in civil and environmental engineering managing projects from planning, through design and construction. Mr. Payne serves as a company-wide subject matter expert and technical advisor on water and wastewater projects. In this role, his responsibilities include advising on projects from scoping through final design, conducting QC and constructability reviews, and providing construction phase support. He is also actively engaged as a lead design engineer and project manager on a variety of civil and environmental engineering projects across the United States and

abroad. Project experience includes, water, wastewater, and stormwater management, and facility planning; research and design for sanitary sewer, storm sewer, and water infrastructure and treatment plant; enhanced site and utility assessments; environmental compliance; asset management and condition assessment; O&M and site safety improvements; preparation and review of construction documents; construction oversight; project organization and management. Mr. Payne also participated on the task force to update the Water Environment Federation (WEF) Manual of Practice No. FD-6, Existing Sewer Evaluation and Rehabilitation and is currently appointed to the WEF Water Reuse and Industrial Wastewater Committees.

RELEVANT EXPERIENCE

DISNEY CRUISE LINES, ELEUTHERA ISLAND, COMMONWEALTH OF THE BAHAMAS. QA/QC and technical advisor for the wastewater treatment system evaluation and design of the wastewater treatment and water treatment facilities for a new dockside recreational facility that will accommodate up to 2,400 daytime guests per day. WSP's design included a 110,000 gallon per day (gpd) Membrane Bioreactor (MBR) plant to treat domestic and commercial wastewaters from the facility, and a 165,000 gpd Reverse Osmosis Desalination plant for the provision of potable water. Effluent quality for the MBR plant is anticipated to be better than 10 mg/l for 5-day biochemical oxygen demand and total suspended solids and following ultraviolet disinfection will be stored as reuse water for landscape irrigation and vehicle washing. Facility is under construction with an expected completion date of late 2023.

HINES ENERGY COMPLEX WASTEWATER TREATMENT PLANT REPLACEMENT, BARTOW, FL. Project manager for design evaluation and record drawings for the installation of a 10,000 gallon per day steel package plant to treat domestic sewage. WSP evaluated the treatment plant design to ensure compliance with categorical discharge limits, and provided post-construction installation inspection and record drawings for the client as well as Florida state regulatory authorities. During operation the extended aeration plant achieved the effluent quality as calculated, allowing beneficial reuse as power plant cooling water.

RHODE ISLAND DEPARTMENT OF ADMINISTRATION, ELEANOR SLATER STATE HOSPITAL, ZAMBARANO UNIT, BURRIVILLE, RI. QA/QC manager for wastewater treatment plant improvements that included new coarse-bubble mixing/ aeration, new aeration blowers, tertiary treatment by UF-RO train, in-pipe UV disinfection, chemical storage and feed pumps, structural and electrical improvements, and new process control and instrumentation. Project included facility inspection and assessment, product research, budgetary cost estimates, design calculations, meetings with state regulators, and preparation of contract drawings and specifications.

WELLINGTON AVENUE CSO TREATMENT FACILITY UPGRADE, CITY OF NEWPORT, NEWPORT, RI. Technical Advisor and Quality Control Reviewer responsible for project specifications and plans for the site, civil, architectural and electrical

COMPANY

WSP USA Inc.

EDUCATION

BS and MS, Civil and Environmental Engineering, Tufts University, 1995 and 1996

REGISTRATIONS

Professional Engineer: Rhode Island (7540); Hawaii (13203); Maryland (46144); South Dakota (14036); Nevada (25932); Connecticut (0034523)

YEARS OF EXPERIENCE

26 years

YEARS WITH COMPANY

25 years



improvements of an existing combined sewer overflow pump station and treatment facility located on the shore of the Narragansett Bay. Upgraded facility features includes a sanitary pumping system replacement, a 16-inch diameter force main, flood protection measures, and other miscellaneous site civil and architectural improvements. The project required coordination with multiple engineering disciplines as electrical, HVAC, instrumentation, and structural improvements were necessary. The project was completed ahead of schedule and under budget. It also received USEPA recognition for excellence and innovation in clean water infrastructure.

LOWER BRULE LAGOON SYSTEM WASTEWATER MANAGEMENT STUDY, TOWN OF LOWER BRULE, SD. Principal engineer responsible for evaluating the wastewater treatment needs of the community of Lower Brule within the Lower Brule Sioux reservation and recommending alternate treatment options. The existing lagoon system has three cells in series with a combined area of 32.5 acres and treats an average daily flow (ADF) of approximately 140,000 gallons per day. The lagoon system is currently meeting categorical discharge standards. The lagoon system is located on the bank of Lake Sharpe, a reservoir behind big bend dam on the Missouri River. One cell is within 150 feet of the bank, which USGS has determined is eroded at a rate of 27 feet per year, and in danger of being breached within 10 years. This would result in a potentially catastrophic release millions of gallons of partially untreated waste into the reservoir. The options for wastewater treatment under consideration include one or more of the following: a replacement wastewater treatment plant constructed in an alternate location; decentralized wastewater treatment using packaged wastewater treatment plants with on-site disposal where appropriate; downsizing the existing lagoon system to remove the third cell from the treatment train; and capturing the reject water from the water treatment plant, which accounts for one third of the total ADF, and treating that separately at an off-site location.

COMMUNITY WASTEWATER LAGOON REHABILITATION, OGLALA SIOUX LAKOTA HOUSING, RED SHIRT, SD. Principal engineer responsible for evaluation of the existing sanitary lagoon system and preparation of the preliminary engineering report in accordance with USDA bulletin 1780-2. The existing single-cell lagoon system has a footprint of approximately one-acre and an average daily flow of around 8,000 gallons per day. The lagoon was found to be extreme in disrepair and the north wall had failed resulting in risks to human health and the environment. Alternate technologies were explored for provision of adequate wastewater treatment for the community. It was recommended that a fixed media trickling filter would provide superior treatment and eliminate the nuisance issues, such as odor and insects, as well as potential hazards associated with the lagoon system. The project also included development of a presentation of the technology for the community, USEPA, Indian Health Services and other stakeholders.

RHODE ISLAND DEPARTMENT OF CORRECTIONS, WASTEWATER GREASE AND SOLIDS LOADING REDUCTION STUDY, CRANSTON, RI. Project engineer responsible for conducting grease removal and solids reduction studies for eight correctional institutions for the Rhode Island Department of Corrections (RIDOC) and one hospital for the Department of Mental Health, Retardation and Hospitals (MHRH), all located within the John O. Pastore Center in Cranston, Rhode Island. These studies involved reviewing previous reports, conducting interviews with maintenance personnel, monitoring wastewater flow, determination of grease and solids loading rates and evaluation of various grease and solids removal technologies. Responsible for developing and evaluating feasible treatment alternatives and estimating construction costs. These alternatives were ranked based on their environmental compliance, capital costs, operation and maintenance requirements and costs, as well as BOD, TSS and/or grease removal efficiencies. Also responsible for conducting grease interceptor sizing.

DEPARTMENT OF PUBLIC WORKS, LEBANON, RATE STRUCTURE ANALYSIS, LEBANON, NH. Project engineer responsible for performing rate structure analyses for both the potable water and sanitary sewer fees for the City of Lebanon, New Hampshire. Responsibilities included determination of the revenue requirements for the water and wastewater systems through evaluation of operating expenditures and net income. Also considered the debt service requirements for existing and future projects necessary to expand the systems to accommodate planned future growth, as well as to ensure regulatory compliance. Project goals were to enable utilities to become self-sustaining, provide for adequate reserves and to develop an equitable rate structure for all users with a timetable for implementation over a five-year period. Other responsibilities included formal presentation of the findings and recommendations at public hearings and City Council meetings and technical support during subsequent meetings.

DEPARTMENT OF PUBLIC WORKS, PETERBOROUGH, WASTEWATER TREATMENT PLANT EVALUATION, PETERBOROUGH, NH. Project manager responsible for evaluating proposed treatment technologies associated with a new wastewater treatment plant design for the Town of Peterborough, New Hampshire and recommending which treatment process would



best suit the needs of the Town. Due to population growth and more stringent discharge limitations imposed by the Environmental Protection Agency, the Town needed to upgrade the treatment process of the existing plant. The existing lagoon system was not capable of meeting the more stringent nutrient limitations stated in the National Pollution Discharge Elimination System (NPDES) permit. Responsibilities included meeting with product representatives, interviewing treatment plant operators and evaluating the proposed treatment processes to determine which processes would meet the NPDES permit requirements through kinetic modeling. Also responsible for development of construction and equipment cost estimates for comparison of the technologies and to verify estimates provided to the Town by others.

CHESHIRE COUNTY FACILITY, WASTEWATER TREATMENT PLANT, WESTMORELAND, NEW HAMPSHIRE. QA/QC engineer for the performance of a “wastewater system improvements alternative evaluation” and preparation of report for the county facility, including treatment and source alternatives analysis; conceptual design and alternatives costs comparisons (present and future, and life cycle costs); report preparation and public presentation; and NHDES state wastewater revolving fund application. System includes: headworks (with auger), 2 septage lagoons (3 cells, total), chemical addition, ultra-violet light disinfection, and surface discharge to the Connecticut River.

USACE BALTIMORE DISTRICT, WATER AND WASTEWATER INFRASTRUCTURE EVALUATION, FORT MEADE, MARYLAND.

Project engineer/manager responsible for conducting evaluations of the water and wastewater infrastructure and treatment plants to determine system wide capacities and needs to support agency relocations as part of the department of defense’s BRAC 2005. Performed evaluations of both water and wastewater treatment plants, water distribution and storage, and wastewater collection system and pump stations, as well as reviewed permit language to determine limitations for expansion. Tasks included physical inspection of plants and pump stations, capacity analysis of sanitary sewers, hydraulic evaluation of water distribution system and interviewing plant operators and maintenance personnel. Prepared alternative evaluation for actions required to correct deficiencies complete with costs estimates. Presented findings at 3-day stakeholders meeting that included the U.S. Army Corps of Engineer, National Security Agency, Defense Information Systems Agency, and Department of Defense, as well as the commanding officer and directorate of public works at Fort Meade with support staff.

DEPARTMENT OF PUBLIC WORKS, TOWN OF MIDDLETOWN, WEST SIDE PUMP STATION CONSOLIDATION STUDY, MIDDLETOWN, RI. Project manager/principal engineer responsible for developing and evaluating consolidation alternatives with the goals of reducing the hydraulic burden on the Town’s main pump station as well as reducing the impacts on the Town’s resources and personnel. Overall objectives included development and analysis of alternatives to combine sewersheds using gravity connector sewers and reduce the number of pump stations while redirecting wastewater flow from the Bailey Brook interceptor and the Wave Avenue pump station. Responsibilities included physical assessment of existing pump stations, alternative development and analysis, economic analysis of operation and maintenance costs, site selection for new pump station, pump and wet-weather storage facility sizing, preliminary design of gravity sewers and force mains, determination of permitting requirements, and preparing a cost-benefit analysis. Also responsible for developing a decision matrix and working with the Town to determine the preferred alternative, report preparation and presentation of findings at public meetings of the Road and Utility Committee and Town Council.

