

**CITY OF NEW BERN  
BOARD OF ALDERMEN MEETING  
FEBRUARY 22, 2022 – 6:00 P.M.  
CITY HALL COURTROOM  
300 POLLOCK STREET**

1. Meeting opened by Mayor Dana E. Outlaw. Prayer Coordinated by Alderman Bengel. Pledge of Allegiance.
2. Roll Call.

Consent Agenda

3. Consider Approving a Proclamation for Arbor Day 2022.
4. Approve Minutes.

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5. Discussion of Extraterritorial Jurisdiction.
6. Consider Adopting a Resolution Approving a Memorandum of Understanding with the Housing Authority of the City of New Bern.
7. Conduct a Public Hearing and Consider Adopting an Ordinance to Annex 3436 Old Airport Road.
8. Consider Adopting a Resolution to Initiate the Upset Bid Process for 1106 Broad Street.
9. Consider Adopting a Resolution Approving an Updated Strategic Plan for the Fire Department.
10. Consider Adopting a Resolution Approving a Conflict of Interest Policy for Federal and State Grant Awards and Subawards.
11. Appointment(s).
12. Attorney's Report.
13. City Manager's Report.
14. New Business.
15. Closed Session.
16. Adjourn.

Aldermen

Sabrina Bengel  
Jameesha Harris  
Robert V. Aster  
Johnnie Ray Kinsey  
Barbara J. Best  
Jeffrey T. Odham



300 Pollock Street, P.O. Box 1129  
New Bern, NC 28563-1129  
(252) 636-4000

Dana E. Outlaw  
Mayor

Foster Hughes  
City Manager  
Brenda E. Blanco  
City Clerk  
Kimberly A. Ostrom  
Director of Finance

**Memo to: Mayor and Board of Aldermen**  
**From: Foster Hughes, City Manager**  
**Date: February 18, 2022**  
**Re: February 22, 2022 Agenda Explanations**

1. Meeting opened by Mayor Dana E. Outlaw. Prayer Coordinated by Alderman Bengel. Pledge of Allegiance.
2. Roll Call.

#### Consent Agenda

3. Consider Approving a Proclamation for Arbor Day 2022.

On behalf of Parks and Recreation, Kari Warren, Interim Director of Parks and Recreation, has requested a proclamation to recognize Arbor Day on Friday, March 18, 2022. The department will celebrate the day by planting several trees at Palace Point Commons beginning at 11 a.m. on that date.

4. Approve Minutes.

Minutes from the January 11, 2022 and January 25, 2022 closed sessions and the February 8, 2022 regular meeting will be considered for approval.

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5. Discussion of Extraterritorial Jurisdiction.

By motion of the Board, this item was tabled from the January 25, 2022 meeting. Scott Davis, City Attorney, will lead the discussion. Maps have been provided of the existing ETJ areas and a 3-mile radius outside of the municipal limits to depict opportunities for additional ETJ areas.

**6. Consider Adopting a Resolution Approving a Memorandum of Understanding with the Housing Authority of the City of New Bern.**

The purpose of this memorandum is to enter into an agreement to work with the Housing Authority to develop an environmental review for the purpose of moving forward with the demolition of the buildings at Trent Court. Backup documentation for this item will be provided prior to or at the meeting.

**7. Conduct a Public Hearing and Consider Adopting an Ordinance to Annex 3436 Old Airport Road.**

(Proposed Ward 3) Eddie and Iris Teachey have petitioned the City to annex a 1-acre parcel located at 3436 Old Airport Road (Tax Parcel ID 7-105-020) in Township 7. The petitioners plan to build a single-family residence on the property and recently entered into a Water and Sewer Use Agreement with the City. This request for annexation is required under that agreement. After conducting a public hearing, the Board is asked to consider the adoption of an ordinance to annex the property. A memo from Brenda Blanco, City Clerk, is attached along with a copy of the petition to annex and a map of the subject property.

**8. Consider Adopting a Resolution to Initiate the Upset Bid Process for 1106 Broad Street.**

(Ward 2) Kurtis Stewart has submitted an offer of \$5,400 to purchase 1106 Broad Street. The tax value of the 0.060-acre parcel is \$10,800, and the offer represents 50% of that value. The property was acquired jointly by the City and County in August 2017 through tax foreclosure. The unpaid taxes, interest, and penalties, due to Craven County at that time was \$1,051.77. Unpaid taxes, interest, and penalties due to the City was \$2,455.55, and the City also had attached a demolition lien for \$6,775.86. If the property is sold for the initial bid, the City is projected to receive \$3,513.90 and the County is projected to receive \$1,886.10 from the proceeds, less the cost to advertise. A memo from Ms. Blanco is attached along with a copy of the offer to purchase, tax card, and a map and pictures of the property.

**9. Consider Adopting a Resolution Approving an Updated Strategic Plan for the Fire Department.**

After seeking technical assistance from the North Carolina Fire Marshal's Office, input from peers, and compiling data from the City, local business leaders, citizens, and employees, the New Bern Fire-Rescue Department's first strategic plan was adopted in early 2017. That plan was for a five-year period from 2017 to 2022. Staff has now updated the plan to recognize both achieved goals and future goals. It is requested the Board consider approving the updated plan. A memo from Robert Boyd, Fire Chief, is attached.

**10. Consider Adopting a Resolution Approving a Conflict of Interest Policy for Federal and State Grant Awards and Subawards.**

Before funds can be disbursed, local government recipients must adopt a policy to address conflicts of interest that may arise in the selection, award, and administration of contracts supported by state and federal funds. A memo from Jaimee Bullock-Mosley is attached along with a resolution approving a policy.

**11. Appointment(s).**

Each municipality in the service area of the Coastal Regional Solid Waste Management Authority ("CRSWMA") can have a member serve on the Authority's Municipal Committee and participate in Board meetings. The Municipal Committee member must be appointed by the municipality's Governing Board. Historically, New Bern has appointed the Director of Public Works since that position works closely with waste management. For that reason, it is recommended the Board consider appointing Al Cablay to represent the City in this capacity. Mr. Cablay has

**12. Attorney's Report.**

**13. City Manager's Report.**

**14. New Business.**

**15. Closed Session.**

**16. Adjourn.**



## **AGENDA ITEM COVER SHEET**

### **Agenda Item Title:**

Proclamation to recognize March 18, 2022, as Arbor Day.

<b>Date of Meeting:</b> 2/22/2022	<b>Ward # if applicable:</b> 5
<b>Department:</b> Parks & Recreation	<b>Person Submitting Item:</b> Kari Warren, Interim Parks & Recreation Director
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b>

<b>Explanation of Item:</b>	Parks and Recreation is requesting a proclamation to recognize Arbor Day, which falls on Friday, March 18, 2022.
<b>Actions Needed by Board:</b>	Consider approving the proclamation.
<b>Backup Attached:</b>	Memo and proclamation.

<b>Is item time sensitive?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<b>Cost of Agenda Item:</b> \$0
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Additional Notes:**

**Aldermen**

Sabrina Bengel  
Jameesha Harris  
Bobby Aster  
Johnnie Ray Kinsey  
Barbara J. Best  
Jeffrey T. Odham



Kari Warren, CPRP  
Interim Director of Parks & Recreation

Dana E. Outlaw  
Mayor  
Foster Hughes  
City Manager  
Brenda Blanco  
City Clerk  
Kimberly A. Ostrom  
Director of Finance



Memo To: Mayor and Board of Aldermen

From: Kari Warren, CPRP  
Interim Director of Parks and Recreation

Re: Consider approving a Proclamation for Arbor Day 2022

**Background Information:**

Parks and Recreation is requesting a Proclamation to recognize Arbor Day, which falls on Friday, March 18, 2022. In 1967, the State Legislature ratified a bill in support of recognizing a particular day each year as Arbor Day. The first Friday following March 15<sup>th</sup> is designated as Arbor Day in North Carolina.

We will have a celebration on Arbor Day at Palace Point Commons, at 11:00am. Several trees will be planted.

**Recommendation:**

Consider approving the Arbor Day Proclamation.

If you have any questions concerning this matter, please let me know.

1307 Country Club Rd  
New Bern, NC 28562  
Office 252 639-2901  
Fax 252 636-4138



## Proclamation

**WHEREAS, Arbor Day** is a national celebration of community tree growing, planting and care dating back to 1872; and

**WHEREAS,** recognition of this important historical tradition and the practical as well as aesthetic value of trees is a year-long effort in New Bern; and

**WHEREAS, Arbor Day** serves to acknowledge the good work of City employees, resident volunteers, local garden clubs, corporate participants and the many service groups involved in the preservation and expansion of our urban forest; and

**WHEREAS, Arbor Day** reminds us all of the basic need for trees, such as they help clean the air, protect wildlife, save heating and cooling costs, conserve energy production, block pollution of rivers and streams, reduce soil erosion and provide a sense of comfort, shelter and spiritual well-being; and

**WHEREAS,** trees in our City increase property values, enhance the economic vitality of business areas and comprise a visual record of New Bern's past as well as a plan for the future appearance of its streetscapes and landscapes,

**NOW THEREFORE,** I, Dana E. Outlaw, Mayor of the City of New Bern, on behalf of the New Bern Board of Aldermen do hereby proclaim March 18, 2022 as

### "ARBOR DAY"

in the City of New Bern and urge all citizens to celebrate its meaning by planting, replacing or protecting their trees and woodlands and by learning more about the proper selection, care and maintenance of trees to make them last longer for the benefit of this and future generations.

**IN WITNESS WHEREOF,** I have hereunto set my hand and affixed the Seal of the City of New Bern this the 22<sup>nd</sup> day of February in the Year of Our Lord Two Thousand and Twenty-Two.

\_\_\_\_\_  
DANA E. OUTLAW, MAYOR



## **AGENDA ITEM COVER SHEET**

### **Agenda Item Title:**

Discussion of Extraterritorial Jurisdictions ("ETJ")

<b>Date of Meeting:</b> 2/22/2022	<b>Ward # if applicable:</b>
<b>Department:</b> City Attorney	<b>Person Submitting Item:</b> Scott Davis
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b>

<b>Explanation of Item:</b>	This item was tabled from the January 25, 2022 meeting.
<b>Actions Needed by Board:</b>	Discussion and potential direction for moving forward.
<b>Backup Attached:</b>	Maps of existing ETJ areas and 3-mile radius outside of existing municipal limits depicting opportunities for ETJs.

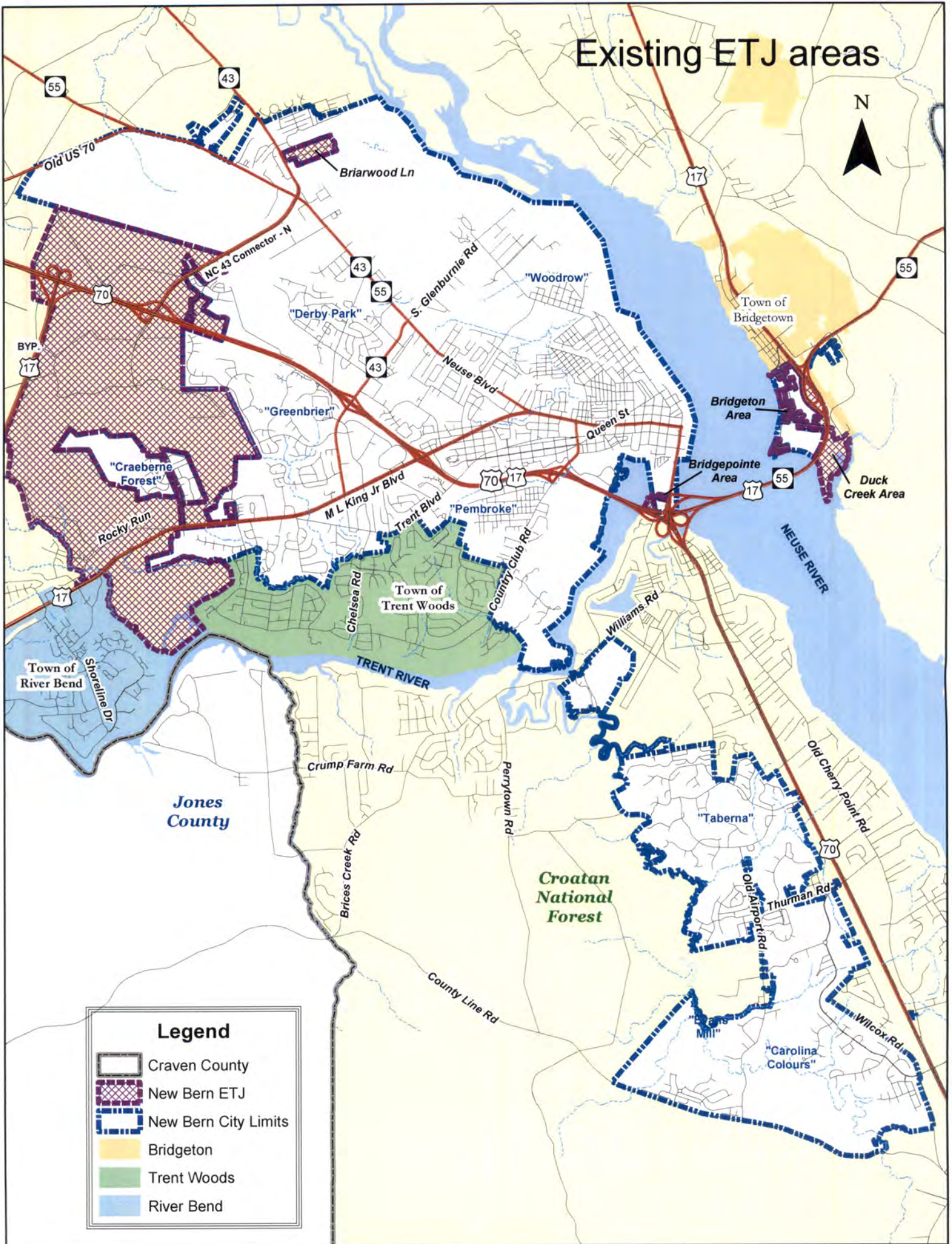
<b>Is item time sensitive?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

<b>Cost of Agenda Item:</b>
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