NATIONAL PARK SERVICE, LINCOLN MEMORIAL REFLECTING POOL (LMRP) WATER TREATMENT COARSE FILTER UPGRADE, WASHINGTON, DISTRICT OF COLUMBIA. Design manager and principal engineer responsible for designing upgrade of the coarse filter assembly at the LMRP water treatment facility. Modifications made during construction and alternate operating practices increased the solids loading to the water treatment facility resulting in frequent blinding of the coarse filter screen requiring continual hands-on maintenance. Responsibilities included coordination with the park service and equipment manufacturer, preparation of contract drawings and specification associated with the replacement coarse filter assembly, and preparation of the construction cost estimate.

DOJ BOP, WATER SOFTENER SYSTEM, PEKIN, IL. Project engineer responsible for design of an ion exchange water softening system to treat approximately 400,000 gpd at a correctional facility in Pekin, Illinois. The correctional facility obtains water from shallow wells in a contained aquifer. The water at the facility is therefore very hard and has elevated alkalinity levels. Responsibilities included development of system layout and quantification of site work involved for two alternate locations. Also responsible for the preparation of the preliminary site drawings to be used as construction documents. In addition, prepared the construction cost estimates for the two alternatives.



U.S. DEPARTMENT OF STATE (DOS), U.S. EMBASSY, BELGRADE, SERBIA. Project engineer responsible for research and design of the stormwater retention pond and pump station, and the wastewater pump station and wastewater treatment plant associated with the development of a new United States Embassy located in Belgrade, Serbia. Site development restrictions and off-site infrastructure limitations mandated the storage of stormwater runoff up to the 100-year storm event with pumping to the nearest municipal conveyance system. Likewise, the existing municipal infrastructure was unable to meet the wastewater treatment requirements associated with Department of State and Army Corps of Engineers; therefore, an on-site wastewater treatment plant was required prior to discharging into the municipal collection system.



GLENN BOTTOMLEY, PE

Project Manager



CAREER SUMMARY

Glenn Bottomley is a senior supervising engineer who has managed a diverse range of infrastructure construction projects with an aggregate construction value totaling over \$200 million. His experience includes preparing quality bidding documents complying with the latest Virginia Beach standards and specifications that result in positive outcomes in the final cost of construction projects and meeting schedules. Glenn has worked across stormwater and wastewater for his entire career.

Years with the firm

34

Years total

36

Professional registrations

Professional
Engineer: Virginia
(0402023299)

Glenn has managed a very diverse range of infrastructure projects with an aggregate construction value totaling over \$250 million. He has managed projects consisting of sanitary pump stations and sewer conveyance, water conveyance, stormwater pump stations and ocean outfalls, flood protection and resilient infrastructure, stormwater management, large highways, urban roadways, neighborhood revitalization, drainage improvements, bridge replacement projects, transit facilities, and port facility improvements.

EDUCATION

BS, Civil Engineering, Old Dominion University 1986

PROFESSIONAL MEMBERSHIPS

American Society of Civil Engineers

PROFESSIONAL EXPERIENCE

North Beach Stormwater, Pump Station and Ocean Outfall | City of Virginia Beach | Virginia Beach, VA

Project manager for the planning, design, construction documents, and contract administration for this project consisting of: large diameter collection system, 60,000 gallon-per-minute submersible stormwater pump station, 2,000 linear feet of 48-inch lined PCCP subaqueous force main ocean outfall, microtunnel evaluation, EPA SWMM computer simulation model, Watershed Evaluation Study, VMRC environmental permitting, public utility relocations, architectural design for pump station generator building and landscaping consistent with the oceanfront resort community environment, phased



GLENN BOTTOMLEY, PE

Project Manager

construction and detailed estimates to meet budgetary constraints, and public participation with civic leagues and residents.

HRSD System Metering, Phase IV | Hampton Roads Sanitation District | Hampton Roads, VA

Project manager for the planning, design, preparation of bidding documents, and construction services for the installation of 53 flow meters and pressure sensors on interceptor force mains across seven jurisdictions for the Hampton Roads Sanitation District (HRSD) for their Master Meter Program. The WSP Team successfully met the aggressive schedule of the EPA-driven consent order requirements that 16 municipalities signed on to. The meter installations provide data for the Regional Wet Weather Management Plan and information on the integrity of the HRSD system and for calibration of the hydraulic model. The southside contract awarded was one of the most challenging contracts that involved working with multiple municipalities and required the design of large diameter line stop and bypasses and addressing the impacts of construction in congested urban principal arterials.

Shore Drive Drainage Improvements and HRSD Relocation with Line Stop & Bypass | Virginia Beach Public Works Stormwater and Roads Divisions and HRSD | Virginia Beach, VA

Project manager for the planning, design and preparation of construction documents for a 16-inch HRSD line stop and bypass that was successfully constructed in late 2020. The WSP design coordinated the requirements of Virginia Beach Public Works Stormwater, VB Roads Divisions and HRSD. WSP met the aggressive schedule and coordinated the construction of a future force main connection and the future HRSD/City connection point.

South Battlefield Boulevard Sewer Conversion Project | Chesapeake Public Utilities | Chesapeake, VA

Project manager for providing planning, design, construction documents and construction inspection and administration services for converting 280 acres of fully developed properties from septic tank service to City sanitary sewer service. The project involved 14,500 linear feet of gravity sewer, 29 jack-and-bore crossings, submersible pump station, 1,000 linear feet of 16-inch interceptor HRSD force main extension with a pile supported aerial creek crossing, Health Department approval, and property owner coordination.

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



GLENN BOTTOMLEY, PE

Project Manager

Midtown Tunnel (MTT) 36"-inch Raw Water Line Horizontal Directional Drill | SKW Constructors | Norfolk, VA

Technical advisor for 4,500 foot, 220-foot deep, crossing under the river by horizontal directional drill (HDD) pulled back in a single string. The 36-inch, 0.625 thick, welded steel pipe (ASTM A53) was coated inside and out with a fusion bonded epoxy with the outer wall receiving an additional abrasion resistant overlay. Corrosion protection was provided by an impressed current cathodic protection system. Connection to the existing system was accomplished with 1,200 LF and 1,500 LF of 36-inch ductile iron pipe on the Portsmouth and Norfolk sides of the river (respectively).

Midtown Tunnel (MTT) 42"-inch HRSD Force Main Relocation PER and Protection Evaluation | SKW Constructors | Norfolk, VA

Technical advisor for the PER preparation for relocation of HRSD FM under the Elizabeth River where all sewage for Portsmouth, ultimately discharges through this line. The line cannot be shut down, nor the flows rerouted. Ultimately, the existing HRSD force was protected during construction.

Attachment: PFAL_P3_Financial_Transactional_Advisor (Consideration of PPP Owner Consultant)



WALTER MAHONEY



Career Summary

Years with WSP

14

Total Years of Experience

30

Education

Bachelor of
Science

Professional Registrations

Grade 6 Municipal
and Industrial
Wastewater
Treatment Plant
Operator (MA)

Certified Collection
system Operator
(MA)

Certified Wastewater
Laboratory Analyst
(MA)

OSHA 40 Hour
Hazardous Waste
Operators Health and
Safety Training

Professional Affiliations

Water Environment
Federation

New England Water
Environment
Association

Massachusetts
Water Pollution
Control Association

Mr. Mahoney has experience in the technical and regulatory aspects wastewater infrastructure, including wastewater treatment plant and collection system design, construction, and operation and maintenance. Mr. Mahoney's design background allows him to fully understand all technical aspects of major construction and rehabilitation projects. His background includes plant design, operations, and inspection, as well as operations staff training, preparation of O&M manuals, wastewater treatment system analysis, design and implementation of pilot-scale treatment studies, and industrial process water recovery and reuse. Mr. Mahoney effectively coordinates the O&M of wastewater collection and treatment plant systems, drawing upon extensive experience in the design, installation, and maintenance of electrical, mechanical, and instrumentation systems. Additional recent experience includes: pump station design, water storage and distribution design, construction inspection, preparation of O&M manuals, emergency management planning, and Resident Engineer. Recent relevant experience includes design on on-call contracts including the Rhode Island Department of Environmental Management, Narragansett Bay Commission, National Park Service, and U.S. Army Corp of Engineers. He is a licensed municipal and industrial wastewater treatment plant operator.

Professional Experience

Disney Cruise Lines, Eleuthera Island, Commonwealth of the Bahamas:

Design lead for the installation of a 110,000 gallon per day Membrane Bioreactor (MBR) plant for the treatment of domestic and commercial wastewaters from a new recreational facility. This facility will accommodate up to 2,400 daytime guests. WSP's design included foundation work, yard piping, electrical, and odor control system. Effluent quality will be better than 10 mg/l for 5-day biochemical oxygen demand and total suspended solids, and following ultraviolet disinfection will be stored as reuse water for landscape irrigation and vehicle washing. Facility is under construction with an expected completion date of late 2023.

Hines Energy Complex Wastewater Treatment Plant Replacement,

Bartow, Florida: Process engineer for design evaluation and record drawings for the installation of a 10,000 gallon per day steel package plant to treat domestic sewage. WSP evaluated the treatment plant design to ensure compliance with categorical discharge limits, and provided post-construction installation inspection and record drawings for the client as well as Florida state regulatory authorities. During operation the extended aeration plant achieved the effluent quality as calculated, allowing beneficial reuse as power plant cooling water.

Rhode Island Department of Administration, Eleanor Slater State Hospital, Zambarano Unit, Burrville: Process engineer for Wastewater characterization and investigation of sources of copper, zinc, and total phosphorus in wastewater, with subsequent design of improvements. Treatability study included evaluation of physical-chemical separation methods including coagulation in combination with primary settling, secondary settling, membrane bioreactor (MBR), MBR- reverse osmosis (RO), tertiary filtration by ultrafiltration (UF), and tertiary filtration by UF and RO. Findings of study led to design of improvements including coarse-bubble mixing/aeration, new aeration blowers, tertiary treatment by UF-RO train, in-pipe UV disinfection, chemical storage and feed pumps, structural and electrical improvements, and new process control and instrumentation. Project included facility inspection and assessment, product research, budgetary cost estimates, design calculations, meetings with State regulators, and preparation of contract drawings and specifications.

Lower Brule Sioux Tribe, Lower Brule, South Dakota: Project engineer responsible for preliminary engineering report and 30% design for 0.1 MGD extended aeration wastewater treatment plant including raw wastewater pumping, flow equalization, and disinfection to replace failing lagoon treatment system for a rural community of 1,400 persons. Project included facility inspection and assessment, product research, budgetary cost estimates, design calculations, meetings with Federal and Tribal officials, and preparation of drawings and specifications.

U.S. Army Corps of Engineers (USACE), Babil Master Water and Sewer Plan, Babil, Iraq: Wastewater engineer with the project team preparing the \$3.5 million Water and Sewer Master Plan for Babil Province, Iraq. Responsibilities include on-site evaluation of wastewater treatment facilities, gravity sewers, and sanitary sewer pump stations with the goal of prioritizing maintenance efforts and identifying and protecting assets critical to maintaining services to the public. Additional responsibilities included recommending treatment process modifications with the goal of increasing hydraulic capacity and meeting revised Iraqi categorical discharge standards. Additional responsibilities included recommendations for wastewater treatment and collection facilities for urban areas currently without sanitary sewers or treatment facilities, capacity analysis of existing sewer system in Al Hillah, and recommendations for enhancing physical plant security.

United States Army Corps of Engineers, Cornell-Dubilier Electronics Superfund Site, South Plainfield, New Jersey: design of groundwater extraction and treatment system for the removal of polychlorinated biphenyls (PCBs) and chlorinated organic degreasing solvents. Facility features included seven extraction wells, treatment of contaminated water by filtration, air stripping and carbon adsorption prior to discharge to surface waters. An additional aspect of the design involved management of hazardous materials such as asbestos containing building materials, polychlorinated biphenyls, petroleum impacted soils, and coal tar impacted soils. Design included extensive semi-automated process control and instrumentation (PC&I) package including SCADA system for remote monitoring of extraction/treatment system.

New Jersey Department of Environmental Protection, Municipal Sanitary Landfill MSLA-1D, Kearney, NJ: Design of specialized pumping and pH control station to collect and convey landfill leachate to municipal sanitary sewer. The purpose of this system is to eliminate up to 83,000 gallons/day of leachate flows containing volatile organic compounds, polyaromatic hydrocarbons, pesticides and metals to the Passaic River. Design includes web-based SCADA system.

Naval Facilities Engineering Command, Camp Butler, Okinawa, Japan: Project engineer responsible for condition assessment and capacity analysis of installation sanitary sewer collection systems. Data developed incorporated into Master Plan to optimize deployment of USMC assets in the Pacific Theater. Key project goals included identifying key wastewater infrastructure in need of rehabilitation, replacement, or relocation to meet evolving mission requirements. Specific responsibilities include condition assessment, capacity analysis, review of topographic surveys, identification of potential impacts, design of mitigation measures to counteract potential impacts, preparation of a comprehensive report, and drafting conceptual design drawings. Coordination with project team consisting of U.S. and Japan-based A-E firms.

RFP for **Public-Private Partnership (P3) Financial & Transactional Advisor Services**
 Evaluation
 Evaluator:
 Firm:

Section 1: Profile of the Firm (20 Points Total)	Score	Comments:
<p>The proposer shall provide:</p> <ul style="list-style-type: none"> a. Legal Name of Firm; Date of Firm Formation b. Legal Business Description (Individual, Partnership, Corporation, Joint Venture, etc.) c. Principal Office Location; Location of office that will be conducting the work if different than Principal Office d. Name and contact information of Authorized Representative e. A summary of any litigation, claim(s), or contract disputes filed by or against the firm in the past five (5) years which is related to the services that the firm provides in the regular course of business. If no litigation, claims, or contract disputes exist, state "not applicable." f. A statement of conflicts (if any) the proposing entity or key employees may have regarding these services. The statement should include conflicts, as well as any working relationships that may be perceived by disinterested parties as a conflict. If no potential conflicts of interests are identified, state "not applicable." g. A statement on the availability and commitment of the firm, its principal(s) and assigned professionals to undertake the project. Include a description of the firm's current workload. h. An organizational chart of project team members, including any subconsultants, to be assigned to this project. 		
Section 2: Experience of the Firm (40 Total Points)	Score	Comments:
<p>The Proposer shall describe the firms' P3 project capabilities and experience in evaluating P3 projects. Each project example provided must include the following:</p> <ul style="list-style-type: none"> a. Project description - Include an explanation of why experience on the project will benefit the County on the proposed project. Where applicable, describe similarities in the scope of the example provided and the proposed project. b. Identify project team members and their role. c. Client reference contact information. 		
Section 3: Project Approach (40 Total Points)	Score	Comments:
<p>The Proposer shall:</p> <ul style="list-style-type: none"> a. Describe the firm's methodology and approach for evaluating the feasibility of a P3 project as well as for developing a P3 project. The description shall demonstrate the Proposer's understanding of the project scope and requirements. b. Provide a proposed outline of tasks, deliverables and schedules based on the desired scope of services. Identify the extent of County involvement deemed necessary, including key decision points at each stage of the project. Major proposed deviations from the desired scope of services outlined above should be clearly noted and justified. 		
Section 4: Fee Proposal (Not Included in Evaluation Score)		Comments:
<p>The Proposer shall provide:</p> <ul style="list-style-type: none"> a. A fee proposal for the proposed scope of services. Specify any additional expenses such as travel and lodging. b. An hourly rate schedule for additional services not included in proposed scope of services. 		
TOTAL SCORE:		

**RESOLUTION OF THE BOARD OF COMMISSIONERS FOR CURRITUCK
COUNTY, NORTH CAROLINA SUPPORTING ENACTMENT OF H.R. 1154
TO STUDY THE FEASIBILITY OF CREATING THE GREAT DISMAL
SWAMP NATIONAL HERITAGE AREA**

WHEREAS, in September, 2021 H.R. 1154 was adopted by the United States House of Representatives that upon enactment directs the United States Secretary of the Interior to conduct a study to assess the feasibility of designating The Great Dismal Swamp and its associated sites as a Natural Heritage Area; and

WHEREAS, The Great Dismal Swamp is an area of cultural, historic and environmental importance for the Commonwealth of Virginia, State of North Carolina and the nation having served as the home for native people, wildlife, refuge along the Underground Railroad and diverse vegetation; and

WHEREAS, National Heritage Areas are public-private partnerships designated by Congress for protection and preservation of resources of regional and national significance and promotion of historic preservation, conservation, recreation, tourism and education; and

WHEREAS, National Heritage Areas do not affect private property rights, are not units of the National Park Service and the National Park Service does not assume ownership of land or impose land use controls within a National Heritage Area; and

WHEREAS, a study required by the enactment of H.R. 1154 will help identify, among other things, tourism, recreation, education and community partnerships benefitting Currituck County.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners for Currituck County, North Carolina that:

Section 1. Currituck County supports the enactment of H.R. 1154 The Great Dismal Swamp National Heritage Area Act directing the United States Secretary of the Interior to conduct a study to assess the suitability and feasibility of designating The Great Dismal Swamp as a National Heritage Area.

Section 2. The Clerk to the Board of Commissioners is directed to forward a copy of this resolution to United States Senators Richard Burr and Thom Tillis and to Congressman Greg Murphy.

Section 3. This resolution is effective upon adoption.

ADOPTED the 4th day of April, 2022.

Michael H. Payment, Chair
Board of Commissioners

ATTEST:

Leeann Walton, Clerk to the Board

(COUNTY SEAL)

The Great Dismal Swamp National Heritage Area Act

Cosponsors: Congresswoman Elaine Luria

Supported by: Great Dismal Swamp National Wildlife Refuge; The Wilderness Society; Virginia Wilderness Committee; The National Trust for Historic Preservation; The Association for the Study of African American Life and History; Virginia Native Plant Society; The Nature Conservancy Virginia Chapter; Diversity Restoration Solutions, Inc.; Suffolk-Nansemond Chapter of the Izaak Walton League of America;



Congressman A. Donald McEachin will be introducing *The Great Dismal Swamp National Heritage Area Act*.

The Great Dismal Swamp National Heritage Area Act would direct the Secretary of the Interior to conduct a study, in consultation with State and local organization and governmental agencies, Tribal governments, non-profit organizations, and other appropriate entities, to assess the suitability and feasibility of designating the Dismal and its associated sites as a National Heritage Area. The study would examine a variety of factors, including whether the Dismal has nationally distinctive natural, cultural, and historic resources that tell a regionally unique story, as well whether there is strong, demonstrated community support present for the designation. The Secretary would report the findings of this study to the House Committee on Natural Resources and Senate Committee on Energy and Natural Resources.

Background:

The Great Dismal Swamp is an area of immense cultural, historic, and environmental importance for Virginia, North Carolina, and the entire nation. The Dismal has served as home for native people and wildlife for thousands of years, and served as a refuge for freedom seekers along the Underground Railroad. Preserving and protecting the Dismal, its wildlife and diverse vegetation, and its rich history and culture is critical. That is why Congressman McEachin is introducing *The Great Dismal Swamp National Heritage Area Act*.

National Heritage Areas are public-private partnerships designated by Congress for the protection and preservation of resources and stories that are both regionally unique and nationally significant. Through these public-private partnerships, National Heritage Areas support historic preservation, conservation, recreation, tourism, and educational projects.

National Heritage Areas are grassroots, community-driven approaches to economic development and conservation, leveraging federal funds to create jobs and generate revenue for local governments. Almost every National Heritage Area is required to match every federal dollar received with one non-federal source.

National Heritage Areas do not affect private property rights. National Heritage Areas are not units of the National Park Service, and the National Park Service does not assume ownership of land inside the heritage area or impose land use controls. The National Park Service provides technical and limited financial assistance to National Heritage Areas, serving as an advisor and partner to local communities while leaving the decision-making authority in the hands of local communities.

In order for a site to be designated a National Heritage Area, a feasibility study is often conducted to determine whether the site meets the necessary criteria. *The Great Dismal Swamp National Heritage Area Act* would authorize a feasibility study to begin this exploratory process.

If you would like more information about *The Great Dismal Swamp National Heritage Area Act*, please contact Blair Wriston (Blair.Wriston@mail.house.gov) with Rep. McEachin.

Jack Owens
Gatesville



Linda Hofler
Vice – Chairman
Hobbsville

J. Ray Freeman, III
Gates

Gates County Board of Commissioners
Post Office Box 148

Jonathan T. Craddock
Eure

Timothy Wilson
County Manager

Gatesville, North Carolina 27938
Tel (252)3572411 or Fax (252) 357-0073
Dr. Althea Riddick, Chair

Joleatha Chestnutt
Clerk to the Board

February 16, 2022

The Honorable Thom Tillis:

I am writing in support of H.R. 1154, a bill directing the Department of the Interior to assess the suitability and feasibility of designating a study area comprised of cities and counties in Virginia and counties in North Carolina as a National Heritage Area to be known as the Great Dismal Swamp National Heritage Area. The benefit of this legislation will not only provide technical and planning assistance and financial funding for the Great Dismal Swamp, it will also enhance its heritage conservation and economic development.

Today, the Great Dismal Swamp and Dismal Swamp Canal are listed on the National Register of Historic Places, designated as a National Civil Engineering Landmark, part of the North Carolina and Virginia Civil War Trail, Atlantic Intracoastal Waterway and recognized as a National Underground Railroad Network to Freedom Site by the National Park Service.