**Additional Notes:**



# Existing ETJ areas









**JOINT RESOLUTION REGARDING TRENT COURT**  
**by the**  
**City of New Bern ("City") and the**  
**Housing Authority of the City of New Bern ("Housing Authority")**

**WHEREAS**, the Housing Authority is public body and a body corporate and politic organized in accordance with Chapter 157 of the North Carolina General Statutes for the purpose of providing dwelling accommodations for persons of low and moderate income at the lowest possible rates consistent with providing decent, safe, and sanitary dwellings;

**WHEREAS**, the City is a municipal corporation organized under Chapter 160A of the North Carolina General Statutes for the better government of the people within its jurisdiction and having the powers, duties, privileges, and immunities conferred by Chapter 160A;

**WHEREAS**, on and after September 13, 2018, Hurricane Florence caused extensive damage and flooding to the Trent Court Housing Project ("Trent Court") owned by the Housing Authority and resulted in the destruction of twelve residential buildings and the Housing Authority's administrative office;

**WHEREAS**, the Federal Emergency Management Administration ("FEMA") has identified Trent Court as being eligible for public assistance funds that may include reimbursement for the demolition of the destroyed buildings and construction of replacement dwelling units and administrative offices pursuant to FEMA regulations (the public assistance-funded demolition and construction referred to herein as the "Project");

**WHEREAS**, the Housing Authority maintains public housing pursuant to the federal Housing Act of 1937, and may elect to pursue housing projects and/or activities with federal financial assistance subject to environmental reviews pursuant to the National Environmental Policy Act of 1969 ("NEPA") and implementing regulations of the Council on Environmental Quality, including but not limited to the regulations at 40 CFR Parts 1500-1508, and implementing regulations of the U.S. Department of Housing and Urban Development ("HUD"), including but not limited to HUD's regulations at 24 CFR Part 58 ("Part 58"); and

**WHEREAS**, as the recipient of federal financial assistance, the Housing Authority must secure assistance for completing Part 58 environmental reviews by a unit of general local government ("UGLG"), which may be the City, Craven County, or the State of North Carolina (the Housing Authority is not eligible to be a UGLG under Part 58);

**WHEREAS**, HUD regulations require a Part 58 environmental review to be completed by a UGLG as part of the FEMA public assistance process for the Project;

**WHEREAS**, the Housing Authority has determined that the most appropriate partner for the Project's environmental review process is the City and, therefore, has asked the City to provide assistance in completing the environmental review record for the Project;

**WHEREAS**, the City desires to act as the Responsible Entity ("RE") authorized to assume environmental review obligations pursuant to 24 CFR 58.2(a)(7)(ii)(B) with the support and cooperation of the Housing Authority;

**WHEREAS**, Part 58 incorporates the National Historic Preservation Act's Section 106 review process in order to determine whether the Project will have any adverse effects on historic, cultural or archaeological resources of the City, state, and nation, and, if any, the avoidance or mitigation of such effects, all in consultation with the State Historic Preservation Officer and other consulting parties as set forth in a Section 106 Memorandum of Understanding,

**WHEREAS**, whenever the City is acting as the RE, the Housing Authority shall fully support and cooperate with the City as allowed and required by Part 58 and, furthermore, the Housing Authority must provide the City with all available project and environmental information and must agree to abide by the special conditions, procedures and requirements of the environmental review, and to advise the City of any proposed change in the scope of the Project or any change in environmental conditions; and

**WHEREAS**, it is the intent of the Board of Aldermen of the City and the Board of Commissioners of the Housing Authority to fulfill their respective obligations in order that the Housing Authority will be eligible for public assistance through FEMA and HUD for the Trent Court Project.

**NOW, THEREFORE, BE IT RESOLVED THAT THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN AND THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF NEW BERN HEREBY AGREE:**

1. The City will perform as the RE for the Project, and the Mayor shall act as the Certifying Officer for the purposes of Part 58, or, at the Mayor's direction, the City Manager may act as the Certifying Officer as well as the RE for the Section 106 review. The City agrees to act as the RE only to the extent necessary to satisfy the requirements of Part 58. The City's actions as the RE shall in no event constitute the City's endorsement of the Project unless the Board of Aldermen later endorses the Project. The City's agreement to act as the RE shall not obligate the City for the payment of any money or for the performance of any pledge, obligation or agreement of any kind whatsoever which may be undertaken by the Housing Authority and shall not subject the City to any legal or financial liability of the Housing Authority whatsoever, within the meaning of any applicable constitutional or statutory provisions.
2. The Housing Authority shall fully cooperate with the City to accomplish the Part 58 and Section 106 reviews for the Project.
3. The City and Housing Authority jointly agree to the Memorandum of Agreement ("MOA") attached to this Joint Resolution as Attachment A.

4. The Mayor and the Chair of the Board of Commissioners of the Authority may execute all documentation reasonably necessary to effectuate the MOA consistent with this Joint Resolution.
5. The Housing Authority's Executive Director and the City's City Manager are vested with the responsibility, authority, and the means to:
  - a. Cooperate with one another as well as direct their respective employees to cooperate and communicate with federal and state agencies involved in the Part 58 and Section 106 reviews.
  - b. Take such other official action as may be reasonably necessary to carry out the objectives of this Joint Resolution and the MOA.

This resolution shall take effect immediately after its passage by both parties.

ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2022.

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Mayor  
City of New Bern

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Chair, Board of Commissioners  
Housing Authority of the City of New Bern

ND: 4872-7536-9228, v. 1

## ATTACHMENT A

### MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made on [\_\_\_\_\_] by and between the HOUSING AUTHORITY OF THE CITY OF NEW BERN, ("PHA") and the CITY OF NEW BERN, acting as the Responsible Entity ("RE").

WHEREAS, the RE certifies it is authorized to: (1) assume responsibility for environmental review, decision making and action under NEPA and each provision of law designated in 24 CFR 58.5 applicable to any and all of the HUD financial assistance awarded to the PHA; (2) accept jurisdiction of the Federal courts for enforcement of these environmental responsibilities; and (3) execute the certification portion of HUD's Request for Release of Funds (RROF) and certifications as set forth in 24 CFR 58.4, 58.13, and 58.71; and

WHEREAS, the PHA requested the RE to complete the environmental review record with respect to the PHA's projects or activities pursuant to the conditions and provisions set forth in this MOU and the RE accepts responsibility to act as the responsible Federal agency under NEPA and the laws and authorities in 24 CFR 58.5 with respect to said projects and activities.

NOW THEREFORE, in consideration of the mutual promises and the terms and conditions set forth below, the PHA and RE hereby agree as follows:

**Article 1. Incorporation of recitals:** The recitals sets forth above are incorporated by reference as if fully set forth herein and made a part hereof.

**Article 2. Duties and Responsibilities of RE:**

1. RE will perform and/or manage all environmental reviews and prepare all necessary documentation in support of the environmental review record for all activities pursuant to the PHA's projects and any accompanying documents necessary to be submitted to HUD, in full compliance with:
  - a) HUD's "Environmental Review Procedures for Entities Assuming HUD Environmental Responsibilities" (24 CFR Part 58);
  - b) Section 102 of NEPA;
  - c) Related provisions of the Council on Environment Quality regulations contained in 40 CFR Parts 1500 through 1508; and
  - d) All other applicable Federal and State regulations.
2. Where appropriate and necessary in the environmental review process, RE will issue findings of no significant impact (FONSI) or findings of significant impact, determine whether to hold public hearings, prepare environmental impact statements and records of decision, issue notices of FONSI and notices of intent to request release of funds, and prepare requests for release of funds.

3. RE may retain consultants and experts for special reviews or investigations and obtain other outside services deemed necessary by RE to its functions hereunder. Prior to retaining any such experts, consultants or outside services, RE shall discuss the need for and scope of such work or services with the PHA. The PHA shall pay the cost of any such experts, consultants or outside services as eligible Capital Fund activities.

### **Article 3: Duties and Responsibilities of PHA**

1. PHA procures at PHA's expense and provides RE with all available project and environmental information needed by RE in connection with activities pursuant to this MOU, including, without limitation, existing relevant information and any reports of investigation or study required to conduct an environmental review consistent with law and regulations.
2. PHA provides RE with documentation that adequately describes the full budget, scope, purpose, and interrelationships of the subject HUD assisted project, which may include privately financed or non-federally assisted PHA financing, and any other documents and/or information requested by RE that RE reasonably believes is necessary to perform services required under this MOU and that are within the PHA's possession or control.
3. PHA serves as liaison with local community groups and residents regarding all aspects of RE services under this MOU, including, but not limited to, scheduling meetings and participating in public meetings. PHA provides the RE with prior written notice of all meetings related to MOU services in order to allow the RE the opportunity to participate in such meetings.
4. PHA reimburses RE for all expenses incurred for performing services under this MOU, including, but not limited to:
  - a. costs of publishing notices;
  - b. necessary travel expenses;
  - c. postage and express package delivery charges;
  - d. fees and expenses of experts, consultants and outside services retained by the RE;
  - e. RE's staff time devoted to performance of MOU services; and
  - f. actual costs incurred associated with any surveys or investigations.
5. PHA monitors environmental mitigation or procures such services to ensure compliance with environmental conditions specified in the authorization to use HUD funds or HUD approvals.
6. PHA provides the Five Year and Annual Plans to the RE in order to facilitate integration between RE planning and PHA activities and projects that require environmental reviews, including development, modernization or other capital activities.

7. PHA communicates to stakeholders the requirements for environmental reviews before any partner or stakeholder in the development makes a choice-limiting action upon submission of an application for HUD financial assistance.

#### **Article 4. Agreement terms**

1. This MOU is effective for a period of 2 years or until terminated by the PHA pursuant to the provisions of this MOU.
2. PHA may terminate this MOU at any time by giving 30 days written notice to RE.
3. RE may terminate this MOU for cause upon 10 days notice to PHA, including a statement of the reasons therefore, and after an opportunity for a hearing is afforded. As used herein, cause shall include any failure of PHA to promptly reimburse RE for costs, any other non-performance by PHA under this MOU or any material failure by PHA to comply with any term of this MOU.

#### **ARTICLE 5. Conditions**

1. No official, employee or agent of either party shall be charged personally by the other or by an assignee or subcontractor with any liability or expenses of defense or be held personally liable under any term or provision of this MOU, because of such party's execution or attempted execution of this MOU, or because of any breach thereof.
2. This MOU constitutes the entire agreement between the parties with respect to the subject matter hereof, and no other warranties, inducements, considerations, promises, or interpretations shall be implied or impressed upon this MOU that are not expressly addressed herein.
3. No changes or modifications of this MOU are binding unless made in writing and executed by the duly authorized officers of both the PHA and RE.
4. PHA and RE shall at all times observe and comply with all applicable laws, ordinances, rules, regulations and executive orders of the federal, state and local government now existing or hereinafter in effect, which may in any manner affect the performance of this MOU.
5. Whenever under this MOU either party, by a proper authority, waives either party's performance in any respect or waives a requirement or condition of either party's performance, the waiver so granted, whether express or implied, shall only apply to the particular instance and shall not be deemed a waiver forever for subsequent instances of the performance, requirement or condition. No such waiver shall be construed as a modification of the MOU regardless of the number of times either party may have waived the performance, requirement or condition.



## **ARTICLE 6. Authority and notice**

1. Each person signing this MOU represents and warrants that such person has the requisite power and authority to enter into, execute, and deliver this MOU and that this MOU is a valid and legally binding and enforceable obligation in accordance with its terms.
2. All verbal and written communication, including required reports and submissions, shall be transmitted between RE and PHA as noted below.

Any notices sent to City shall be electronically transmitted to:

Foster Hughes, City Manager  
[hughesf@newbernnc.gov](mailto:hughesf@newbernnc.gov)

Any notices sent to the Authority shall be electronically transmitted to:

Tiffany Askew, Executive Director  
[taskew@newbernna.org](mailto:taskew@newbernna.org)

IN WITNESS WHEREOF, the City of New Bern and the Housing Authority of the City of New Bern have executed this Memorandum of Understanding as of the date first written above and under the laws of the State of North Carolina.

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Mayor  
City of New Bern

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Chair, Board of Commissioners  
Housing Authority of the City of New Bern

## AGENDA ITEM COVER SHEET

### Agenda Item Title:

Conduct a Public Hearing and Consider Adopting an Ordinance to Annex 3436 Old Airport Road

<b>Date of Meeting:</b> 02/22/22	<b>Ward # if applicable:</b> 3
<b>Department:</b> Administration	<b>Person Submitting Item:</b> Brenda Blanco, City Clerk
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b>

<b>Explanation of Item:</b>	Eddie and Iris Teachey requested to annex 3436 Old Airport Road (tax parcel 7-105-020) into the City
<b>Actions Needed by Board:</b>	After conducting a public hearing on the request, consider adopting an ordinance to annex the property.
<b>Backup Attached:</b>	Memo, Ordinance, copy of annexation petition, map of property

<b>Is item time sensitive?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<b>Cost of Agenda Item:</b>
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Additional Notes:**

**Aldermen**

Sabrina Bengel  
Jameesha Harris  
Robert V. Aster  
Johnnie Ray Kinsey  
Barbara J. Best  
Jeffrey T. Odham



300 Pollock Street, P.O. Box 1129  
New Bern, NC 28563-1129  
(252) 636-4000

Dana E. Outlaw  
Mayor

Foster Hughes  
City Manager

Brenda E. Blanco  
City Clerk

Kimberly A. Ostrom  
Director of Finance

**TO:** Mayor and Board of Aldermen

**FROM:** Brenda E. Blanco, City Clerk

**DATE:** February 11, 2022

**SUBJECT:** Conduct a Public Hearing and Consider Adopting an Ordinance to Annex Property Located at 3436 Old Airport Road

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**Background**

Eddie and Iris Teachey have petitioned the City to annex a 1-acre parcel located at 3436 Old Airport Road (Tax Parcel ID 7-105-020) in Township 7. The petitioners plan to build a single-family residential home on the property and recently entered into a Water and Sewer Use Agreement with the City. This request for annexation is required under that agreement.

**Recommendation**

Consider adopting an ordinance to annex the property.