Designating the Great Dismal Swamp as a Natural Heritage Area helps Area current and future generations recognize the historic significance of this important ecosystem. A portion of the Great Dismal Swamp is located in Gates County, North Carolina and it is a pleasure for the Gates County Board of Commissioners to support you in this endeavor.

Thank you and we appreciate your continuing support.

Sincerely,

Dr. Althea Riddick, Chair
Gates County Board of Commissioners

BOARD OF COMMISSIONERS

G. TOM WHITE
Chairman

ROSS B. MUNRO
Vice Chairman

CLAYTON D. RIGGS
RANDY KRAINIAK
TIFFNEY WHITE



KENNETH BOWMAN
County Manager

KAREN M. DAVIS
Clerk to the Board

JOHN S. MORRISON
County Attorney

November 16, 2021

The Honorable Thom Tillis
United States Senate
113 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Senator Tillis:

I am writing in support of H.R. 1154, a bill directing the Department of the Interior to assess the suitability and feasibility of designating a study area comprised of cities and counties in Virginia and counties in North Carolina as a National Heritage Area to be known as the Great Dismal Swamp National Heritage Area. The benefit of this legislation will not only provide technical and planning assistance and financial funding for the Great Dismal Swamp, it will also enhance its heritage conservation and economic development.

Today the Great Dismal Swamp and Dismal Swamp Canal are listed on the National Register of Historic Places, designated as a National Civil Engineering Landmark, part of the North Carolina and Virginia Civil War Trail, Atlantic Intracoastal Waterway and recognized as a National Underground Railroad Network to Freedom Site by the National Park Service.

Designating the Great Dismal Swamp as a Natural Heritage Area helps current and future generations recognize the historic significance of this important ecosystem. A portion of the Great Dismal Swamp is located in Camden County, North Carolina and it is a pleasure for the Camden County Board of Commissioners to support you in this endeavor.

Thank you and we appreciate your continuing support.

Sincerely,

Tom White, Chairman
Camden County Board of Commissioners

COMMISSIONERS

Jeff Dixon, Chairman
 Lloyd E. Griffin, III, Vice-Chairman
 Cecil Perry
 Frankie Mcads
 Charles H. Jordan
 Sean Lavin
 Barry Overman



COUNTY MANAGER
 Sparty Hammett

COUNTY ATTORNEY
 R. Michael Cox

CLERK TO THE BOARD
 Lynn Scott

COUNTY OF PASQUOTANK

Resolution

**in Support of the Great Dismal Swamp
 National Heritage Area Act**

WHEREAS, a bill was introduced in the House of Representatives to authorize the Secretary of the Interior to conduct a study to assess the suitability and feasibility of designating certain land as the Great Dismal Swamp National Heritage Area; and

WHEREAS, Camden, Currituck, Gates, and Pasquotank counties in the State of North Carolina are in the study area; and

WHEREAS, the study would include analysis, documentation, and determination on whether the area has an assemblage of natural, historic, and cultural resources that represent distinctive aspects of the people and cultures of the United States that are worthy of recognition, conservation, and continuing use; and

WHEREAS, the study would determine if the area would be best managed through partnerships among public and private entities and by linking diverse and sometimes noncontiguous resources and active communities; and


WHEREAS, the designation of Great Dismal Swamp National Heritage Area could aid Pasquotank County tourism efforts.

NOW, THEREFORE, BE IT RESOLVED THAT, the Pasquotank County Board of Commissioners supports the Great Dismal Swamp National Heritage Area Act.

ADOPTED this 2nd day of December, 2019.


 Jeff Dixon, Chairman
 Pasquotank County Board of Commissioners

ATTEST:


 Lynn B. Scott
 Clerk to the Board



2022 ANNUAL CONFERENCE & EXPOSITION

ADAMS COUNTY

===== COLORADO =====

JULY 21-24, 2022



CAMDEN

CHOWAN

CURRITUCK

DARE

GATES

HYDE

PASQUOTANK

PERQUIMANS

TYRRELL

WASHINGTON

COLUMBIA

CRESWELL

DUCK

EDENTON

ELIZABETH CITY

GATESVILLE

HERTFORD

KILL DEVIL HILLS

KITTY HAWK

MANTEO

NAGS HEAD

PLYMOUTH

ROPER

SOUTHERN SHORES

WINFALL

Ike McRee, Interim County Manager
153 Courthouse Road, Suite 204
Currituck, North Carolina 27929

Dear Mr. McRee:

Senate Bill 479 (G.S. 143 B-181.55) enacted on July 24, 1993 authorized creation of the Senior Tar Heel Legislature to provide information and education to senior citizens on the legislative process and matters being considered by the NC General Assembly. This body of individuals is made of up a Delegate and Alternate from each of the 100 counties in the State of North Carolina. The STHL meets three (3) times per year in Raleigh to discuss and advocate for issues or legislation effecting the senior population in North Carolina, additionally, they receive updates from the Governor's office and the Division of Aging and Adult Services (DAAS) on special initiatives or programs throughout the state.

Joanne DiBello currently serves as **Currituck County's** STHL Delegate. Ms. DiBello has decided to resign from this committee. Marcia Steele has agreed to step up as the STHL Delegate for **Currituck County**. **Currituck County** has not appointed an Alternate Delegate for a number of years. Alternate Delegates are extremely important for the county to ensure the older adults of **Currituck County** are well represented in Raleigh.

I am requesting that **Currituck County** considering appointing Deloras Nelms as the Alternate Delegate to serve on the Senior Tar Heel Legislature, representing **Currituck County**. Ms. Nelms's contact information is below:

Deloras Nelms
220 Westside Lane
Powells Point, NC 27966
(252)599-1235

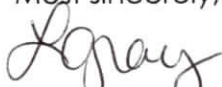
Travel expenses are paid by the county, which includes mileage, hotel stay for one night and meals, three times per year. The Area Agency on Aging will transport members from our Hertford office as

Attachment: Senior Tarheel-Appt Recs (Board Appts-Senior Tarheel)

needed. If this poses a problem for the county, please feel free to contact me to discuss further.

I hope that you will agree that Ms. Nelms would serve as a great advocate for older adults residing in your county. I am requesting that the Board of Commissioners consider appointing Ms. Harrell as the Senior Tar Heel Legislature Alternate Delegate for Perquimans County. I believe that Ms. Nelms would serve the county well in this capacity. Should you have any questions, please feel free to contact me via e-mail at lgray@accog.org or via telephone at 252-404-7096.

Most sincerely,



Lee Gray, Administrative Assistant
Albemarle Commission Area Agency on Aging

Attachment: Senior Tarheel-Appt Recs (Board Appts-Senior Tarheel)

WHALEHEAD PROPERTY OWNERS' ASSOCIATION
Corolla, North Carolina

January 31, 2020

Chairman Michael H. Payment
Currituck County Board of Commissioners
153 Courthouse Road, Suite 204
Currituck, North Carolina 27929

Re: Whalehead Stormwater Drainage Service District Advisory Board

Dear Chairman Payment:

We recently had two vacancies on the Advisory Board, one as a result of a member selling his Whalehead property and the other as a result the term limit for advisory board members. One vacancy was filled by the appointment of George Mears; the other remains unfilled.

I recommend that you appoint Ms. Cheryl Koehl to fill the vacancy. Ms. Koehl has owned property in Whalehead since 1999. She has been active in the Whalehead Property Owners' Association for most of that time. She is a retired nurse, with a strong background in professional education. She has government experience, having served on a local board of education for six years. She was recently appointed to fill a vacancy on the Whalehead Property Owners' Association board of directors. She is well qualified to serve on the Advisory Board.

Respectfully,



Lee Foreman
President, Whalehead Property Owners' Association
Email: leeforeman3400@outlook.com
U.S. Mail: 3400 Walnut Hill Court, Falls Church, VA 22042

Cc: Leeann Walton, Clerk to the Board

Attachment: Whalehead Stormwater-Cheryl Koehl (Board Appts-Whalehead Stormwater Service District Advisory)

ABC BOARD
3 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
O. Vance Aydlett, Jr.	Consensus			1/21/2020	2nd 9/1/2022
David Griggs*	Consensus			3/4/2019	2nd 2/16/2022
Chris Bell	Consensus			7/19/2021	2nd 9/1/2021
Sybil O'Neal	Consensus			01/18/2019	1st 9/1/2021
Mary "Kitty" Etheridge	Consensus			Init Designation 1/4/2021	Board Rep

Commissioner Mary Etheridge serves on this Board

*Chairman-David Griggs designated June 6, 2016

Attachment: ABC Board Appointment Form (Board Appts-ABC Board)

BOARD OF ADJUSTMENT
3-Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Cathy Bontemps	District 1		Bob White	01/4/2021	1st Term 12/31/2023
Steven Craddock	District 2		Selina Jarvis	3/4/2019	Unexpired Term 12/31/2021
Robin Kane-Alt 1	District 3		Mike Payment	8/2/2021	Unexpired Term 12/31/2022
Greg Hammer	District 4	Resigned-Replacement will serve as Alt-2	Paul Beaumont	5/15/2017	1st Term 12/31/2019
Sam Miller	District 5		Owen Etheridge	4/19/2021	Unexpired Term 12/31/2022
Carol Bell	At Large		Kevin McCord	01/4/2021	1st Term 12/31/2023
Troy Breathwaite	At-Large		Kitty Etheridge	01/4/2021	2nd Term 12/31/2023

Can be Reappointed

Must be Replaced

GAME COMMISSION
2 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Ardell Waterfield	District 1		Bob White	10/19/2020	1st term 6/1/2022
Jason Belangia	District 2		Selina Jarvis	10/19/2020	3rd term 6/1/2022
Jeremy Evans	District 3		Mike Payment	10/19/2020	3rd term 6/1/2022
Robert Romm	District 4		Paul Beaumont	12/2/2019	2nd term 6/1/2021
Trevor Old	District 5		Owen Etheridge	12/2/2019	1st term 6/1/2021
Andrew Shilling	At-Large		Kevin McCord	8/19/2019	Unexpired 6/1/2021
James Cason, Jr	At-Large		Kitty Etheridge	8/19/2019	2nd term 6/1/2021

May be Reappointed

LIBRARY BOARD OF TRUSTEES
2 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Kerri Engley	District 1		Bob White	8/19/2019	2nd 6/30/2021
Madolin Rose Kelly	District 2		Selina Jarvis	8/19/2019	2nd 6/30/2021
Charlotte Martin	District 3		Mike Payment	1/6/2020	Unexp. 6/30/2021
Leigh Dix	District 4	Resigned	Paul Beaumont	11/5/2018	1st 6/30/2020
Sandy Fost	District 5		Owen Etheridge	8/19/2019	Unexp 6/30/2021
Coston Charles	At-Large	No longer wishes to serve	Kevin McCord	8/19/2019	2nd 6/30/2021
Mike Fost	At-Large		Kitty Etheridge	1/4/2021	1st 6/30/2022
Must be Replaced					