Ordinance No. \_\_\_\_\_

Prepared by and return to:

Jaimee Bullock Mosley  
DAVIS HARTMAN WRIGHT PLLC  
209 Pollock Street  
New Bern, NC 28560

**AN ORDINANCE ANNEXING TO THE CITY OF NEW BERN PROPERTY OF EDDIE D. TEACHEY, JR. AND WIFE, IRIS J. TEACHEY, CONSISTING OF 1.015 ACRES, MORE OR LESS, LOCATED AT 3436 OLD AIRPORT ROAD IN NUMBER 7 TOWNSHIP**

THAT WHEREAS, Eddie D. Teachey, Jr. and wife, Iris J. Teachey filed a petition requesting the annexation to the City of New Bern of property they own, which is more particularly described on Exhibit A attached hereto and incorporated herein by reference, consisting of 1.015 acres, more or less, which said parcel is located at 3436 Old Airport Road in Number 7 Township, Craven County, North Carolina; and

WHEREAS, a survey of the property being annexed appears of record in Book E, Page 115 of the Craven County Registry, which is attached hereto as Exhibit B, and incorporated herein by reference; and

WHEREAS, said petition was referred to the City Clerk for an investigation as to the sufficiency thereof; and

WHEREAS, the City Clerk certified the sufficiency of the petition in writing to the Board of Aldermen; and

WHEREAS, the Board of Aldermen called for a public hearing on the question of annexation of said territory; and

WHEREAS, pursuant thereto, notice of a public hearing to be held at 6:00 p.m. on February 22, 2022, in the City Hall Courtroom was duly caused to be published as required by law in the *Sun Journal*, a newspaper having general circulation in the City; and

WHEREAS, on February 22, 2022, at 6:00 p.m., a public hearing on the question of

annexation of the subject area was held by the Board of Aldermen of the City of New Bern, at which time all interested parties were given an opportunity to be heard; and

WHEREAS, it was then determined by the Board of Aldermen that the petition filed met the requirements of the General Statutes of North Carolina, and that the area described in the petition should be annexed; and

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN:

Section 1. That the subject petition meets the requirements of §160A-31 of the General Statutes of North Carolina.

Section 2. That the property owned by Eddie D. Teachey, Jr. and wife, Iris J. Teachey, the boundaries of which are more particularly described on Exhibit A attached hereto and incorporated herein by reference, consisting of 1.015 acres, more or less, which said parcel is located at 3436 Old Airport Road in Number 7 Township, Craven County, North Carolina, be and the same is hereby annexed to the City of New Bern. A survey of the property being annexed appears of record in Book E, Page 115 of the Craven County Registry.

Section 3. That the effective date of annexation shall be midnight on February 23, 2022.

Section 4. That the area to be annexed be and the same is hereby made a part of Ward 3 of the City of New Bern.

Section 5. That this ordinance shall be recorded forthwith in the Office of the Register of Deeds of Craven County.

ADOPTED THIS 22<sup>ND</sup> DAY OF FEBRUARY, 2022.

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DANA E. OUTLAW, MAYOR

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BRENDA E. BLANCO, CITY CLERK

EXHIBIT A

All that certain tract or parcel of land lying and being situate in Number Seven (7) Township, Craven County, North Carolina, and being more particularly described as follows:

Being all of Lot No. 4, as the same is shown upon a map of the subdivision of Lee's Branch Estates, Part 2, as drawn by Robert H. Davis, R. L. S., dated the 25<sup>th</sup> day of January, 1988, and recorded in Plat Cabinet E, Slide 115 of the Craven County Registry, reference to which should be made for a more particular description of said lot. Said property is conveyed subject to the setback requirements as set forth on said map.

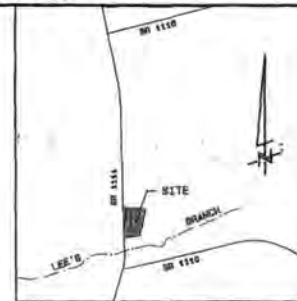
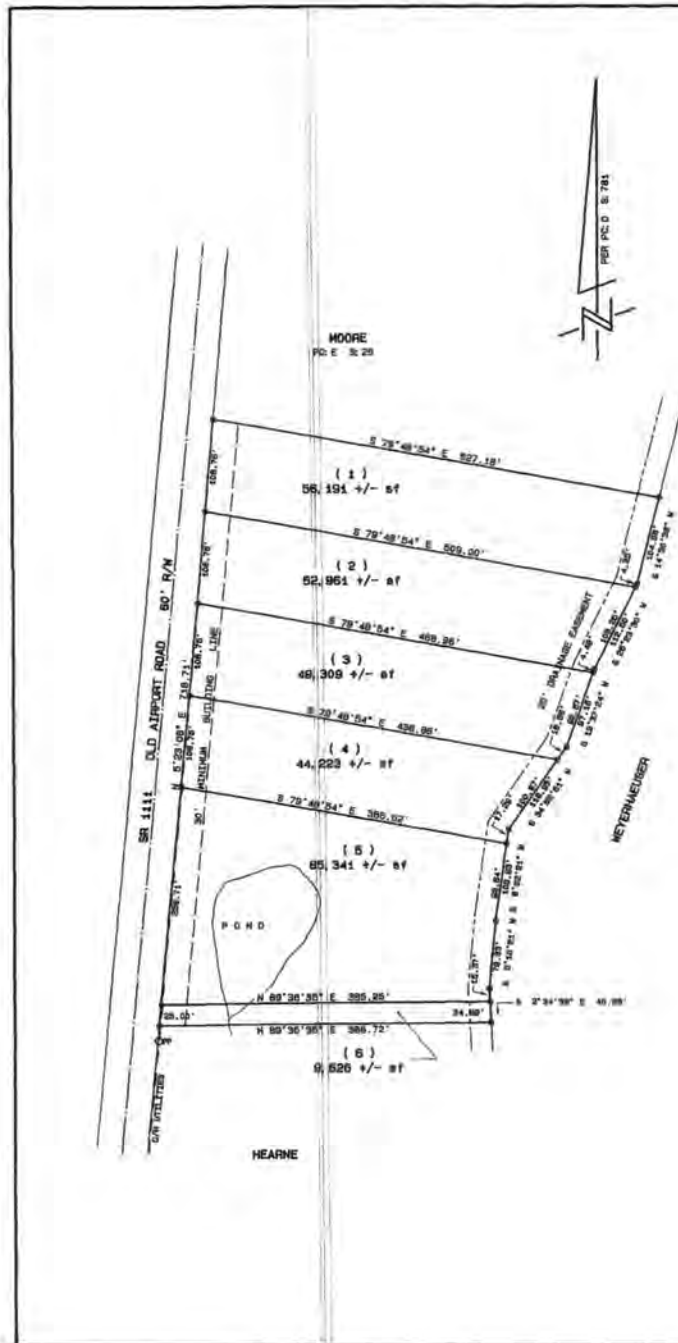
Said Lot is also conveyed subject to a 10 foot drainage and utility easement along each lot line and a 25 foot drainage and utility easement along the rear lot line.

This conveyance is made subject to the restrictive and protective covenants recorded in Book 1210, Page 754 and the mineral reservations recorded in Book 1150, Page 239, in the Office of the Register of Deeds of Craven County.

Being the same property as described in deed recorded in Book 3198, Page 683, in the Office of the Register of Deeds of Craven County



# EXHIBIT B



VICINITY MAP

## CERTIFICATE OF SURVEY

I, ROBERT H. DAVIS, CERTIFY THAT THIS MAP WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION, A PORTION OF THE DEED DESCRIPTION RECORDED IN BOOK 1190 PAGE 1896, THAT THE RATIO OF PRECISION WAS CALCULATED BY LATITUDES AND DEPARTURES IS 1/10,000+, THAT THE BOUNDARIES NOT SURVEYED ARE SHOWN AS BROKEN LINES, AND THAT THIS MAP WAS PREPARED IN ACCORDANCE WITH §§ 47-20 & 47-21, N.C. CODE, CHAPTER 47, ARTICLE 2, WITHIN MY HAND AND SEAL THIS 28TH DAY OF JANUARY 1988.

Robert H. Davis, L2432  
REGISTERED LAND SURVEYOR  
NOTARY PUBLIC  
NOTARY CERTIFICATE  
CRAVEN COUNTY NORTH CAROLINA

I, OPHELIA H. DAVIS, DO HEREBY CERTIFY THAT ROBERT H. DAVIS, RLS PERSONALLY APPEARED BEFORE ME AND HE HAS ACKNOWLEDGED THE DUE EXECUTION OF THIS CERTIFICATE. WITHIN MY HAND AND SEAL THIS 28TH DAY OF JANUARY 1988.

Ophelia H. Davis, L2432  
NOTARY PUBLIC  
MY COMMISSION EXPIRES SEPTEMBER 14, 1991

## NOTES

- THIS PROPERTY IS NOT LOCATED IN A SPECIAL FLOOD HAZARD AREA ACCORDING TO THE FEDERAL EMERGENCY MANAGEMENT AGENCY FLOOD INSURANCE RATE MAP 720007B DATED MAY 4, 1987.
- FOR REFERENCE SEE: DEED BOOK 1160 PAGE 229 AND PLAT CABINET D SLIDE 783.
- WINDROW BUILDING SETBACK REQUIREMENTS SHALL BE 30' ALONG FRONT LOT LINES, 10' ALONG SIDE LOT LINES AND 35' ALONG REAR LOT LINES.
- FRONT LOT LINES ARE SUBJECT TO A 10' UTILITY EASEMENT.
- THINGS SHALL BE SET AT ALL LOT CORNERS.
- LOT 1 & 2 IS SMALLER THAN STANDARD LOT SIZE AND IS TO BE CONVEYED TO AN ADJACENT PROPERTY OWNER.
- LOTS ARE TO BE SERVED BY THE COMMUNITY WATER SYSTEM.
- SPECIAL DESIGN DRAINAGE SYSTEMS MAY BE REQUIRED ON EACH LOT.

## CERTIFICATE OF OWNERSHIP AND DEDICATION

I HEREBY CERTIFY THAT I AM THE OWNER OF THE PROPERTY SHOWN AND DESCRIBED HEREON, WHICH IS LOCATED IN THE SUBDIVISION JURISDICTION OF THE COUNTY OF CRAVEN AND THAT I HEREBY ADOPT THIS PLAN OF SUBDIVISION PURSUANT TO ARTICLE III, SECTION 304, OF THE CRAVEN COUNTY SUBDIVISION ORDINANCE WITH MY FREE CONSENT AND ESTABLISH WINDROW BUILDING SETBACK LINES AS NOTED.

1-28-88  
DATE  
OWNER

## CERTIFICATE OF APPROVAL OF WATER SUPPLY AND SEWAGE DISPOSAL SYSTEM

I HEREBY CERTIFY THAT THE WATER SUPPLY AND SEWAGE TREATMENT SYSTEM INSTALLED OR PROPOSED FOR INSTALLATION IN THIS SUBDIVISION FULLY MEETS THE REQUIREMENTS OF THE NORTH CAROLINA DIVISION OF HEALTH SERVICES AND WHERE APPROPRIATE THE DIVISION OF ENVIRONMENTAL MANAGEMENT AND THE CRAVEN COUNTY HEALTH DEPARTMENT, AND ARE HEREBY APPROVED AS SHOWN.

1-29-88  
DATE  
DIRECTOR  
DIVISION OF ENVIRONMENTAL HEALTH  
CRAVEN COUNTY HEALTH DEPARTMENT

## CERTIFICATE OF COASTAL AREA MANAGEMENT OFFICER

THIS SUBDIVISION CONFORMS TO THE STANDARDS OF THE NORTH CAROLINA COASTAL AREA MANAGEMENT ACT OF 1974 AND IS NOT LOCATED WITHIN AN AREA OF ENVIRONMENTAL SENSITIVITY.

2-1-88  
DATE  
LOCAL PERMIT OFFICER

## CERTIFICATE OF APPROVAL BY PLANNING BOARD

THE CRAVEN COUNTY PLANNING BOARD HEREBY APPROVES THE FINAL PLAT FOR THIS SUBDIVISION, LEE'S BRANCH ESTATES, PART TWO.

1-29-88  
DATE  
CHAIRMAN, PLANNING BOARD

## CERTIFICATE OF APPROVAL BY THE BOARD OF COUNTY COMMISSIONERS

THE CRAVEN COUNTY BOARD OF COMMISSIONERS HEREBY APPROVES THE FINAL PLAT FOR THE SUBDIVISION, LEE'S BRANCH ESTATES, PART TWO.

2-1-88  
DATE  
CHAIRMAN, CRAVEN COUNTY BOARD OF COMMISSIONERS

## CERTIFICATE OF REGISTRATION BY REGISTER OF DEEDS

THE FOREGOING CERTIFICATE OF OPHELIA H. DAVIS, A NOTARY PUBLIC OF CRAVEN COUNTY, NORTH CAROLINA, IS CERTIFIED TO BE CORRECT.

FILED FOR REGISTRATION ON THE 5 DAY OF Feb 1988  
AT 2:00 P.M. (A.M./P.M.)  
CLERK OF SUPERIOR COURT  
CRAVEN COUNTY, NORTH CAROLINA

## SUBDIVISION OF

LEE'S BRANCH ESTATES

PART TWO

#7 TOWNSHIP CRAVEN COUNTY NORTH CAROLINA

ROBERT H. DAVIS, RLS  
SURVEYORS AND PLANNERS  
503 FIELDS ROAD  
NEW BERN, NORTH CAROLINA 28560  
919-636-2109

87054\_04 01-25-88

GRAPHIC SCALE 1" = 100'

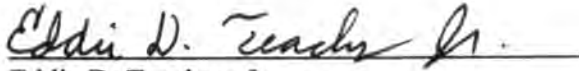
**PETITION TO ANNEX**

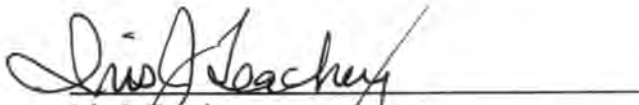
TO: BOARD OF ALDERMEN OF THE CITY OF NEW BERN

1. Eddie D. Teachey, Jr. and wife, Iris J. Teachey, the undersigned owners of real property, respectfully request that the area described in Paragraph 2 below be annexed to the City of New Bern.