Attachment: Library Board Appointment Form (Board Appts-Library Board)

PLANNING BOARD
2 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Thomas Hurley	District 1		Bob White	April 5, 2021	Unexp Term 12/31/2022
Garry Owens	District 2		Selina Jarvis	April 5, 2021	1st Term 12/31/2022
Mike Corbell	District 3		Mike Payment	Nov. 15, 2021	Unexp Term 12/31/2022
Bryan Bass	District 4		Paul Beaumont	April 5, 2021	1st Term 12/31/2022
Juanita Krause	District 5		J. Owen Etheridge	Dec. 2, 2019	1st Term 12/31/2021
C. Shay Ballance	At-Large		Kevin McCord	April 5, 2021	3rd Term 12/31/2022
David Doll	At-Large		Kitty Etheridge	Dec. 2, 2019	1st Term 12/31/2021

Can Be Reappointed

RECREATION ADVISORY BOARD
2 Year Terms

Incumbent	District Served	New Appointee	Nominated by	Date of Appointment	End of Term
Ryan Hodges	District 1		Bob White	1/4/2021	3rd Term January 2022
Ted Jagucki	District 2		Selina Jarvis	1/4/2021	1st Term January 2023
Harold Walston	District 3		Mike Payment	1/21/2020	1st Term January 2022
Mike Fost	District 4		Paul Beaumont	1/4/2021	2nd Term January 2023
Peter Aitken	District 5		Owen Etheridge	1/4/2021	3rd Term January 2022
Bobby Gelormine	At-Large		Kevin McCord	9/7/2021	Unexp Term January 2022
Mike Lane	At-Large		Kitty Etheridge		2nd Term
				1/4/2021	January 2023

Commissioner McCord Serves on this Board

SENIOR CITIZEN ADVISORY BOARD
2 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Cindy Scott	District 1		Bob White	6/21/2021	3rd 2/1/2023
Roberta Defenbaugh	District 2		Selina Jarvis	1/06/2020	1st 2/1/2022
Janet Lovell	District 3		Mike Payment	6/21/2021	3rd 2/1/2023
Michael Williams	District 4		Paul Beaumont	6/21/2021	2nd 2/1/2023
Janet Taylor	District 5		Owen Etheridge	1/06/2020	1st 2/1/2022
Betty Ann Fairchild	At-Large		Kevin McCord	1/06/2020	1st 2/1/2022
Alisa Hugdahl	At-Large		Kitty Etheridge	1/06/2020	1st 2/1/2022

Must be Replaced
Can be Reappointed

Commissioner Mary Etheridge Serves on this Board

TOURISM ADVISORY BOARD
2 Year Terms

Incumbent	Nominated by	New Appointee	Nominated by	Date of Appointment	End of Term
Matthew Paulson	District 1		Bob White	Appointed 11/16/2020	Unexp Term November 2021
Ed Rudzinski	District 2		Selina Jarvis	Appointed 11/16/2020	Unexp Term November 2021
Sharon Price	District 3		Mike Payment	Reappointed 1/4/2021	2nd Term November 2022
Keith Dix	District 4		Paul Beaumont	Reappointed 11/16/2020	3rd Term November 2022
Janice Farr	District 5		Owen Etheridge	Appointed 9/20/2021	Unexp Term November 2021
Ben Beasley	At-Large		Kevin McCord	Reappointed 12/02/2019	2nd Term November 2021
Daryl Harlow	At-Large		Kitty Etheridge	Appointed 1/4/2021	Unexp Term November 2022

Can Be Reappointed

Commissioner White serves on this Board

Number 20220103

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10800-585009	College of the Albemarle	\$ 50,000	
10390-499900	Fund Balance Appropriated		\$ 50,000
		<u>\$ 50,000</u>	<u>\$ 50,000</u>

Explanation: College of the Albemarle (10800) - Increase appropriations to use COA reserved fund balance for technology in the Public Safety building.

Net Budget Effect: Operating Fund (10) - Increased by \$50,000.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number 20220104

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10750-516200	Vehicle Repair	\$ 5,000	
10760-561000	Professional Services - non reimbursable		\$ 5,000
		<u>\$ 5,000</u>	<u>\$ 5,000</u>

Explanation: Social Services Admin (10750) - Increased repairs and maintenance for a vehicle.

Net Budget Effect: Operating Fund (10) - No net budget impact.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220105

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10535-590000	Capital Outlay	\$ 5,412	
10535-557100	Software		\$ 5,412
		<u>\$ 5,412</u>	<u>\$ 5,412</u>

Explanation: Communications (10535) - Additional funds to complete work on alarm/lighting systems on Corolla Tower. All software invoices have been paid for during FY21/22.

Net Budget Effect: Operating Fund (10) - No net budget impact.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220106

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10795-516001	Maintenance & Repair - Park	\$ 4,161	
10795-513001	Utilities - Park		\$ 4,161
		<u>\$ 4,161</u>	<u>\$ 4,161</u>

Explanation: Parks & Recreation (10795) - Transfer funds for repairs to the lighting systems at Sound Park Tennis Courts and Jarvisburg Soccer Fields.

Net Budget Effect: Operating Fund (10) - No net budget impact.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220107

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10445-502000	Salaries - Regular	\$ 10,483	
10445-506000	Insurance Expense		\$ 9,000
10441-503500	Temporary Services		\$ 1,483
		<u>\$ 10,483</u>	<u>\$ 10,483</u>

Explanation: ITS (10441); Human Resources (10445) - Transfer budgeted funds to change the temporary clerk position in the Human Resources office to a full-time position.

Net Budget Effect: Operating Fund (10) - No net budget impact.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220108

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
30850-506301	OPEB Funding to Trust	\$ 500,000	
30850-507300	LEOSSA Funding to Trust	\$ 500,000	
30390-499900	Appropriated Fund Balance		\$ 1,000,000
		<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>

Explanation: Postemployment Benefits Fund (30) - Increase appropriations to carry-forward funding authorizations for Post-employment Benefits into qualified Trust agreements. Authorizations were approved in prior fiscal year; however, accounts were not in place with the State Treasurer's office to accept funding until after July 1, 2021. This is not new funding, but moving existing funds to the Trust.

Net Budget Effect: Post-employment Benefits Fund (30) - Increased by \$1,000,000.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220109

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
57878-590001	Moyock Sewer Expansion 2022	\$ 90,000	
57878-588000	Contingency		\$ 90,000
		<u>\$ 90,000</u>	<u>\$ 90,000</u>

Explanation: Mainland Sewer Construction (57878) - Transfer contingency funds for professional services contract for Public Private Partnership administration and evaluation.

Net Budget Effect: Mainland Sewer Construction Fund (57) - No change.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

Number

20220110

BUDGET AMENDMENT

The Currituck County Board of Commissioners, at a meeting on the 4th day of April 2022, passed the following amendment to the budget resolution for the fiscal year ending June 30, 2022.

<u>Account Number</u>	<u>Account Description</u>	Debit	Credit
		<u>Decrease Revenue or Increase Expense</u>	<u>Increase Revenue or Decrease Expense</u>
10510-503000	Salaries - Part-time	\$ 11,500	
10510-503500	Salaries - Temp Services	\$ 15,000	
10510-502000	Salary		\$ 26,500
		<u>\$ 26,500</u>	<u>\$ 26,500</u>

Explanation: Sheriff (10510) - Transfer budgeted funds fro salaries to Part-time and Temp Services to fill in for position vacancies.

Net Budget Effect: Operating Fund (10) - No change.

Minute Book # _____, Page # _____

Journal # _____

Clerk to the Board

Attachment: BudAmends_April 4_General Meeting (Budget Amendments)

RESOLUTION

WHEREAS, THE Board of Commissioners of the County of Currituck, North Carolina during its regularly scheduled meeting authorized the following, pursuant to G.S. 160A and 270(b) that the property listed below will be sold at auction, negotiated sale or will be disposed of if not sellable.

County		
Asset Tag	Description	Serial Number
5816	Barracuda Ramp/Walkover	none
5818	Coral Ramp/Walkover	none
5819	Dolphin Ramp/Walkover	none
5821	Mackeral Ramp/Walkover	none
5823	Perch Ramp/Walkover	none
5824	Sailfish Ramp/Walkover	none

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the County of Currituck reserves the right to reject any and all bids.

ADOPTED, this 4th day of April, 2022.

 Michael H. Payment
 County of Currituck, Board of Commissioners

 Leeann Walton
 Clerk to the Board

(Seal)

RESOLUTION

WHEREAS, THE Board of Commissioners of the County of Currituck, North Carolina during its regularly scheduled meeting authorized the following, pursuant to G.S. 160A and 270(b) that the property listed below will be sold at auction, negotiated sale or will be disposed of if not sellable.

<u>County Asset Tag</u>	<u>Description</u>	<u>Serial Number</u>
6854	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6855	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6856	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6857	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6858	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
6859	Illuminated Graphic Arts Box	No longer here - non working & not repairable - disposed of
NONE	2 Corner Desks w/ 1 Corner Hutch	Located in Moyock Welcome Center Warehouse

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the County of Currituck reserves the right to reject any and all bids.

ADOPTED, this 4th day of April, 2022.

Michael H. Payment
County of Currituck, Board of Commissioners

Leeann Walton
Clerk to the Board

(Seal)

R E S O L U T I O N

WHEREAS, the Board of Commissioners of Currituck County, North Carolina during its regularly scheduled meeting held on April 4, 2022 authorized the following, pursuant to GS 160A and 270(b), that the property listed below be sold to another local governmental unit;

<u>Asset Tag</u>	<u>Description</u>	<u>Serial Number</u>
8662	2014 Toro Propass 200 Top Dresser	314000211

ADOPTED, this 4th day of April, 2022.

 Michael H. Payment
 Currituck County Board of
 Commissioners

ATTEST:

 Leeann Walton
 Clerk to the Board



CURRITUCK COUNTY JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES CLERK II HUMAN RESOURCES DEPARTMENT

GENERAL STATEMENT OF JOB

Under direct supervision, performs a variety of specialized clerical duties requiring knowledge of Human Resources for the County. Assists in preparing new hire information and employee change information for data entry into biweekly payroll records and supports the department with general clerical tasks as needed. Reports to the Human Resources Director.

SPECIFIC DUTIES AND RESPONSIBILITIES

ESSENTIAL JOB FUNCTIONS

Files Human Resources paperwork in personnel files to include Personnel Action Forms (PAF), Verification of Employment, Performance Reviews, new employee paperwork, etc.

Enters and files employee change information, such as, address, phone, email, etc.

Prepares packets for Open Enrollment, New Hire Orientation, etc.

Scans active and terminated personnel files in HRIS system.

Assists in preparation of Verification of Employment.

Assist all active and former county employees with general Human Resources related information.