2. The area to be annexed is contiguous to the City of New Bern, and the boundaries of such territory are more particularly described on Exhibit A attached hereto and incorporated herein by reference.

OWNERS:

  
Eddie D. Teachey, Jr.

  
Iris J. Teachey

Date: 1-10-2022

Mailing Address: 3436 Old Airport Road, New Bern, NC 28562

EXHIBIT A

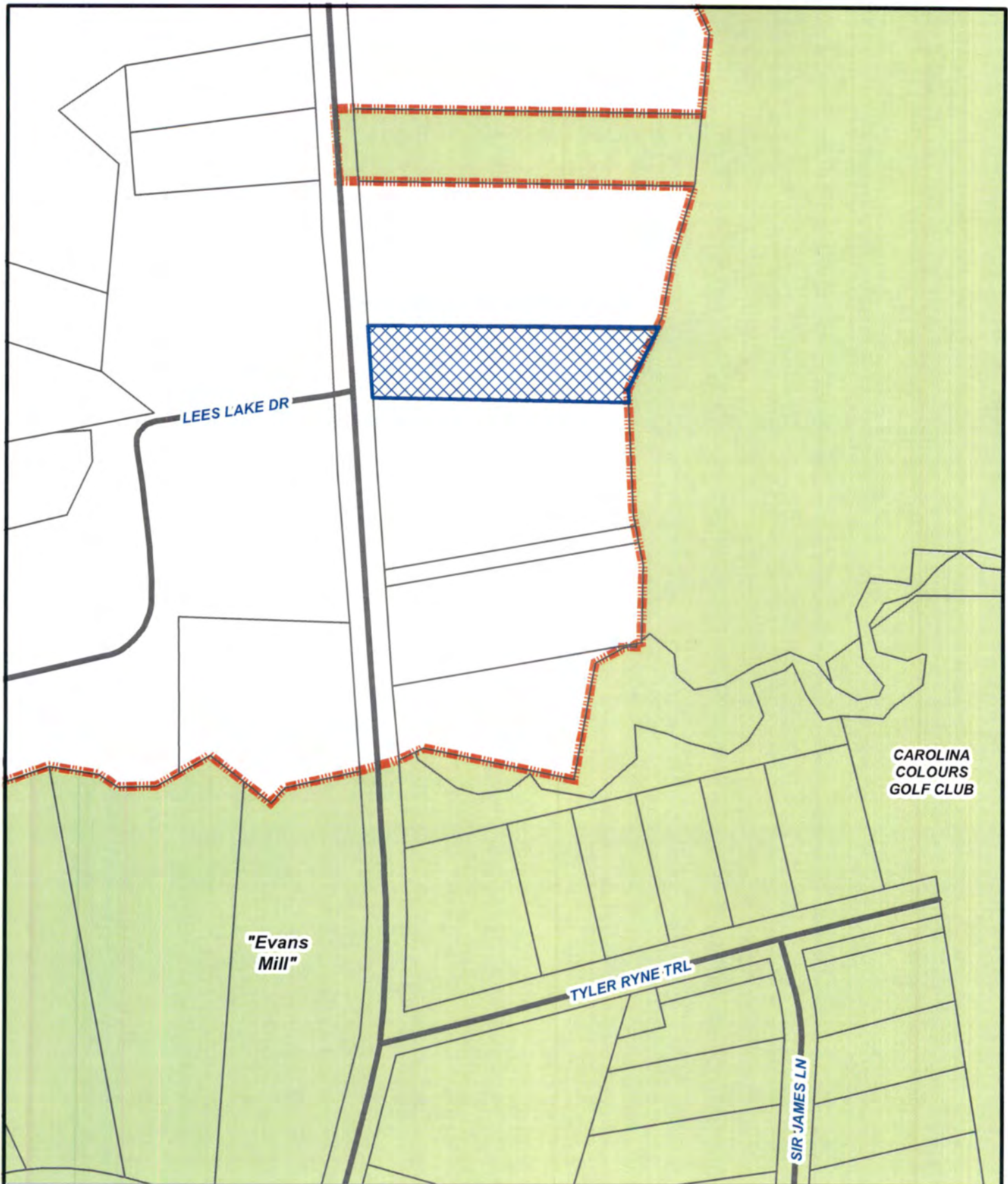
All that certain tract or parcel of land lying and being situate in Number Seven (7) Township, Craven County, North Carolina, and being more particularly described as follows:

Being all of Lot No. 4, as the same is shown upon a map of the subdivision of Lee's Branch Estates, Part 2, as drawn by Robert H. Davis, R. L. S., dated the 25<sup>th</sup> day of January, 1988, and recorded in Plat Cabinet E, Slide 115 of the Craven County Registry, reference to which should be made for a more particular description of said lot. Said property is conveyed subject to the setback requirements as set forth on said map.

Said Lot is also conveyed subject to a 10 foot drainage and utility easement along each lot line and a 25 foot drainage and utility easement along the rear lot line.

This conveyance is made subject to the restrictive and protective covenants recorded in Book 1210, Page 754 and the mineral reservations recorded in Book 1150, Page 239, in the Office of the Register of Deeds of Craven County.

Being the same property as described in deed recorded in Book 3198, Page 683, in the Office of the Register of Deeds of Craven County.



Proposed Annexation: 3436 Old Airport Rd - 1.015 Acres: Tax ID: 7-105-020



Existing New Bern Limits

Proposed Annexation Area



Scale: 1 = 200 ft

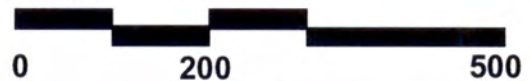


EXHIBIT B

## AGENDA ITEM COVER SHEET

### Agenda Item Title:

Consider Adopting a Resolution to Initiate the Upset Bid Process for 1106 Broad Street

<b>Date of Meeting:</b> 2/22/2022	<b>Ward # if applicable:</b> 2
<b>Department:</b> City Clerk	<b>Person Submitting Item:</b> Brenda Blanco
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b> N/A

<b>Explanation of Item:</b>	An offer of \$5,400 has been received for the purchase of 1106 Broad Street (tax parcel ID 8-012-A-325). This represents 50% of the tax value of the vacant lot.
<b>Actions Needed by Board:</b>	Consider adopting resolution
<b>Backup Attached:</b>	Memo, resolution, offer to purchase, map and picture of the property, tax property card, and estimate of proceeds

<b>Is item time sensitive?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<b>Cost of Agenda Item:</b>
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

**Additional Notes:**



**Aldermen**

Sabrina Bengel  
Jameesha Harris  
Robert V. Aster  
Johnnie Ray Kinsey  
Barbara J. Best  
Jeffrey T. Odham



300 Pollock Street, P.O. Box 1129  
New Bern, NC 28563-1129  
(252) 636-4000

**Dana E. Outlaw**  
Mayor

**Foster Hughes**  
City Manager

**Brenda E. Blanco**  
City Clerk

**Kimberly A. Ostrom**  
Director of Finance

**MEMO TO:** Mayor and Board of Aldermen

**FROM:** Brenda Blanco, City Clerk

**DATE:** February 11, 2022

**SUBJECT:** Offer to Purchase 1106 Broad Street

Kurtis Stewart made an offer to purchase 1106 Broad Street for \$5,400.00. The tax value of the 0.060-acre parcel is \$10,800, and the offer represents 50% of that value. The property was acquired jointly by the City and County in August 2017 through tax foreclosure. The unpaid taxes due to Craven County at that time, including interest and penalties, was \$1,051.77. Unpaid taxes due to the City, along with interest and penalties, was \$2,455.55. The City also had a demolition lien on the property for \$6,775.86.

If the property is sold for the initial bid, the City is projected to receive \$3,513.90 and the County is projected to receive \$1,886.10 from the proceeds, less the cost to advertise.

/beb



## **RESOLUTION**

THAT WHEREAS, the City of New Bern and Craven County own certain real property identified as 1106 Broad Street, Craven County parcel identification number 8-012-A-325; and

WHEREAS, North Carolina General Statute § 160A-269 permits the City to sell property by upset bid after receipt of an offer for the property; and

WHEREAS, the City and Craven County have received an offer to purchase the above described property in the amount of \$5,400.00 submitted by Kurtis Stewart; and

WHEREAS, Kurtis Stewart has paid the required five percent (5%) deposit on the offer.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN:

Section 1. The Board of Aldermen of the City of New Bern authorizes the sale of its interest in the property described above through the upset bid procedure of North Carolina General Statute § 160A-269.

Section 2. The City Clerk shall cause a notice of the proposed sale to be published. The notice shall describe the property and the amount of the offer, and shall state the terms under which the offer may be upset.

Section 3. Persons wishing to upset the offer that has been received shall submit a sealed bid with their offer to the office of the City Clerk within ten (10) days after the notice of sale is published. At the conclusion of the 10-day period, the City Clerk shall open the bids, if any, and the highest such bid will become the new offer. If there is more than one bid in the highest amount, the first such bid received will become the new offer.

Section 4. If a qualifying higher bid is received, the City Clerk shall cause a new notice of upset bid to be published, and shall continue to do so until a 10-day period has passed without any qualifying upset bid having been received. At that time, the amount of the final high bid shall be reported to the Board of Aldermen.

Section 5. A qualifying higher bid is one that raises the existing offer by not less than ten percent (10%) of the first \$1,000.00 of that offer and five percent (5%) of the remainder of that offer.

Section 6. A qualifying higher bid must also be accompanied by a deposit in the amount of five percent (5%) of the bid; the deposit may be made in cash, cashier's check or

certified check. The City will return the deposit on any bid not accepted, and will return the deposit on an offer subject to upset bid if a qualifying higher bid is received. If the City and County accept the final high bid, the deposit of the final high bidder will be applied to the purchase price at closing, and if the final high bidder is unable to complete the purchase of the property, the deposit shall be forfeited.

Section 7. The terms of the final sale are:

(a) The Board of Aldermen must approve the final high offer before the sale is closed, which it may do within thirty (30) days after the final upset bid period has passed; and

(b) The buyer must pay with cash at the time of closing.

Section 8. The City reserves the right to withdraw the property from sale at any time before the final high bid is accepted, and the right to reject all bids at any time, specifically including the initial offer.

Section 9. If no qualifying upset bid is received after the initial public notice, and if the offer set forth above has not been subsequently rejected, the offer set forth above is hereby accepted, and the appropriate city officials are authorized to execute the instruments necessary to convey the property to Kurtis Stewart.

ADOPTED THIS 22<sup>nd</sup> DAY OF FEBRUARY, 2022.

---

DANA E. OUTLAW, MAYOR

---

BRENDA E. BLANCO, CITY CLERK

## ESTIMATE OF DIVISION OF PROCEEDS

Property: 1106 Broad Street			
Offer Amount			\$ 5,400.00
Less: Reimb to City for publication of notice of offer (approx)		\$ -	
Balance			\$ 5,400.00
County cost reimbursement		\$ 613.03	
City cost reimbursement		\$ 541.67	\$ 1,154.70
Remaining Balance			\$ 4,245.30
County Taxes at Foreclosure	\$ 1,051.77	29.988%	\$ 1,273.07
City Taxes/Priority Liens at Foreclosure	\$ 2,455.55	70.012%	\$ 2,972.23
Total Taxes	\$ 3,507.32		
County Total	\$ 1,886.10		
City Total	\$ 3,513.90		

NORTH CAROLINA

OFFER TO PURCHASE AND CONTRACT

Craven County

Kurtis Stewart, as Buyer, hereby offers to purchase and **Craven County and the City of New Bern**, collectively as Seller, upon acceptance of said offer, agrees to sell and convey, all of that plot, piece or parcel of land described below (hereafter referred to as the "Property"), upon the following terms and conditions:

1. **REAL PROPERTY:** Located in or near the City of New Bern, Craven County, North Carolina, being known as and more particularly described as:

Street Address: 1106 Broad Street

Subdivision Name: \_\_\_\_\_

Tax Parcel ID No.: 8-012-A-325

Plat Reference: \_\_\_\_\_

Being all of that property more particularly described in Deed Book 3515, Page 1436 in the Craven County Registry.

2. **PURCHASE PRICE:** The purchase price is \$ 5,400 and shall be paid as follows:

(a) \$ 280.00, EARNEST MONEY DEPOSIT with this offer by ☒ cash ☐ bank check ☐ certified check to be held by Seller until the sale is closed, at which time it will be credited to Buyer, or until this contract is otherwise properly terminated. In the event this offer is not accepted, then all earnest monies shall be refunded to Buyer. In the event of breach of this contract by Seller, all earnest monies shall be refunded to Buyer upon Buyer's request. In the event of breach of this contract by Buyer, then all earnest monies shall be forfeited to Seller upon Seller's request, but such forfeiture shall not affect any other remedies available to Seller for such breach.

(b) \$ 5,120.00, BALANCE of the purchase price in cash or readily available funds at Closing.

3. **CONDITIONS:**

(a) This contract is not subject to Buyer obtaining financing.

(b) The Property must be in substantially the same or better condition at Closing as on the date of this offer, reasonable wear and tear excepted.

(c) The Property is being sold subject to all liens and encumbrances of record, if any.

(d) Other than as provided herein, the Property is being conveyed "as is".

(e) This contract is subject to the provisions of G.S. §160A-269. Buyer acknowledges that this contract is subject to certain notice provisions and the rights in others to submit upset bids in accordance therewith.

(f) Title shall be delivered at Closing by QUITCLAIM DEED

4. **SPECIAL ASSESSMENTS:** Seller makes no warranty or representation as to any pending or confirmed governmental special assessments for sidewalk, paving, water, sewer, or other improvements on or adjoining the Property, or pending or confirmed owners' association special assessments. Buyer shall take title subject to all pending assessments, if any.

5. **PAYMENT OF TAXES:** Any ad valorem taxes to which the Property is subject shall be paid in their entirety by Buyer.

6. **EXPENSES:** Buyer shall be responsible for all costs with respect to any title search, title insurance, recording of the deed, and its legal fees. Seller shall pay for preparation of a deed and all other documents necessary to perform Seller's obligations under this agreement, and for any excise tax (revenue stamps) required by law.

7. **EVIDENCE OF TITLE:** Not Applicable.

8. **CLOSING:** Closing shall be defined as the date and time of recording of the deed. All parties agree to execute any and all documents and papers necessary in connection with Closing and transfer of title within thirty (30) days of the granting of final approval of the sale by Craven County's Board of Commissioners and the City of New Bern's Board of Aldermen pursuant to G.S. §160A-269. The deed is to be made to Kurtis Stewart.

9. **POSSESSION:** Unless otherwise provided herein, possession shall be delivered at Closing.

10. **PROPERTY INSPECTION, APPRAISAL, INVESTIGATION:**

(a) This contract is not subject to inspection, appraisal or investigation, as the Property is being bought "as is." Seller makes no representation as to water, sewer, conditions, title, access, or fitness for any intended use.

(b) **CLOSING SHALL CONSTITUTE ACCEPTANCE OF THE PROPERTY IN ITS THEN EXISTING CONDITION.**

11. **RIGHT OF ENTRY, RESTORATION AND INDEMNITY:** Buyer and Buyer's agents and contractors shall not have the right to enter upon the Property for any purpose without advance written permission of the Seller. If such permission is given, Buyer will indemnify and hold Seller harmless from all loss, damage, claims, suits or costs, which shall arise out of any contract, agreement, or injury to any person or property as a result of any activities of Buyer and Buyer's agents and contractors relating to the Property. This indemnity shall survive this contract and any termination hereof.

12. **OTHER PROVISIONS AND CONDITIONS:** (ITEMIZE ALL ADDENDA TO THIS CONTRACT AND ATTACH HERETO.): None.

Buyer Initials KS Seller Initials \_\_\_\_\_

**13. RISK OF LOSS:** The risk of loss or damage by fire or other casualty prior to Closing shall be upon Seller.

**14. ASSIGNMENTS:** This contract may not be assigned without the written consent of all parties, but if assigned by agreement, then this contract shall be binding on the assignee and the assignee's heirs, successors or assigns (as the case may be).

**15. PARTIES:** This contract shall be binding upon and shall inure to the benefit of the parties, i.e., Buyer and Seller and their heirs, successors and assigns. As used herein, words in the singular include the plural and the masculine includes the feminine and neuter genders, as appropriate.

**16. SURVIVAL:** If any provision herein contained which by its nature and effect is required to be observed, kept or performed after the Closing, it shall survive the Closing and remain binding upon and for the benefit of the parties hereto until fully observed, kept or performed.

**17. ENTIRE AGREEMENT:** This contract contains the entire agreement of the parties and there are no representations, inducements or other provisions other than those expressed herein. All changes, additions or deletions hereto must be in writing and signed by all parties.

**18. NOTICE AND EXECUTION:** Any notice or communication to be given to a party herein may be given to the party or to such party's agent. This offer shall become a binding contract (the "Effective Date") when signed by both Buyer and Seller and such signing is communicated to the offering party. This contract is executed under seal in signed multiple originals, all of which together constitute one and the same instrument, with a signed original being retained by each party, and the parties adopt the word "SEAL" beside their signatures below.

BUYER:

(If an individual)

 (SEAL)  
Name: Kurtis Stewart  
Date: 02/04/2022  
Address: 1003 Mulford Court #754  
Knightdale, NC 27545  
Phone: 561-504-7917

SELLER

CRAVEN COUNTY

By: \_\_\_\_\_ (SEAL)  
Its: \_\_\_\_\_  
Date: \_\_\_\_\_

(If a business entity)

By: \_\_\_\_\_ (SEAL)  
Its: \_\_\_\_\_  
Date: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_

CITY OF NEW BERN

By: \_\_\_\_\_ (SEAL)  
Its: \_\_\_\_\_  
Date: \_\_\_\_\_

Buyer Initials



Seller Initials

## Craven County Geographic Information System

Craven County does NOT warrant the information shown on this page and should be used ONLY for tax assessment purposes.

This report was created by Craven County GIS reporting services on 1/31/2022 3:55:31 PM

**Parcel ID :** 8-012-A -325  
**Owner :** CRAVEN COUNTY & NEW BERN-CITY OF  
**Mailing Address :** PO BOX 1128 NEW BERN NC 28563  
**Property Address :** 1106 BROAD ST  
**Description :** EAST 1/2 LT 52 RZNVLS  
**Lot Description :**



**Subdivision :**

---

**Assessed Acreage :** 0.000      **Calculated Acreage :** 0.060  
**Deed Reference :** 3515-1436      **Recorded Date :** 10-3-2017  
**Recorded Survey :**  
**Estate Number :**  
  
**Land Value :** \$10,800      **Tax Exempt :** Yes  
**Improvement Value :** \$0      **# of Improvements :** 0  
**Total Value :** \$10,800  
  
**City Name :** NEW BERN      **Fire tax District :**  
**Drainage District :**      **Special District :**  
  
**Land use :** VACANT-RESIDENTIAL TRACT

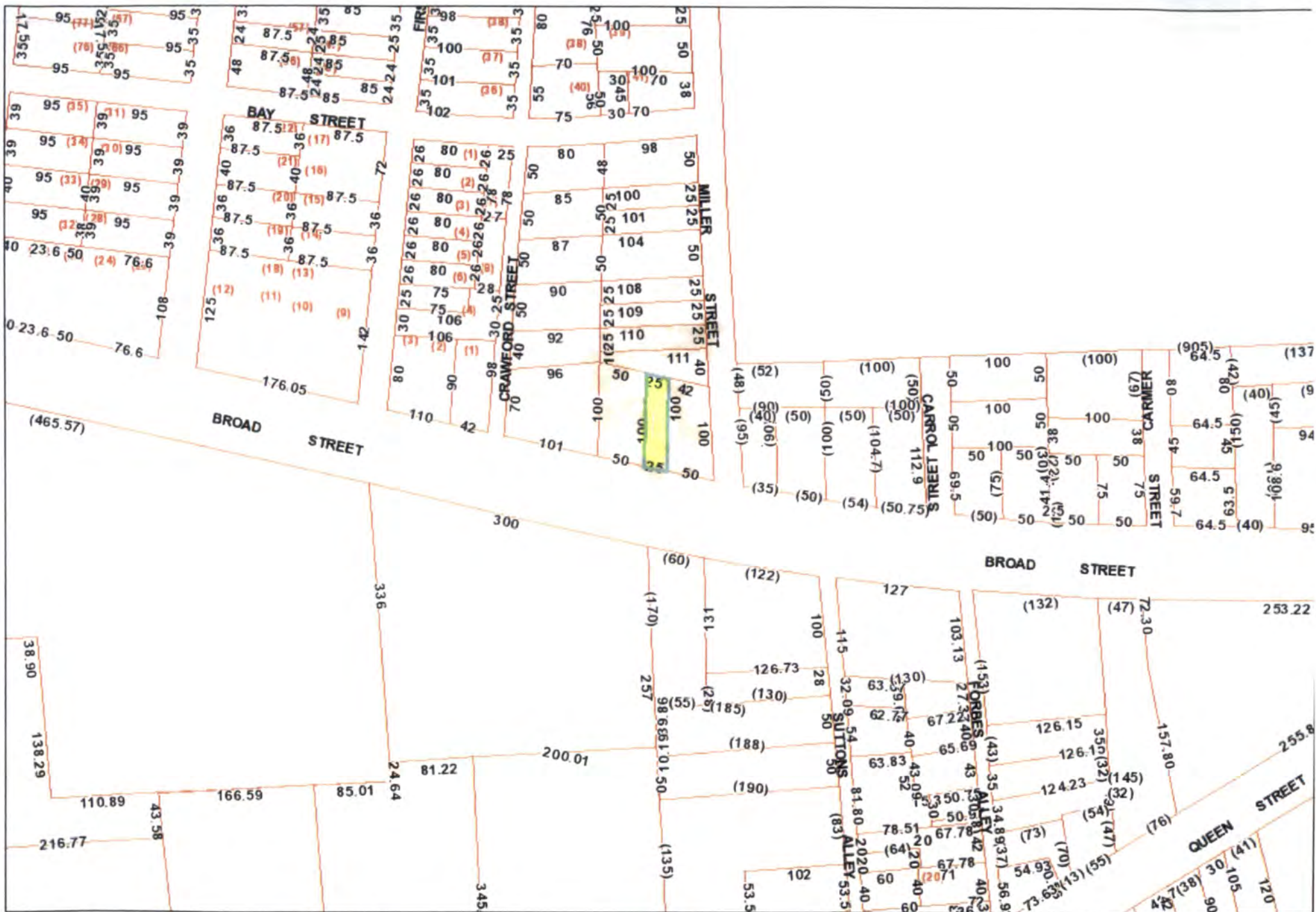
### Recent Sales Information

SALE DATE	Sellers Name	Buyers Name	Sale Type	Sale Price
10/3/2017	HILL, ROBERT B & BEULAH D	CRAVEN COUNTY & NEW BERN-CITY OF	STRAIGHT TRANSFER	\$5,000
10/14/1988	MURRELL, WILLIAM H III & MURRELL, V ICTORIA Y	HILL, ROBERT B & BEULAH D	SALES WHICH IMPROVEMENTS SOLD	\$10,500

### List of Improvements to Site

No improvements listed for this parcel





# Craven County GIS PID 8-012-A-325; 1106 Broad St

Craven County does NOT warrant the information shown on this map and should be used ONLY for tax assessment purposes. Printed on January 31, 2022 at 3:58:27 PM

1 inch = 131 feet





1106 Broad Street



View from rear looking toward Broad St





## **AGENDA ITEM COVER SHEET**

### **Agenda Item Title:**

Consider Adopting a Resolution Approving the Fire Department's Updated Strategic Plan (2022-2027)

<b>Date of Meeting:</b> 2/22/2022	<b>Ward # if applicable:</b> N/A
<b>Department:</b> Fire	<b>Person Submitting Item:</b> Robert Boyd
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b> N/A

<b>Explanation of Item:</b>	To ensure that customer needs and expectations were incorporated, a community-driven strategic planning process was used to develop the New Bern Fire-Rescue (2022-2027) Strategic Plan.
<b>Actions Needed by Board:</b>	Approval of Resolution adopting the Fire Department's 2022-2027 Strategic Plan
<b>Backup Attached:</b>	MEMO, Resolution & Strategic Plan Document

<b>Is item time sensitive?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<b>Cost of Agenda Item:</b> N/A
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Additional Notes:**



Robert M. Boyd, Jr.  
Fire-Rescue Chief

# NEW BERN

## NORTH CAROLINA

### FIRE-RESCUE DEPARTMENT

1401 Neuse Boulevard  
P.O. Box 1129  
New Bern, NC 28563-1129  
(252) 639-2931

*~ Proudly Serving Since 1845 ~*

**Battalion Chiefs**  
Dennis L. Tyndall - A Shift  
William J. Smith IV - B Shift  
R. Scott Gladson - C Shift

**Division Chiefs**  
Daniel T. Hill, Jr., Fire Marshal  
James P. McConnell, Training Officer

---

TO: Foster Hughes, City Manager & Elected Officials

FROM: Robert Boyd, Fire Rescue Chief

DATE: February 9, 2022

SUBJECT: 2022-2027 Strategic Plan Adoption

---

#### **Background Information:**

A strategic plan is a management tool that provides direction, builds a shared vision, documents goals/objectives, and optimizes the use of resources. Effective planning benefits from a consistent and cohesively structured process employed across all levels of the community and organization. A community-driven fire department seeks to gather and utilize the needs and expectations of its community in the development and improvement of services provided. The process is more than the development of a document, it is more about developing a system for continuous improvement.

To be successful, New Bern Fire-Rescue must recognize the voice of our community drive operational decisions, and chart the course for the future. The fire department engaged business/community leaders, citizens, and fire personnel to better understand the external/internal stakeholders' needs and what they expect from the services we provide. This information provided the foundation to build the plan's initiatives, goals, and objectives.

New Bern Fire-Rescue developed its first strategic plan in 2017. The utilization of this plan has provided us with a path and an evaluation tool for providing the best service possible to our citizens. We are now working towards our next journey with the adoption of our 2022-2027 Strategic Plan.

#### **Recommendation:**

We are recommending that the Board of Aldermen approve the resolution adopting the fire department's 2022-2027 Strategic Plan.

*Everything comes together here.*

## **RESOLUTION**

**WHEREFORE**, strategic planning is a systematic process of envisioning a desired future and translating the vision into defined goals or objectives with a sequence of steps to achieve them; and

**WHEREFORE**, after seeking technical assistance from the North Carolina Fire Marshal's Office, input from peers, and compiling data from the City, local business leaders, citizens, and employees, the New Bern Fire-Rescue Department's first strategic plan was adopted on February 28, 2017; the adopted plan covered a five-year period from 2017 to 2022; and

**WHEREFORE**, the strategic plan has been updated to account for the plan's progress and to identify new goals and objectives that will allow the department to adapt to organizational changes while continuing to grow in its ability to serve the public.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN:**

That the 2022-2027 New Bern Fire-Rescue Strategic Plan, a copy of which is attached hereto and incorporated herein by reference, is hereby adopted.

ADOPTED THIS 22<sup>ND</sup> DAY OF FEBRUARY, 2022.

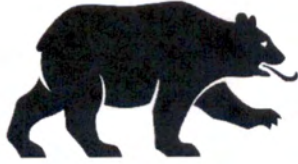
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DANA E. OUTLAW, MAYOR

---

BRENDA E. BLANCO, CITY CLERK





# NEW BERN



NORTH CAROLINA

*Everything comes together here*

2022-2027

## New Bern Fire-Rescue Strategic Plan



*~ Proudly Serving Since 1845 ~*

# New Bern Fire-Rescue Strategic Plan

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# New Bern Fire-Rescue Strategic Plan

## EXECUTIVE SUMMARY

The City of New Bern has an extremely rich fire service history of service and dedication. That tradition is being upheld today by the men and women of the department who desire to provide an exceptional level of service to the people that they protect.