Assists in preparation, review, and verification of benefit vendor invoices for payment; maintains computer files of invoices.

Maintains vendor relations.

Performs routine clerical tasks, such as greeting visitors, recording, and relaying messages, typing routine correspondence, addressing envelopes, processing, and distributing mail, etc.

ADDITIONAL JOB FUNCTIONS

Answers telephone and receives inquiries, providing information or referring callers to other County officials, as appropriate.

Prepares, copies, files and/or distributes, as appropriate, various correspondence, records, and forms.

Performs duties as assigned by the County Manager or his designees during a State of Emergency or other disaster.

Performs other related work as required.

Recruitment Functions: Answer applicant questions regarding vacant positions and assist supervisors in accessing online applications.

Assists with the paperwork for drug screens, criminal background checks and applicable driving record checks of finalist applicant(s). Collects copies of current driver's license and social security card for identification proof in conjunction with the I-9 proof of citizenship verification.

Employee Outreach Program: Assist with creating an employee outreach program, designed to send Currituck County Employees greeting cards in conjunction with a marriage, birth, death or when an employee is out with an extended illness.

Benefits Administration: Assists with the paperwork and filing of benefit information for employees, and works to schedule with the Human Resources Assistant to any employee benefit

Assists the department with the Open Enrollment process and paperwork on annual basis. Scans and files policy documents on coverage and benefits.

New Employee Orientation: Assists with new employee onboarding paperwork, training videos, policies, and general employment overview. Works with HR Assistant to schedule employee benefit meetings to discuss, in detail, benefits when necessary.

Assist with scanning employee files to upload to HR database software, and assists in the planning and implementation of a paperless file system

Employee Exit Interviews: Scans and electronically stores the employee exit paperwork retained by the department.

ADDITIONAL JOB FUNCTIONS:

Performs duties as assigned by the County Manager or his designees during a State of Emergency or other disaster.

Performs other related work as required.

MINIMUM TRAINING AND EXPERIENCE

Two-year degree from accredited college in Human Resources or related field. Plus, two years' experience in Human Resources setting or equivalent combination of training and experience which provides the required knowledge, skills and abilities. Typing proficiency to net 45 words per minute. Prefer North Carolina Notary Public.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of machinery and equipment, including computers, typewriters, calculators, copiers, facsimile machines, dictation recorders, etc. Requires the ability to exert up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects.

Data Conception: Requires the ability to compare and/or judge the readily observable, functional, structural, or composite characteristics (whether similar to or divergent from obvious standards) or data, people or things.

Interpersonal Communications: Requires the ability to speak and/or signal people to convey or exchange information. Includes receiving assignments and/or directions from superiors.

Language Ability: Requires the ability to read a variety of reports, correspondence, time sheets, work schedules, forms, procedural manuals, etc. Requires the ability to prepare a variety of correspondence, reports, forms, charts, etc. Must be able to speak to people with poise, voice control and confidence.

Intelligence: Requires the ability to apply rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in written, oral, diagrammatic, or schedule form.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to follow oral and written instructions. Must be able to communicate effectively and efficiently in a variety of technical or professional languages such as accounting terminology.

Numerical Aptitude: Requires the ability to utilize mathematical formulas; to add and subtract; multiply and divide; determines percentages and decimals; verifies and computes interest rates.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape.

Motor Coordination: Requires the ability to coordinate hands and eyes rapidly and accurately in using automated office equipment.

Manual Dexterity: Requires the ability to handle a variety of items, such as keyboards, control knobs, toggle switches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Requires the ability to differentiate between colors and shades of color.

Personal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress and when confronted with persons acting under stress.

Physical Communication: Requires the ability to talk and/or hear: (talking - expressing or exchanging ideas by means of spoken words; hearing - perceiving nature of sounds by ear). Requires the ability to communicate via telephone.

KNOWLEDGE, SKILLS, AND ABILITIES

General knowledge of the organization, operation, programs and policies of the Human Resources Department.

General knowledge of the application of established bookkeeping and accounting principles and techniques to governmental accounting transactions.

General knowledge of arithmetic.

General knowledge of state and local fiscal regulations, policies and procedures.

General knowledge of terminology used within the Human Resources Department.

General knowledge of modern office practices and procedures.

Ability to use common office machines, including popular computer-driven word processing, spreadsheet and file maintenance programs.

Ability to maintain clerical records and to compile reports from them.

Ability to type accurately at a moderate rate of speed.

Ability to understand or apply laws, regulations, and policies to the maintenance of financial records.

Ability to verify documents and forms for accuracy and completeness.

Ability to understand and follow written and oral instructions.

Ability to exercise independent judgment, discretion, and confidentiality in the completion of work assignments.

Ability to establish and maintain effective working relationships as necessitated by work assignments.

Memorandum

To: Ike McRee, County Manager

From: Sandra Hill

Date: April 4, 2022

Subject: Record Disposal

The Finance Office would like permission to dispose of the following records, which are scheduled for disposal as per the record retention schedule.

Time Period	Description
FY 2018	
July 1, 2017-June 30, 2018	Accounts Payable Invoices Bank Statements Bank Reconciliation Reports Deposit Slips Accounts Receivable Files Ambulance Payment files Shell Airport Revenue files Daily Receipts Budget Amendments Journal Vouchers NC Sales Tax Summary Reports Sales Tax Refund Report Register of Deeds Monthly Reports Investment Records Utility EFT files Web Payments Purchasing Card Statements
FY 2017	
July 1, 2016 - June 30, 2017	Investment Records
FY 2012 - FY 2016	Motor Fuel Refunds
	Remote Deposit Checks Prior to June 30, 2021

Attachment: Finance Record Disposal April 4, 2022 (Records Disposal-Finance)



COUNTY OF CURRITUCK

WHEREAS, The Currituck County Board of Commissioners, during its regular meeting held on Monday, April 4, 2022, authorized the following property listed below be declared surplus and disposed of; and

WHEREAS, Sheriff Matt Beickert has requested that upon the retirement of Deputy John Jordan, that his service weapon, a Glock 45 9M handgun, Serial No. BSBD925, be given to him. Mr. Jordan has made the request to purchase upon his retirement.

ADOPTED this 4th day of April 2022.

Michael H. Payment
Board of Commissioners

Leeann Walton
Clerk to the Board



From the desk of
Sheriff Matthew W. Beickert

Currituck County, North Carolina

407 Maple Road, Maple, North Carolina 27956

Office: (252) 453-8204 • Fax: (252) 453-2238

matt.beickert@currituckcountync.gov

DATE: March 16, 2022

TO: Currituck County Commissioners

RE: Deputy John Jordan's Retirement

Deputy John Jordan retired from the Currituck County Sheriff's Office effective 2/28/2022. Deputy Jordan has been with our agency and in good standing since 8/6/2005. Deputy Jordan's issued service weapon is a Glock 45 9M handgun, serial #BSBD925, and he has made the request to purchase his weapon upon retirement.

It has been our policy to allow deputies, upon retirement, the option of purchasing their issued service weapon for the total sum of one dollar (\$1.00).


Sheriff Matthew Beickert
Currituck County Sheriff's Office

Attachment: Surplus Resolution-Deputy John Jordan, Retirement (Resolution-Sheriff Dept-Surplus and Purchase of Duty Weapon)



From the desk of
Sheriff Matthew W. Beickert

Currituck County, North Carolina

407 Maple Road, Maple, North Carolina 27956
Office: (252) 453-8204 • Fax: (252) 453-2238
matt.beickert@currituckcountync.gov


DATE: March 21, 2022

TO: Currituck County Commissioners

RE: Deputy Chris Hickman's Retirement

Deputy Chris Hickman is retiring from the Currituck County Sheriff's Office effective 4/1/2022. Deputy Hickman has been with our agency and in good standing since 10/20/2003. Deputy Hickman's issued service weapon is a Glock 45 9M handgun, serial #BSBD949, and he has made the request to purchase his weapon upon retirement.

It has been our policy to allow deputies, upon retirement, the option of purchasing their issued service weapon for the total sum of one dollar (\$1.00).


Sheriff Matthew Beickert
Currituck County Sheriff's Office

Attachment: Hickman-Sheriff Retirement Resolution (Resolution-Sheriff Dept-Surplus and Purchase of Duty Weapon)



COUNTY OF CURRITUCK

WHEREAS, The Currituck County Board of Commissioners, during its regular meeting held on Monday, April 4, 2022, authorized the following property listed below be declared surplus and disposed of; and

WHEREAS, Sheriff Matt Beickert has requested that upon the retirement of Deputy Chris Hickman, that his service weapon, a Glock 45 9M handgun, Serial No. BSBD949, be given to him. Mr. Hickman has made the request to purchase upon his retirement.

ADOPTED this 4th day of April 2022.

Michael H. Payment
Board of Commissioners

Leeann Walton
Clerk to the Board



**CURRITUCK COUNTY
NORTH CAROLINA**

March 21, 2022

Minutes – Regular Meeting of the Board of Commissioners

WORK SESSION

- 1. 4:30 PM Closed Session pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the county.**

The Board of Commissioners met in a Work Session at 4:30 PM in the Conference Room of the Historic Courthouse, 153 Courthouse Road, Currituck, North Carolina. The purpose of the Work Session was to hold a Closed Session pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the County.

Motion to Enter Closed Session

The Work Session was opened and Chairman Payment moved to enter Closed Session. Commissioner White seconded the motion. The motion carried, 4-0 and the Board entered Closed Session. Commissioners J. Owen Etheridge and Mary Etheridge were not present. Commissioner Paul Beaumont arrived at 4:56 PM while Closed Session was in progress.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Michael H. Payment, Chairman
SECONDER:	Bob White, Commissioner
AYES:	Michael H. Payment, Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	Paul M. Beaumont, Vice Chairman, J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

Motion to Conclude the Work Session

Commissioners returned from Closed Session and held no further discussion. Commissioner White moved to conclude the Work Session and Commissioner Jarvis seconded the motion. The motion carried, 5-0, and the Work Session concluded at 5:16 PM.

Communication: Minutes for March 21, 2022 (Approval Of Minutes-March 21, 2022)

RESULT: APPROVED [UNANIMOUS]
MOVER: Bob White, Commissioner
SECONDER: Selina S. Jarvis, Commissioner
AYES: Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT: J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

6:00 PM CALL TO ORDER

The Board of Commissioners held a Regular Meeting at 6:00 PM in the Board Meeting Room of the Historic Courthouse, 153 Courthouse Road, Currituck, North Carolina.

Attendee Name	Title	Status	Arrived
Michael H. Payment	Chairman	Present	
Paul M. Beaumont	Vice Chairman	Present	
J. Owen Etheridge	Commissioner	Absent	
Mary "Kitty" Etheridge	Commissioner	Absent	
Selina S. Jarvis	Commissioner	Present	
Kevin E. McCord	Commissioner	Present	
Bob White	Commissioner	Present	

Chairman Payment called the meeting to order and announced the earlier Work Session.

A) Invocation & Pledge of Allegiance

Commissioner Jarvis offered the Invocation and led the Pledge of Allegiance.

B) Approval of Agenda

Commissioner White moved for approval of the agenda. Commissioner Beaumont seconded the motion. The motion carried, 5-0, and the agenda was approved.

Approved agenda:

Work Session

4:30 PM Closed Session pursuant to G.S. 143-318.11(a)(4) to discuss matters related to the location or expansion of business or industry within the county.

6:00 PM Call to Order

A) Invocation & Pledge of Allegiance

B) Approval of Agenda

Public Comment

Please limit comments to matters other than those appearing on this agenda as a Public Hearing. Public comments are limited to 3 minutes.

Commissioner's Report

County Manager/Attorney

Reports

Administrative Reports

- A) College of the Albemarle (COA) Presentation to the Board of Commissioners-Dr.Jack Bagwell, President, COA

New Business

- A) Consideration of Ordinance Amendment to Modify Beach Parking Permit Regulations and Require an ATV Permit to Operate a UTV/Side by Side on the Currituck County Off-Road Area
- B) Consideration of Grant Agreement with Lower Currituck Volunteer Fire Department
- C) Consideration of Resolution of the Board of Commissioners Opposing Modifications to the Workforce Development Program
- D) Consent Agenda
1. Budget Amendments
 2. Master Fee Schedule-Revised
 3. Personnel Policy Revision-Sec. 315, Payroll Procedure
 4. Affirmation of Resolution Regarding North Carolina Division of Marine Fisheries Estuarine Striped Bass Fishery Management Plan-Amendment 2
 5. Approval Of Minutes-March 7, 2022

Adjourn

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Bob White, Commissioner
SECONDER:	Paul M. Beaumont, Vice Chairman
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

PUBLIC COMMENT

Please limit comments to matters other than those appearing on this agenda as a Public Hearing. Public comments are limited to 3 minutes.

Prior to opening Public Comment, Chairman Payment recognized the absence of Commissioner J. Owen Etheridge, due to illness, and Commissioner Mary Etheridge, who was attending a Travel & Tourism conference in Durham, North Carolina.

The Public Comment period was opened and there were no speakers. The Public Comment period was closed.

COMMISSIONER'S REPORT

Commissioner Jarvis recognized the passing of Currituck County resident Carolyn Waters, and paid tribute to her outreach, advocacy and volunteerism that touched so many in the community.

Commissioner White talked about the Event Assistance program available through the Travel and Tourism Department and its contribution to the successful event held at Martin Vineyards, Knotts Island, over the weekend.

Commissioner Beaumont talked about the Board's upcoming budget discussions and encouraged citizens to participate by attending the work sessions or by reaching out with comments or suggestions.

Commissioner McCord noted the success of the weekend event at Martin Vineyards and praised the Tourism Department's Event Assistance program. He stressed being careful driving on the roadways with traffic picking up.

COUNTY MANAGER/ATTORNEY REPORTS

The County Manager/Attorney had no report.

ADMINISTRATIVE REPORTS

A. College of the Albemarle (COA) Presentation to the Board of Commissioners-Dr. Jack Bagwell, President, COA

Dr. Jack Bagwell, President of the College of the Albemarle (COA), presented a report to Commissioners on the state of the college. He used a powerpoint and began by noting the strong standing COA has regionally, statewide and nationally. Student data, economic impacts, community benefits and new and expanded career and educational programs available at the college were presented. Expanded opportunities in health care careers were highlighted.

Dr. Bagwell, in an effort to increase enrollment and expand trades education, asked the Board to share information about upcoming community events so the college can attend and spread the word about the college's offerings to potential students. He also asked the Board to consider adopting a Resolution of support for a simulation center for health sciences.

Chairman Payment said the Board would be supportive of a Resolution and is excited to see trades coming to the area. Commissioner Jarvis serves on the College of the Albemarle Board of Trustees and thanked Dr. Bagwell for his leadership and for helping the community understand the importance of COA. In turn, Dr. Bagwell thanked Commissioner Jarvis for her service on the Board of Trustees. He thanked Commissioners for allowing him to attend and said he will forward a draft Resolution to the County Manager for future consideration.

NEW BUSINESS

A. Consideration of Ordinance Amendment to Modify Beach Parking Permit Regulations and Require an ATV Permit to Operate a UTV/Side by Side on the Currituck County Off-Road Area

Ike McRee, County Manager, reviewed the amended language to the ordinance regulating beach parking permits and beach driving. He said the change represents the first step in reducing the number of vehicles on the beach. Mr. McRee responded to questions during review and presented the procedure for the public to purchase and receive their parking permit.

Commissioner Beaumont suggested the solid waste stickers to be used as re-entry permits by Corolla and Carova residents and owners be a different color from the mainland to ensure access to the Currituck Outer Banks is restricted after a storm event. After providing additional clarification on aspects of the new processes and requirements, Mr. McRee recommended adoption of the ordinance amendment. Without a unanimous vote of the full Board, a second reading will be required.

Commissioner White moved for approval and Commissioner Jarvis seconded the motion. The motion carried, 4-1, with Commissioner McCord opposed. The item will move to the April 4, 2022, meeting agenda for a second reading and can be adopted by a simple majority vote.

RESULT:	ORDINANCE PASSED FIRST READING [4 TO 1]	Next: 4/4/2022 6:00 PM
MOVER:	Bob White, Commissioner	
SECONDER:	Selina S. Jarvis, Commissioner	
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Bob White, Commissioner	
NAYS:	Kevin E. McCord, Commissioner	
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner	

B. Consideration of Grant Agreement with Lower Currituck Volunteer Fire Department

Ike McRee, County Attorney, reviewed the request from Lower Currituck Volunteer Fire Department for a grant in the amount of \$22,105.50, to provide funds for drainage improvements at the Grandy, North Carolina, station.

Chairman Payment moved to approve the Grant Agreement for Lower Currituck Volunteer Fire Department. Commissioner McCord seconded the motion. The motion

carried, 5-0.

GRANT AGREEMENT

THIS GRANT AGREEMENT (the "Agreement"), made this ____ day of _____, 2022 by and between the COUNTY OF CURRITUCK, NORTH CAROLINA, a body corporate and politic existing pursuant to the laws of the State of North Carolina, (hereinafter called the "Grantor"), and LOWER CURRITUCK V.F.D., INC., a North Carolina nonprofit corporation, (hereinafter called the "Grantee");

WITNESSETH:

WHEREAS, pursuant to N.C. Gen. Stat. §153A-449 a county may contract with and appropriate money to any corporation to carry out any public purpose that the county is authorized by law to engage in; and

WHEREAS, pursuant to N.C. Gen. Stat. §153A-233 a county may provide financial assistance to incorporated volunteer fire departments and contract with incorporated volunteer fire departments for firefighting or prevention services; and

WHEREAS, Grantor and Grantee have entered into a contractual relationship for Grantee to provide fire protection and rescue services for the health, safety and welfare of Grantor's citizens and the protection of property within Grantor's boundaries; and

WHEREAS, Grantee needs financial assistance for the installation of a drainage system around its Grandy fire station for protection of its property and housing area for county employees stationed at Grantee's fire station.

NOW, THEREFORE, in consideration of One Dollar (\$1.00) and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Grantor and Grantee covenant and agree as follows:

Section 1. The Grant. In accordance with the terms of this Agreement, the Grantor will provide a grant to the Grantee up to the sum of TWENTY-TWO THOUSAND ONE HUNDRED FOUR AND 50/100 DOLLARS (\$22,105.50) for the installation of a drainage system around its Grandy fire station.

Section 2. Disbursement of Grant Proceeds. Grantor shall disburse to Grantee's vendor the amount of the grant set forth in Section 1 of this Agreement upon presentation of a final invoice from Grantee's vendor to the Grantor.

Section 3. Use of Grant Proceeds. The proceeds of the Grant are to be used only for the installation of a drainage system around Grantee's Grandy fire station.

Section 4. Mutuality of Obligation. The Grantee will accept all disbursements made by the Grantor on behalf of the Grantee pursuant to this Agreement up to the full amount of the Grant.

Section 5. Inspections; Independent Inspecting Representative. The Grantor shall have the right to inspect the drainage system installation. Should there be any discrepancy in the use of the grant for installation of the drainage system around Grantee's Grandy fire station, the Grantor shall be relieved of the obligation to advance any undisbursed Grant proceeds until such time as the discrepancy shall have been corrected to the satisfaction of the Grantor.

Section 6. No Third-Party Beneficiary; No Warranties. All conditions precedent to the obligation of the Grantor to make disbursements hereunder are imposed solely and exclusively for the benefit of the Grantor and its assigns. No other person shall have standing to require satisfaction of such conditions in accordance with their terms or be entitled to assume that the Grantor will refuse to make disbursements in the absence of strict compliance with any or all thereof. No person other than the Grantee shall, under any circumstances, be deemed to be a beneficiary of this Agreement, or any of the terms or conditions hereof, any or all of which may be freely waived in whole or in part by the Grantor at any time if in its sole discretion it deems it advisable to do so.

Section 7. Incorporation by Reference. The terms, conditions, warranties, representations and agreements contained in any document executed in connection with the Grant are incorporated herein by reference and made a part hereof as fully and completely as if set out herein verbatim and any default therein shall constitute a default hereunder.

Section 9. Events of Default. The following shall constitute defaults (each a "default") hereunder:

(a) The failure of the Grantee to keep, perform or observe any covenant, agreement, term or condition herein required to be kept, performed or observed by the Grantee.

(b) If any representation or certification given or at any time hereafter required to be given hereunder shall be false or erroneous in any material respect when made.

Section 10. Agreement to Survive. This Agreement shall survive the initial disbursement of funds and shall remain in full force and effect until such time as the Grant shall have been paid in full.

Section 11. Counterparts. This Agreement may be executed in any number of counterparts, all of which taken together shall constitute but one and the same instrument.

Section 12. Successors and Assigns. The covenants, terms and conditions herein contained shall bind (and the benefits and powers shall inure to) the respective heirs, executors, administrators, successors and assigns of the parties hereto. The Grantee, however, shall not assign its rights or obligations under this Agreement unless such assignment has been consented to by the Grantor in writing. Whenever used herein, the singular number shall include the plural, the plural the singular, and the term the

“Grantor” shall include any transferee or assignee thereof, whether by operation of law or otherwise.

Section 12. Governing Law. This Agreement shall be governed by and construed in all respects under the laws of the State of North Carolina without regard to principles of conflict of laws.

[THE REMAINDER OF THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK]

Communication: Minutes for March 21, 2022 (Approval Of Minutes-March 21, 2022)

IN TESTIMONY WHEREOF, this Agreement has been executed under seal by the parties hereto.

GRANTEE:

ATTEST:

LOWER CURRITUCK V.F.D., INC.