In 2016, the New Bern Fire-Rescue Department embarked on a journey to assess the department from the inside out, engaging citizens, community leaders, department personnel, city leaders, and peers from across the state. When combined with past lessons learned, anticipation of future needs, and acknowledgement of today's successes and challenges, these assessments and feedback are the foundation for this strategic plan. ([See Appendix "A" for more details](#)).

Citizens and community leaders have expressed their desire for the fire department to be professional, provide excellent response times, provide exceptional medical care, and be well trained and ready for the crises to which they are called to respond. They want their firefighters to be firm, fair and consistent, and be involved in the community as well as be recognized as the premier fire department in Eastern North Carolina.

The firefighters within the fire department positively recognize that their main strength is their people. They identify high ability, great talents, and diverse skills as cornerstones of their strengths. They also identify with a culture that embraces being adaptive to the needs at hand by being innovative and consistently going above and beyond what is expected.

While this situational responsiveness has served the city in the past, there is a need for a better-defined pathway that is solidly anchored in the core services of the department and builds upon those core services to deliver an equitable level of fire and emergency services citywide.

It takes a progressive city and a progressive fire department to step forward and proactively invite a third party review of their organization for the purposes of continuous improvement. The leadership at the City Manager level and the embracement at the Fire Chief level of this process has been remarkable. **This process is all about continuous improvement.** Change is often challenging and difficult; however, change is necessary for progress to occur. With the world around us changing so quickly, so must the fire service change to be able to meet the needs of the people being served and that need to be protected. Plotting a successful course forward is difficult unless you know your destination. This initiative is to help the New Bern Fire-Rescue Department set a course for the coming years.

During this process, no critical voids in service delivery were identified. However, the need for additional attention to standard of coverage was determined to be the highest priority recommendation in constructing the department's strategic plan. Aligning resources with outcome based goals in a more measured way will enable the Fire Chief and City Manager to better understand what level of service they are capable of on a day-to-day basis, and how changes in inputs such as personnel, equipment, and processes will result in changes to the outcomes. Furthermore, elected officials and citizens will benefit from a better understanding what level of service the department is providing citywide, and what geographical areas of the city have greater inherent risks.

A critical piece of strategy that needed review is in the area of emergency medical services. The business of emergency services revolves around quick response because lives can literally depend upon that quick response. North Carolina statutes define primary responsibility for patient treatment and transport to counties, and

## New Bern Fire-Rescue Strategic Plan

secondary or support responsibilities at the municipal level. However, a more strategic and/or sophisticated level of involvement and engagement from the fire department with the emergency medical service delivery system could ultimately result with improved service delivery for the people of New Bern. The department is at an important decision point regarding what role they will play within the emergency medical response system within Craven County. This decision point will need to be made following joint city and county staff discussion and potential discussion among elected officials.



# New Bern Fire-Rescue Strategic Plan

## ORGANIZATIONAL BACKGROUND

The history of the City of New Bern Fire-Rescue Department, as it is known today, is both rich and unique. Originally, the services were provided by three companies: 1) the Atlantic Fire & Hook & Ladder Company, 2) the New Bern Steam Fire Engine Company No. 1, and 3) the New Bern Fire Company No. 1. The first chartered fire-fighting organization was the Atlantic Fire & Hook & Ladder Company formed on May 14, 1845; however, this company became inactive due to the members volunteering for military service at the break of the War Between the States.

During the Civil War occupation of New Bern, the New Bern Fire and Steam Engine Company, No. 1 was organized on January 1, 1865, by Union soldiers, many of whom remained after the war. During this time, the Union troops received a hand pump from the North. This contraption reached its maximum output when eight men exerted their weight on each end of the pump's crossbeam lever. A 16-man crew pulled the vehicle to the scene of the blaze. The pump drew water from one of New Bern's strategically located wells at Middle and Pollock Streets, Broad and Middle Streets, South Front Street, Bern Street (in Five Points), and North Craven Street at Pelletier's Knitting Mill. If the fire was near the Neuse or Trent Rivers, water was pumped from these. After pulling and pumping the Yankee apparatus for about three years, firemen persuaded the Town Council to purchase a steam fire engine. When the new steam fire engine arrived in 1868, it too, had to be pulled by hand, but was later converted for horse pulling.

In 1879, the Atlantic Fire & Hook & Ladder Company received a new Silsby steam fire engine, and in 1884, the city traded the New Bern Steam Fire Engine Company, No. 1's steam fire engine for a new "Button Steam Fire Engine." Shortly thereafter, the nickname "Button Company" came to be. Rivalry between the two companies played an important part in their advancements, and with the arrival of this new steam fire engine, the competition gained momentum. Which fire company reached the blaze first became more important to New Bernians than the damage done or whose house was on fire. The rivalry continued until 1927, when the city housed both companies in a central fire station on Broad Street. Even then, however, the two companies still held separate meetings.

Although these fire companies were the "leaders," they were not the only firefighting organizations. There were several others, both white and black, in addition to a junior fire company. The junior fire company was made up of young men between the ages of 16 and 18 and was called the "Excelsior Bucket and Axe Company." Upon reaching manhood, these junior firefighters were "absorbed" by the Atlantic and Button Companies. Other fire companies that came about were: the Mechanics, the Fourth Ward, the Riverdale, the Holden Company (named for Governor Holden), the Axe, the Rough and Ready Fire Company, and the Independent Colored Fire Company.

The New Bern Fire Department kept abreast of the city's growth. With the arrival of the steam fire engines, the city's streets were paved with oyster shells. The driver's seat of the engines was equipped with leather straps to keep the driver from being thrown off when an engine struck a hole in the street. Later plans included paving the streets with bricks; however, this was delayed until a water system could be installed. The project was finally completed just prior to 1900. Because of these improvements, the fire departments were in a better position to fight several destructive fires that came a few years later.

The old Button and Atlantic fire engines were eventually replaced by motorized trucks. Purchased for \$1,500 (versus today's price of \$250,000) in 1914 and delivered in 1915, both trucks were American LaFrance. The Atlantic Company truck was white; the Button Company was red. The first motorized ladder truck was purchased in 1927 by Atlantic Company for \$27,000 (versus today's price of \$750,000).



# New Bern Fire-Rescue Strategic Plan

## Atlantic Company

- Organized May 14, 1845
- Incorporated January 5, 1847
- Oldest chartered fire department in North Carolina
- One of the oldest fire departments in the United States
- Fire Station was located behind the Chelsea Restaurant until 1910
- Held World Record - quick steam until Button Company took it
- First to use drop harnesses for horses
- Reel racing championship three times



## Button Company

- Organized January 1, 1865
- Incorporated December 20, 1865
- Formed by Union troops who remained in New Bern after the Civil War
- First Steam Fire Engine was named "Amoskeag"
- Fire Station was the old City Hall building on Craven Street, across from Mitchell's Hardware
- Holds 3 world records in hose wagon competitions in early 1900's that remain unbroken today

## New Bern Fire Department

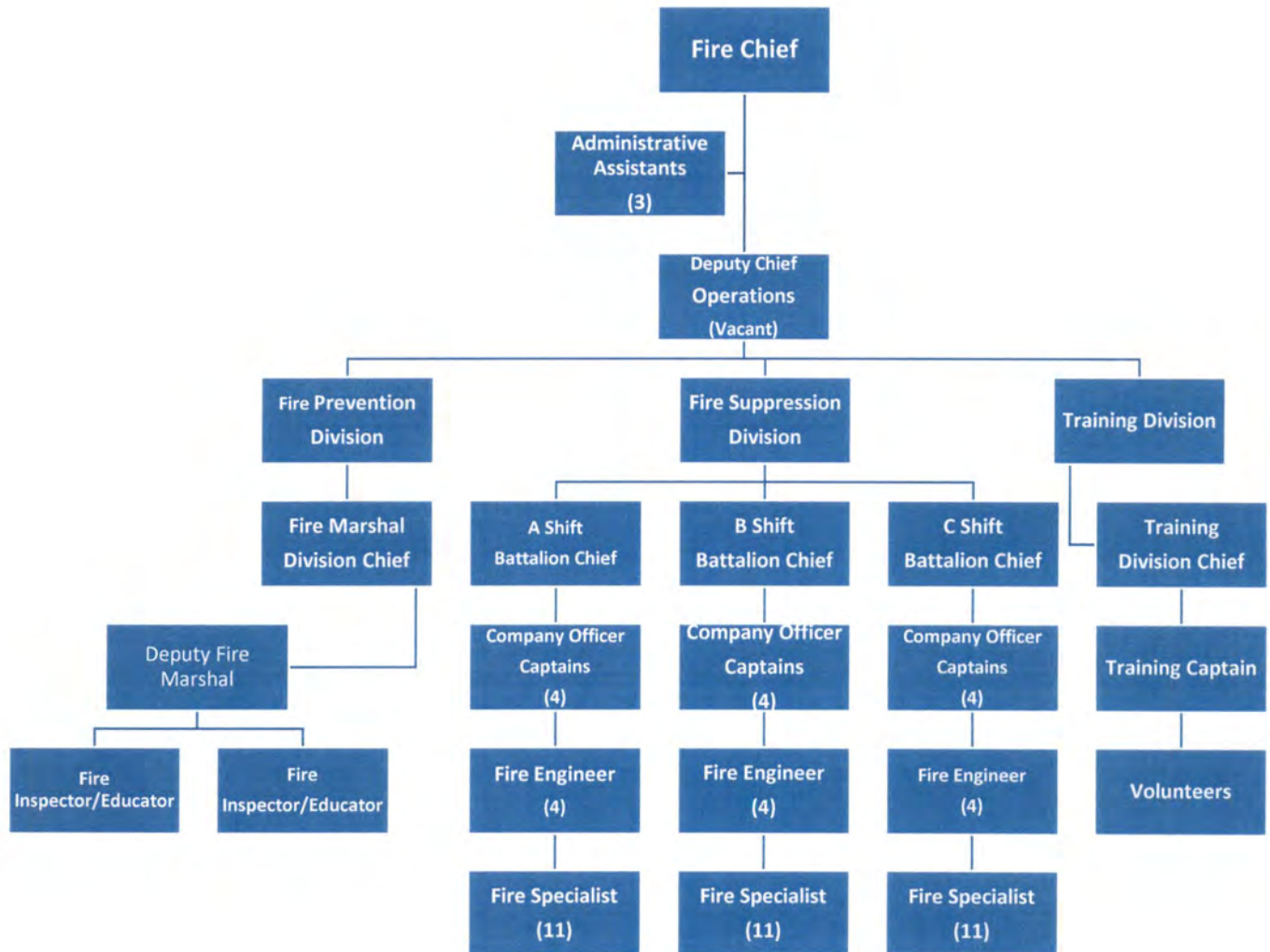
- Atlantic and Button Companies merged in 1927
- Both companies housed together into one central station on Broad Street in 1927
- Opened Station 3 located on National Avenue
- Opened Station 4 located on Elizabeth Avenue
- Moved into current Headquarters Station (Station 1) located on Neuse Boulevard in June, 2000
- Opened Station 2 located at West Thurman Road in 2003
- Closed Station 3 on National Avenue in 2003
- Combination department with 66 career personnel and 10 volunteers

## New Bern Fire-Rescue

- Received Fire-Rescue recognition and officially became known as "New Bern Fire-Rescue" in 2004.
- Hired 6 career personnel for additional coverage for Thurman Rd. District in 2019.
- Purchased a new Engine and new Aerial Platform in 2021.
- Placed an Engine and Aerial in service with a minimum of 6 personnel in Thurman Rd. District in 2021.
- Became an accredited fire department in 2021.

# New Bern Fire-Rescue Strategic Plan

## ORGANIZATIONAL STRUCTURE





# New Bern Fire-Rescue Strategic Plan

## DEFINITION OF A COMMUNITY-DRIVEN STRATEGIC PLAN

The fire service has entered into a critical competitive evolutionary cycle. Public demands and costs continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, and full-time and volunteer staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with few resources. To do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do no serve the customer.

To ensure that customer needs were incorporated, a community-driven strategic planning process was used to develop the New Bern Fire-Rescue Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet New Bern Fire-Rescue's specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

### **What is a Strategic Plan?**

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

***What we have to do today is to be ready for an uncertain tomorrow.***

Peter F. Drucker,  
Professor of Social Science  
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organizations. A sense of urgency pervades the customer-driven organization. Planning is a continuous process, one with no clear beginning and no clear end. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing a customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

# New Bern Fire-Rescue Strategic Plan

## Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.



## Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization’s business.

[Information on performance measurement can be found in Appendix “B.”](#)

A “community-driven organization” is defined as one that “maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.”

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community’s service priorities.
3. Establish the community’s expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish the values of the organization’s membership.
8. Identify the strengths of the organization.
9. Identify any weaknesses of the organization
10. Identify areas of opportunity for the organization.
11. Identify potential threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a vision of the future.
15. Develop organizational and community commitment to the plan.



# New Bern Fire-Rescue Strategic Plan

## SUMMARY OF FINDINGS

The process of updating the strategic plan for New Bern Fire-Rescue Department (NBFRD) began in November 2021. The project's foundation was derived from three (3) key areas that included business leaders and community surveys, citizens survey, and an internal Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis. Information gathered was analyzed by the agency's accreditation team.



*Business Leaders*

Based on their feedback we learned that business and community leaders ([see Appendix "C"](#)) and citizens ([see Appendix "D"](#)) have a desire to see the fire department to be professional, provide excellent response times, be well trained and ready for the crisis to which they are called to respond. They want firefighters to interact more with the community and research diversity issues in the fire service and determine measures that can be taken for New Bern Fire Rescue Department to become a more diversified agency. Survey results determined rescue, EMS and fire suppression as priorities of services being offered by NBFRD.

Firefighters participating in the S.W.O.T. analysis positively recognized their strength is within their people. Firefighters identified high quality personnel, customer service, compensation package, and support for formal education as strengths. Weaknesses include internal communication, upper management structure, EMS structure, and weak recruitment, hiring, advancement, and promotional plans. Participants identified more community involvement / social media use, formalizing the EMS program, formalizing fitness program, properly use accreditation recommendations, external funding, and employee compensation as opportunities. Threats identified during the process included financial issues, management issues, employee wellness, accountability and decision making, public perception and politics, and performance issues. Participants identified the need to provide top quality services to the customer.

The accreditation team reviewed the above results from the internal and external stakeholders, in conjunction with the recommendations from the peer assessment team and CFAI board of commissioners, did not find any critical voids in service delivery. However, employee wellness and community outreach was determined to be of the highest priority. [More detailed results of the S.W.O.T. Analysis can be found in Appendix "E."](#)



*Accreditation Team Workshop*

# New Bern Fire-Rescue Strategic Plan

## MISSION/VALUES/VISION

### **Mission Statement**

The City of New Bern Fire-Rescue Department is committed to providing continual protection from the devastation of fire and life-threatening emergencies. We are steadfast in providing quality risk awareness programs, training, and other related services to the citizens we protect.

### **Value Statement**

The employees of the City of New Bern Fire-Rescue Department believe in and promote personal and professional growth through honesty, professionalism, loyalty, and dedication.

- **Honesty:** Through fairness and sincerity in all efforts.
- **Professionalism:** Through making a conscious effort to protect those whom entrust their lives and property to our service.
- **Loyalty:** Through allegiance to the department's vision.
- **Dedication:** Through our passion and commitment to serve the public and fellow employee.

### **Vision Statement**

The City of New Bern Fire-Rescue Department will be the premier fire department in our region as a result of our commitment to community risk reduction.

- **Vision Goals**
  - Organize a collaborative effort for reducing risk that represents our community's demographics.
  - Identify potential stakeholders for developing a community partnership.
  - Utilize collaborative planning to develop, implement, and evaluate prevention programs.
  - Analyze and identify pertinent information about our city's demographics, leading causes of community risk, and high-risk populations.
  - Evaluate the significance of prevention programs through community synergy in determining the program activities, efficiency, and effectiveness.



# New Bern Fire-Rescue Strategic Plan

## PROGRAMS AND SERVICES

The agency's internal stakeholders identified the following core programs provided to the community, as well as the services that enabled the organization to deliver those programs.

**Table 1**  
**Core Programs**

- ❖ Fire Suppression
- ❖ Rescue
- ❖ Fire Prevention
- ❖ Disaster Preparedness
- ❖ Emergency Medical Services
- ❖ Public Safety Education
- ❖ Fire Investigation
- ❖ Hazardous Materials Operation

**Table 2**  
**Supporting Services**

- ❖ Communications Center
- ❖ Law Enforcement
- ❖ Human Resources
- ❖ Finance
- ❖ Training
- ❖ Red Cross
- ❖ NC Task Force 10 Team
- ❖ Medical Direction
- ❖ Auto/Mutual Aid
- ❖ Facility Maintenance
- ❖ Emergency Management
- ❖ Hospital
- ❖ Craven Community College
- ❖ Salvation Army
- ❖ Information Technology



# New Bern Fire-Rescue Strategic Plan

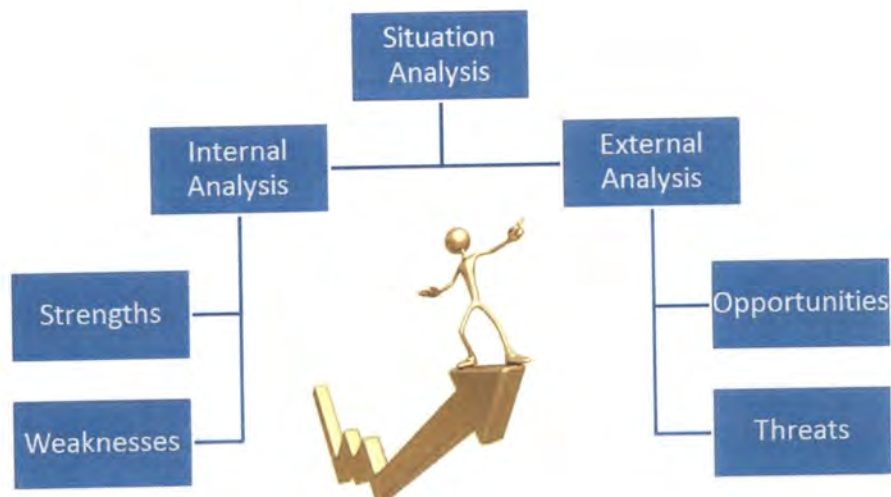
## CRITICAL ISSUES AND SERVICE GAPS

Review of New Bern Fire-Rescue's core programs and support services identified internal strengths and weaknesses along with external opportunities and threats. The internal stakeholders recognized their primary critical issues and service gaps as the foundation for the development of goals, objectives, critical tasking, and timelines to meet their future vision

**Table 3**

### **Critical Issues and Service Gap Issues Identified**

- ❖ EMS Program
- ❖ Structure and Staffing
- ❖ Internal Communication
- ❖ Personnel Empowerment
- ❖ Employee health and wellness
- ❖ Recruitment, hiring, and career development
- ❖ Community outreach



# New Bern Fire-Rescue Strategic Plan

## STRATEGIC INITIATIVES

Table 4

### Strategic Initiatives of the New Bern Fire-Rescue Department

- ❖ Employee Wellness
- ❖ Structure and Staffing
- ❖ Community Outreach
- ❖ EMS
- ❖ Communications
- ❖ Policies





# New Bern Fire-Rescue Strategic Plan

## GOALS AND OBJECTIVES/PERFORMANCE MEASUREMENTS

The community-driven strategic planning process to this point has dealt with establishing the mission, values, S.W.O.T., critical issues and service gaps, and strategic initiatives of the New Bern Fire-Rescue Department (NBFRD). To achieve the mission of the NBFRD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address weaknesses, provide members with clear direction, and address the concerns of the community. The accreditation team was tasked with completing this phase of the process and to make recommendations to command staff.

The accreditation team held two work sessions to review the data and develop the strategic initiatives, goals and objectives, and critical tasking needed to accomplish these goals. The findings were presented to command staff and approved as seen below. As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. Leadership of the NBFRD will evaluate the progress toward these goals and objectives and adjust timelines as needs and the environment change. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives will now become a focus of efforts of the agency. By following these goals and objectives carefully, the agency will be directed into its desired future while having reduced the obstacles and distractions along the way.

### STRATEGIC INITIATIVE #1: Employee Wellness

Contribute to a safe environment for the employees of New Bern Fire Rescue Department

#### Objective 1A

**Determine measures and initiatives to reduce cancer exposure.**

**Timeframe: 12 months**

**Assigned to: DC James McConnell**

#### Critical Tasks

- Research leading causes of cancer in the fire service and actions that can reduce the chances of exposure.
- Research and explore the best fit diesel exhaust system for NBFR.
- Research and compare gear contamination extraction systems.
- Review and update department policies on PPE use, maintenance, and cleaning.
- Review and update exposure policy.
- Research and identify early detection measures and awareness programs.



# New Bern Fire-Rescue Strategic Plan

## Objective 1B

**Create a culture promoting Mental health within the agency.**

**Timeframe:** 6 months

**Assigned to:** DC Danny Hill / Capt. Jack Parker

### Critical Tasks

- Research mental health issues in the fire service.
- Determine measures needed to increase moral and prevent burnout within the department.
- Research and evaluate the potential implementation of Fitness Initiative and Peer Support Training.
- Create policies addressing the importance of addressing mental illness in the department.
- Research and evaluate the potential Critical Incident Stress Management and Peer Support Training.
- Coordinate and conduct in house training on recognizing the signs of mental illness through the City EAP.

## Objective 1C

**Enhance New Bern Fire Rescues Physical Fitness Program**

**Timeframe:** 12 months

**Assigned to:** FE Nic Fortier / FE Stephen Jasset

### Critical Tasks

- Evaluate the departments current physical fitness program for effectiveness.
- Evaluate the condition and effectiveness of the department's current fitness equipment.
- Research and evaluate the potential for peer fitness training.
- Establish a program and policies providing opportunities for maintaining a physically fit lifestyle.
- Establish a policy and procedure for conducting annual physical fitness testing.
- Research the need to run our agility more frequently.

## STRATEGIC INITIATIVE #2: Structure / Staffing

Provide quality services by establishing adequate staffing, training, personnel management, organizational development, and fire department structure. Align recruitment and retention practices to support department programs and services.

## Objective 2A

**Improve the effectiveness of the department's leadership.**

**Timeframe:** 18 months

**Assigned to:** Command Staff

### Critical Tasks

- Evaluate the need to reorganize command structure.
- Assess the benefit of empowering the captain with more authority and responsibility.
- Research and provide more opportunity for quality leadership training.
- Evaluate time management issues.



# New Bern Fire-Rescue Strategic Plan

## Objective 2B

**Improve service delivery by evaluating the effectiveness of the department's apparatus, equipment, and facilities.**

**Timeframe:** 12 months

**Assigned to:** Battalion Chiefs

### Critical Tasks

- Analysis current system and process associated with the agency's physical resources.
  - Facilities
  - Apparatus
  - Equipment
- Perform a risk assessment of each district.
- Evaluate service gaps in each district.
- Complete a needs assessment for each category of the agency's physical resources for each district.
- Evaluate the needs of the training facility and equipment

## Objective 2C

**Maintain an adequate and well-trained staffing to provide effective service delivery for our community.**

**Timeframe:** 12 months

**Assigned to:** Command Staff

### Critical Tasks

- Evaluate the current staffing model used by New Bern Fire Rescue for efficiency in accomplishing the service demands of the agency.
- Perform a staffing analysis based on those of like cities.
- Perform a staffing needs assessment based on the community service demands.
- Develop alternate staffing solutions based on the staffing needs assessment.
- Evaluate the efficiency of current staffing policies.
- Research and explore grant opportunities to assist with Staffing needs.
- Explore ways and implement measures to enhance the volunteer program.
- Explore the benefit of contract opportunities with neighboring agencies.
- Evaluate the training budget and explore the need to increase funding for more training opportunities.

# New Bern Fire-Rescue Strategic Plan

## Objective 2D

**Enhance the quality of our employees through the evaluation of our recruitment, hiring and promotional programs.**

**Timeframe:** 18 months

**Assigned to:** Command Staff

### Critical Tasks

- Complete and implement the agency's career development policy.
- Research recruitment strategies and develop a plan.
- Participate more in the high school training program.
- Build a framework for personal and professional growth throughout each rank to enhance professional development.
  - Acting Engineer packet
  - Acting Captains packet
  - Acting Battalion Chiefs packet
- Engage with community leaders for recruitment opportunities.
- Review the current promotional policy and make it readily available to the department.

## STRATEGIC INITIATIVE #3: Community Outreach

Continue to enhance the Community Outreach Program to meet or exceed community expectations.

## Objective 3A

**Evaluate measures needed to better market New Bern Fire Rescue**

**Timeframe:** 12 months

**Assigned to:** BC Dennis Tyndall

### Critical Tasks

- Explore and create a ride-along program with the community.
- Research public events and allow companies to be present.
- Examine and determine the effectiveness of current community driven events at the fire department.
- Explore and initiate opportunities to have meet and greet sessions with Fire Department personnel.
- Explore the benefits and use of multiple social media platforms.
- Share agency accomplishments with the public.
- Develop a "Who we are, What we do" campaign.



# New Bern Fire-Rescue Strategic Plan

## Objective 3B

**Develop a community risk reduction model that identifies, targets, and reduces/eliminates risks and hazards within the community.**

**Timeframe:** 12 months

**Assigned to:** Capt. Gareth McDaniel / Insp. Johnathon Gaskins

### Critical Tasks

- Conduct an analysis to determine district specific community risks.
- Provide community risk reduction training for all personnel.
- Evaluate current community risk reduction programs offered by New Bern Fire Rescue.
- Research and develop programs for the senior citizens.
- Explore the idea of more participation in the high school fire education program.
- Categorize risk reduction messages into campaigns with targeted audiences.

## Objective 3C

**Develop a partnership with community and business leaders to enhance the agencies community outreach.**

**Timeframe:** 12 months

**Assigned to:** BC Dennis Tyndall

### Critical Tasks

- Evaluate the benefit from different levels of community partnership.
- Solicit community leaders' assistance on recruitment and handling diversity issues.
- Determine opportunities to use business leaders to assist in the growth of New Bern Fire Rescue.
- Facilitate a stronger bond with Craven County Emergency Management and county fire departments.
- Build a stronger bond with Local Media (News, radio, and newspaper)
- Facilitate periodic community leaders and business leaders' meetings.
- Solicit training opportunities from business leaders in leadership, human relations, etc.



# New Bern Fire-Rescue Strategic Plan

## STRATEGIC INITIATIVE #4: Formalize the EMS Program

Provide quality medical services to the community by establishing policies, adequate staffing and training, and better response times.

### Objective 4A

#### Evaluate the EMS Program for Service Delivery and Customer Expectations.

**Timeframe:** 6 months

**Assigned to:** Capt. Tony Heckman / Capt. Jack Parker

##### Critical Tasks

- Evaluate program performance through established objectives and performance measurements.
- Analyze program performance for each response district with each of the following criteria:
  - Baseline and benchmark response time
  - Staffing objectives based upon type and magnitude of event
  - Areas not meeting program performance objectives
- Determine program needs through an evaluation of annual program reports.
- Determine external customer satisfaction utilizing survey tools.
- Develop and implement a quality assurance process to improve department performance.

### Objective 4B

#### Evaluate Emergency Medical System Delivery

**Timeframe:** 6 months

**Assigned to:** Capt. Tony Heckman / Capt. Jack Parker

##### Critical Tasks

- Identify service demand by reviewing historical data and projected city growth.
- Evaluate the use of Emergency Medical Dispatch.
- Clearly define the roles of the EMS Committee.
- Identify what level of service the fire department will provide the citizens of New Bern.

### Objective 4C

#### Implement procedures and develop policies to ensure personnel are operating properly within local protocols.

**Timeframe:** 12 months

**Assigned to:** Capt. Tony Heckman / Capt. Jack Parker

##### Critical Tasks

- Evaluate local protocols and develop specific policies for New Bern Fire Rescue.
- Solicit input from the medical director and EMS director regarding specific policies needed by the department.
- Identify legal/liability issues associated with providing medical care and develop policies based on such liabilities.
- Work with the department SOP Committee to publish needed policies.