Secretary

By:_____
President

(CORPORATE SEAL)

GRANTOR:

ATTEST:

COUNTY OF CURRITUCK

Clerk to the Board

By:_____
Michael H. Payment, Chairman

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Michael H. Payment, Chairman
SECONDER:	Kevin E. McCord, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

C. Consideration of Resolution of the Board of Commissioners Opposing Modifications to the Workforce Development Program

Ike McRee, County Manager, reviewed the Resolution that addresses concerns over the elimination of the existing regional approach to Workforce Development programs in Northeastern North Carolina. He said the changes have the potential to cause more problematic service and would add no benefit to the County. The Resolution opposes any modification to the local Workforce Development Area. Commissioner Jarvis raised additional concerns with the funding allocation. She said it is based on population and would be detrimental to Currituck County when compared with the population in Pitt County, which she does not consider part of Northeastern North Carolina.

Commissioner Jarvis moved for approval and Commissioner McCord seconded the motion. The motion carried, 5-0.

RESOLUTION OF THE CURRITUCK COUNTY BOARD OF COMMISSIONERS REQUESTING THE NORTH CAROLINA DEPARTMENT OF COMMERCE, NC

Communication: Minutes for March 21, 2022 (Approval Of Minutes-March 21, 2022)

WORKS COMMISSION TO RETAIN BOUNDARIES FOR THE NORTHEASTERN LOCAL WORKFORCE DEVELOPMENT AREA

WHEREAS, the Northeastern Local Workforce Development Area is the designated planning and administrative area for receipt of funds allocated under the Workforce Innovation and Opportunity Act for Camden, Chowan, Currituck, Dare, Gates, Hyde, Pasquotank, Perquimans, Tyrrell and Washington Counties; and

WHEREAS, the Northeastern Local Workforce Development Board purpose and work is to improve the development area's workforce infrastructure and provide area job seekers and employers with the ability to compete in the global economy; and

WHEREAS, a committee of the North Carolina Works Commission is recommending the realignment of existing Workforce Development Areas "in order to promote alignment with economic development activities in the state" or within Prosperity Zones; and

WHEREAS, Currituck County is informed that if realigned, the Northeastern Local Workforce Development Area counties will be in a Workforce Development Area that will be administered from Greenville, North Carolina and a Prosperity Zone unfamiliar, dissimilar and remote to Currituck County's current Workforce Area; and

WHEREAS, Currituck County has a long-established relationship with the counties in its Workforce Area working cooperatively for decades to resolve regional issues; and

WHEREAS, Currituck County and its citizens have suffered the loss of effective programs and services when other "realignments" occurred in regional partnerships such as the merger of the Northeast Commission with the Mid-East Commission, the merger of Albemarle Mental Health Agency with Trillium as in those instances the successor agencies lose interest in servicing Northeastern North Carolina; and

WHEREAS, without common community growth patterns anchored by metropolitan and micropolitan statistical areas, shared labor pools, commuting patterns, coordinated economic strategies, and regional alignment with state and federal programs and services it can be expected the value and work of the Northeastern Local Workforce Development Area merged with another Work Area or Prosperity Zone will be insufficient to meet a Work Force Development Area mission.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners for Currituck County, North Carolina that:

Section 1: Currituck County does not support any final recommendation from the North Carolina Works Commission which calls for the separation of counties from the Northeastern Workforce Development Area, merges those counties into a larger area or consolidates other Local Workforce Development Areas in the Northeastern Workforce Development Area.

Section 2. The Clerk to the Board of Commissioners is directed to forward a copy of this resolution to the North Carolina Works Commission, Senator Bob Steinburg, Representative Bobby Hanig and the counties comprising the Northeastern Workforce Development Area.

Section 3. This resolution is effective upon its adoption.

This the 21st day of March, 2022.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Selina S. Jarvis, Commissioner
SECONDER:	Kevin E. McCord, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

D) Consent Agenda

Commissioner Beaumont moved for approval of the Consent Agenda. Commissioner White seconded the motion. The motion carried, 5-0, and Consent Agenda was approved.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Paul M. Beaumont, Vice Chairman
SECONDER:	Bob White, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner

1. Budget Amendments

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
12541-554004	Insurance - Crawford	1,700	
12390-499900	Fund Balance Appropriated		1,700
		<u>\$ 1,700</u>	<u>\$ 1,700</u>
Explanation:	Volunteer Fire Services (12541) - Increase appropriations due to increases in insurance costs for Crawford VFD.		
Net Budget Effect:	Fire Services Fund (12) - Increased by \$1,700.		

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
61818-514500	Training & Education	1,170	
61818-533800	Chemicals	3,000	
61818-557100	Software License Fees	602	
61818-502000	Salaries		4,772
		<u>\$ 4,772</u>	<u>\$ 4,772</u>
Explanation:	Mainland Water (61818) - Transfer budgeted funds for required training, chemicals and increases in software license fees.		
Net Budget Effect:	Mainland Water Fund (61) - No change.		
		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10606-514000	Travel	\$ 300	
10606-532000	Supplies	\$ 1,000	
10606-514500	Training & Education		\$ 300
10606-516000	Repair & Maintenance		\$ 1,000
		<u>\$ 1,300</u>	<u>\$ 1,300</u>
Explanation:	Soil & Water Conservation (10606) - Transfer budgeted funds for office furniture and Soil & Water district meetings.		
Net Budget Effect:	Operating Fund (10) - No change.		

		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
10410-557100	Software License Fee	\$ 60	
10460-511010	Data Transmission	\$ 1,300	
10650-516200	Vehicle Maintenance	\$ 1,000	
10660-532000	Supplies	\$ 1,000	
10795-576002	Youth Basketball	\$ 2,700	
10410-506000	Health Insurance Expense		\$ 60
10460-506000	Health Insurance Expense		\$ 1,300
10650-511000	Telephone & Postage		\$ 600
10650-514000	Travel		\$ 400
10660-506000	Health Insurance Expense		\$ 1,000
10795-506000	Health Insurance Expense		\$ 2,700
		\$ 6,060	\$ 6,060
Explanation:	Administration (10410); Public Works (10460); Economic Development (10650); Planning (10660); Parks & Recreation (10795) - Transfer budgeted funds for operations for the remainder of this fiscal year.		
Net Budget Effect:	Operating Fund (10) - No change.		
		Debit	Credit
		Decrease Revenue or Increase Expense	Increase Revenue or Decrease Expense
<u>Account Number</u>	<u>Account Description</u>		
12545-590005	Capital Outlay - Lower Currituck	\$ 22,105	
12390-495010	T F - Operating Fund		\$ 22,105
10990-587012	T T - Fire Services	\$ 22,105	
10310-400021	Ad Valorem Taxes - 2021 Levy		\$ 22,105
		\$ 44,210	\$ 44,210
Explanation:	Fire Services - Lower Currituck VFD (12545) - Increase appropriations for emergency drainage repairs to the Lower Currituck fire station in Grandy.		
Net Budget Effect:	Operating Fund (10) - Increased by \$22,105.		
	Fire Services Fund (12) - Increased by \$22,105.		

2. Master Fee Schedule-Revised

Communication: Minutes for March 21, 2022 (Approval Of Minutes-March 21, 2022)

Community Development	Beach Parking User Permit – Seasonal/Non-resident		\$150.00	per season – 12:01 AM Friday before Memorial Day through 11:59 PM Labor Day
Community Development	Beach Parking User Permit – Seasonal/Resident Guest Pass – County address-specific/not vehicle specific		\$150.00	per season – 12:01 AM Friday before Memorial Day through 11:59 PM Labor Day
Community Development	Beach Parking User Permit – 10 Day – 7 Day		\$50.00	40 days from date of permit – Nonresident-Weekly pass from Saturday through Friday of each week. There is a limit of 300 passes for each week.
Community Development	Beach Parking User Permit - Currituck Property Owners and Residents			
Community Development	Seasonal Pass with valid registration - 1 per vehicle		No charge	
Community Development	Seasonal Guest Permit - Two for each house located in Off-road area in a verified rental program		No charge	
Community Development	Seasonal Guest Permit - Two for each owner occupied FULL-TIME residence located in the off-road area		No charge	

3. Personnel Policy Revision-Sec. 315, Payroll Procedure

4. Affirmation of Resolution Regarding North Carolina Division of Marine Fisheries Estuarine Striped Bass Fishery Management Plan-Amendment 2

Resolution of the Board of Commissioners Regarding North Carolina Division of Marine Fisheries Estuarine Striped Bass Fishery Management Plan-Amendment 2

WHEREAS, the North Carolina Department of Marine Fisheries (NCDMF) is considering Amendment 2 to the Estuarine Striped Bass Fishery Management Plan; and

WHEREAS, The North Carolina Fisheries Reform Act of 1997 requires the North Carolina Division of Marine Fisheries prepare fishery management plans for adoption by the North Carolina Marine Fisheries Commission for all commercially and recreationally significant species or fisheries that comprise state marine or estuarine resources, with the goal of these plans being to ensure the long-term viability of the fisheries; and

WHEREAS, North Carolina is the only state that allows fishing of the striped bass species during spawning season and in spawning areas during spawning season; and

WHEREAS, the NCDMF data shows catch and release mortality in the Roanoke River Management area (RRMA) as 182,481 dead discards since 1997, while there have been only 53,880 in the Albemarle Sound Management Area (ASMA) since 1997; and

WHEREAS, the ASMA is 667,674 acres with a six-month season that is not during the spawning season, and the RRMA is 6,420 acres with a one-three week season that is during and on the spawning grounds; and

WHEREAS, the RRMA catch and release is March 1 through June 30 with an open harvest April 24 through April 30, and spawning season for the striped bass is March through April; and

WHEREAS, the ASMA's six-month season quota was cut in 2021 by 81.376 percent and finished the season at 4,546 pounds under quota, while the RRMA's 1-week season went 14,742 pounds over quota.

THEREFORE, BE IT RESOLVED, that the Currituck County Board of Commissioners hereby endorses shifting a greater allocation of the striped bass quota to the ASMA in order to

protect and preserve the striped bass stock - thus, increasing the striped bass species' chances of spawning and growing the stock.

This the 10th day of March, 2022.

5) Approval Of Minutes-March 7, 2022

1. Minutes for March 7, 2022

ADJOURN

Motion to Adjourn Meeting

The Board had no further business and Commissioner Beaumont moved to adjourn. Commissioner McCord seconded the motion. The motion carried, 5-0, and the Board of Commissioners meeting adjourned at 6:53 PM.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Paul M. Beaumont, Vice Chairman
SECONDER:	Kevin E. McCord, Commissioner
AYES:	Michael H. Payment, Chairman, Paul M. Beaumont, Vice Chairman, Selina S. Jarvis, Commissioner, Kevin E. McCord, Commissioner, Bob White, Commissioner
ABSENT:	J. Owen Etheridge, Commissioner, Mary "Kitty" Etheridge, Commissioner