# New Bern Fire-Rescue Strategic Plan

## Objective 4D

**Implement an enhanced EMS training program involving Craven Community College and local EMS agencies.**

**Timeframe:** 12 months

**Assigned to:** Capt. Tony Heckman / Capt. Jack Parker

### Critical Tasks

- Perform an objective analysis of the training needs based off historical data and the quality assurance process.
- Explore enhanced training opportunities through Craven Community College.
- Identify training opportunities with local EMS agencies.
- Explore online training opportunities in EMS operations.
- Identify the need and develop critical task drills to evaluate company level skills.

## STRATEGIC INITIATIVE #5: Communication

Create a culture of inclusion for our internal and external stakeholders by developing a process that embodies consistent, transparent, and honest communication.

## Objective 5A

**Evaluate and improve external communications to benefit the community and the agency.**

**Timeframe:** 9 months

**Assigned to:** BC Dennis Tyndall / Capt. Gareth McDaniel

### Critical Tasks

- Facilitate a meeting with local media groups to strengthen relationships, including suppression personnel.
- Evaluate the current platforms used in social media for the agency.
- Work with the city PIO to enhance media and social media opportunities.
- Develop public service announcement explaining benefits of our achievements to citizens and business leaders.
- Participate in community events (Be seen in public)

## Objective 5B

**Evaluate and improve the agencies communications with its internal stakeholders.**

**Timeframe:** 9 months

**Assigned to:** BC Dennis Tyndall / Capt. Gareth McDaniel

### Critical Tasks

- Better communicate the vision of the city and the department.
- Maintain transparency and clarity of the agency's direction.
- Identify current communications pathway used by the agency and determine the effectiveness.
- Develop a system of weekly reports.
- Explore different opportunities for communicating department information.
- Explore the need for more computer access for personnel
- Explore the need to provide more computer access for personnel.

# New Bern Fire-Rescue Strategic Plan

## STRATEGIC INITIATIVE #6: Policies & Procedures

Provide personnel a clearer direction through the review and update of department policies and procedures.

### Objective 6A

**Evaluate current Standard Operating Procedures for accuracy and legitimacy.**

**Timeframe:** 6 months

**Assigned to:** BC Dennis Tyndall (SOP Committee)

#### Critical Tasks

- Prioritize and review current SOP's.
- Remove obsolete SOP's, no longer pertaining to NBFR.
- Review current SOP's to match the current operations of NBFR.

### Objective 6B

**Evaluate Current operations of NBFR and determine the need for SOP's.**

**Timeframe:** 6 months

**Assigned to:** BC Dennis Tyndall (SOP Committee)

#### Critical Tasks

- Review Programs offered by NBFR for the need of SOP's.
- Review the Self-Assessment Manual for required SOP's
- Create a method to track SOP update and review.
- Develop a proposal and adoption procedure for New SOP's.



# New Bern Fire-Rescue Strategic Plan

## APPENDIX "A" PROCESS AND ACKNOWLEDGEMENT

Initial request from Fire Chief Robert Boyd in September 2021, for the accreditation team to review and update the current strategic plan. Initial meeting was held in October 2021 to outline the process. The accreditation team held work sessions on December 29, 2021 and January 24, 2022 to analyze the data received, create strategic initiatives and objectives for the agency, and develop the updated Strategic Plan.

Request to focus work in five (5) core areas:

1. Evaluation of Services
2. Community Expectations and Concerns
3. SWOT Analysis
4. Staffing Levels / Structure
5. Establish Strategic Initiatives and Objectives

Cornerstones of the project (in no particular order):

- Stakeholder involvement
- Building a vision
- Setting goals and objectives
- Short term direction
- Self-Assessment
- Resources development strategies

**Table 5**

### **Accreditation Team**

Dennis Tyndall	Accreditation Manager
Steven Jerome	Assistant Accreditation Manager
Johnathon Gaskins	Fire Prevention Representative
Jackson Parker	B Shift Representative
Gary McDaniel	C Shift Representative
Nic Fortier	A Shift Representative
Craig Woolls	C Shift Representative
Stan Sutton	A Shift Representative

**Table 6**

### **Materials Reviewed by Accreditation Team**

- ❖ 2017-2022 Strategic Plan
- ❖ Community Leader Survey Report
- ❖ Community Online Survey Report
- ❖ Internal SWOT Analysis Report
- ❖ 2021 Accreditation Report
- ❖ Recommendations from the CPSE/CFAI Board of Commissioners
- ❖ Fire and Emergency Service Self-Assessment Manual
- ❖ Other materials as deemed necessary



# New Bern Fire-Rescue Strategic Plan

## Business and Community Leaders Feedback Session

A business and community feedback session was held November 5, 2021 at 11:30 AM. The objective of the session was to inform attendees of the programs and services New Bern Fire Rescue department has to offer and to gain a better understanding of their acknowledged expectations; 36 business and community leaders in attendance.

## Firefighter S.W.O.T.

Group feedback session with emphasis on a) internal strengths, b) internal weaknesses, c) internal opportunities/perceived external opportunities, and d) perceived external threats. This session was conducted with ten (10) New Bern firefighters representing a cross section of rank, experience, and demographics at the New Bern Fire Rescue Training Grounds on November 19, 2021 at 1:00 PM.

**Table 7**

### Fire Department stakeholders participating in S.W.O.T.

Ashley Jones	Fire Captain
Justin Sawyer	Fire Captain
Tony Heckman	Fire Captain
Jeremy Blalock	Deputy Fire Marshal
Glenn Kiely	Fire Engineer
Allen Howard	Fire Engineer
Chris Highsmith	Fire Engineer
Hunter Nobles	Fire Specialist
Joshua McCormick	Fire Specialist
Barry Gohn	Fire Specialist

## General Public Feedback

The accreditation team and City of New Bern Public Information Officer collected data through a survey posted on the New Bern Fire Rescue website. The survey was advertised on the City of New Bern website and Facebook.



*Peer Review Team*

# New Bern Fire-Rescue Strategic Plan

## APPENDIX "B" PERFORMANCE MEASUREMENT

### **"Managing for Results"**

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. According to Collins (2009), what matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor. They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

Successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked (Sorkin, Ferris and Hudak [1984]).

### **Why Measure Performance?**

In order to establish that the New Bern Fire-Rescue Department's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process known as "Managing for Results" will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate "why" of providing a service.

### **The Success of the Strategic Plan**

The New Bern Fire-Rescue Department (NBFD) has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance from the Office of State Fire Marshal and the community-driven strategic planning process to compile this document. The success of the NBFD's Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at large.



## New Bern Fire-Rescue Strategic Plan

A community-driven strategic planning process supported by effective leadership and active participation will provide considerable opportunity to unify internal and external stakeholders. Through a jointly developed understanding of organizational direction; how all a vested parties will work to achieve the mission, goals and vision; and how the organization will be measured and held accountable for its progress and/or success provides the dynamics of this planning process.

# New Bern Fire-Rescue Strategic Plan

## APPENDIX "C"

### BUSINESS/COMMUNITY LEADERS FINDINGS

On Friday, November 5, 2021, the City of New Bern invited key members of the business community and community leaders to a luncheon designed to provide some education about the department and to solicit feedback from these community leaders about their perceptions about the New Bern Fire Department. The peer review process was explained, and Chief Boyd provided an approximately 15-minute presentation on the New Bern Fire Department's services and operations. Chief Tyndall explained the accreditation process and the advancements made by the agency since the first Strategic Plan was developed. Attendees were asked to complete a written response form rating the services provided by the department, expectations of the department, positive strengths of the department, concerns, and general comments.

Overall, responses from this leadership group were VERY positive about the department and the services provided. Detailed comment summaries are listed below:

#### Rankings

TOP RANKINGS = Rescue, EMS, Fire Suppression,

LOWEST RANKINGS = Fire Investigation, Fire Prevention, Domestic Preparedness, Public Education

**Table 8**

#### **Business/Community Leaders Ranking Percentages and Service Priorities**

SERVICE	HIGH	MEDIUM	LOW
Rescue (Basic & Technical)	100%		
EMS	93%	7%	
Fire Suppression	87%	13%	
Hazardous Materials	80%	20%	
Fire Prevention	73%	27%	
Fire Investigation	73%	27%	
Domestic Preparedness	73%	20%	7%
Public Fire Education	60%	40%	



# New Bern Fire-Rescue Strategic Plan

**Table 9**

## **Business/Community Leaders Expectations of New Bern Fire-Rescue Department**

- ❖ Proper training to handle community priorities and public relations. (2)
- ❖ Adequate funding for competitive hiring.
- ❖ Quick response time. (7)
- ❖ Respond to media and citizen questions and records request in a timely and thorough manner.
- ❖ Better fire prevention efforts and public education. (6)
- ❖ Develop better partnerships and improve community relations. (4)
- ❖ Sustainability – a great department has been built. Sustaining this is important.
- ❖ Prevent fires and put them out as soon as possible. (2)
- ❖ Maintain proper staffing with adequate equipment.
- ❖ Market to Public about services.
- ❖ Diversity – will create a more excellent department.
- ❖ Community facility with partnering organizations.
- ❖ Market to Public about services and career opportunities.
- ❖ Increase preparation in natural and manmade disasters.
- ❖ Increase efforts in fire investigation.
- ❖ Better back-up in medical emergencies.
- ❖ Increase Safety.

**Table 10**

## **Business/Community Leaders Positive Feedback about New Bern Fire-Rescue Department**

- ❖ Fire Department is more than willing to provide support at community events. (2)
- ❖ Staff has always been professional. (6)
- ❖ Firefighters at an emergency were compassionate and approachable. (3)
- ❖ Commitment to excellence (8)
  - Great fire rate
  - Accreditation
  - Education / Credentials (3)
- ❖ Community involvement (5)
- ❖ Well trained department (2)
- ❖ Child Safety Seat Program
- ❖ Experience, focused leadership (2)
- ❖ Provides many different resources for the community.
- ❖ Very impressed with the department and personnel. (2)
- ❖ Dedication to each other, strong cohesive team. (2)
- ❖ Good response times (2)
- ❖ They carry themselves in a way the inspires respect.
- ❖ Thorough occupancy inspections. Public safety initiatives.
- ❖ Vehicles and facilities are always 100%.



# New Bern Fire-Rescue Strategic Plan

**Table 11**

## **Business/Community Leaders Concerns about New Bern Fire-Rescue Department**

- ❖ The department is understaffed.
- ❖ Interaction with the public that may, at times, lack empathy.
- ❖ Community involvement – The department and firefighters have a pretty low profile in the community.
- ❖ Partnering with other fire departments– departments seem somewhat insular.
- ❖ Volunteer Firefighters – what are the liabilities and issues around using volunteers for firefighting. (3)
- ❖ Racial diversity in your department. Encourage more minorities in your department. Women in your fire department? (3)
- ❖ Distribution of resources and services. (4)
  - West of New Bern Growth
  - Hwy 70 bypass project
  - No tanker trucks for MVC's with Fires in remote locations.
- ❖ EMS Training – additional attention needed working with EMS and providing medical services.
- ❖ Cell Phone towers – the fact that it takes so many transfers to get the department you need.
- ❖ Communications – radios are subpar. Increase communications with the public and other agencies.
- ❖ Shorten response times.
- ❖ Educate Senior citizen facilities on evacuation plans.
- ❖ Cooperation / developed relationships with Local community.
- ❖ Are they getting the support they need from the city, county, community?
- ❖ Continue joint training with all fire departments in the county

**Table 12**

## **Other Comments from Business/Community Leaders**

- ❖ New Bern is fortunate to have a fire department on this level. (2)
- ❖ The City of New Bern Fire Department is an outstanding, dedicated, and well-trained group of firefighters. (3)
- ❖ The New Bern Fire Department has evolved from much hard work with a compassionate Chief and line officers with always a positive group of fire fighters with a servant's heart to take care of the needs of our local hospital and medical facilities fire safety needs.
- ❖ The responding shift is always very cooperative, helpful, and never complains of the event at the time of need.
- ❖ The Fire Marshal is very compassionate. He is very dedicated and response at a moment's notice.
- ❖ The fire Department has been great to work with from the Fire Chief to the Fire Marshal to the firefighters in the field, including all types of emergencies.
- ❖ Thank you for your services. Very Proud. (3)
- ❖ Leadership is engaged with the community.
- ❖ Recommend working with other agencies to market the success of the department and encourage this career as an opportunity for individuals.
- ❖ With the success of the accreditation process, you should quantify what that does for the insurance rates. Tell homeowners and businesses what your efforts save them.

# New Bern Fire-Rescue Strategic Plan

## APPENDIX "D" CITIZENS SURVEY FINDINGS

The citizen's survey was conducted on the New Bern Fire Rescue Department's website for six (6) weeks. The purpose was to inquire of the public the services they feel are most important. The survey also provided the public the opportunity to rank the agency's response, professionalism, focus. This summary focuses primarily on those responses illustrative of the overall responses received from the feedback summary.

**Table 13**  
**Service Priorities**

Rescue
Emergency Medical Services
Fire Suppression
Hazardous Materials
Fire Investigation
Fire Education
Code Enforcement
Domestic Preparedness

➤ Customer service is NBFR's Focus	Strongly Agree	63%
	Agree	20%
	Somewhat Agree	14%
	Disagree	3%
➤ Focus on Fire Prevention & Education	Strongly Focused	42%
	Focused	52%
	Somewhat Focused	6%
➤ NBFR's Emergency Response	Excellent	58%
	Good	32%
	Fair	6%
	Poor	4%
➤ NBFR's Professionalism	Excellent	77%
	Good	20%
	Fair	0%
	Poor	3%



# New Bern Fire-Rescue Strategic Plan

➤ Are NBFR's Personnel Courteous? Yes 97%  
No 3%

➤ Overall, are you satisfied with NBFR? Yes 84%  
No 16%

**Table 14**

## Do you feel adequately protected?

<b>Fire</b>	Yes 87%	No 13%
<b>EMS</b>	Yes 77%	No 23%
<b>Rescue</b>	Yes 74%	No 26%
<b>Hazmat</b>	Yes 87%	No 13%

**Table 15**

## Community Response for Strengths of New Bern Fire-Rescue Department

- ❖ Personnel and modern equipment.
- ❖ Fast response time. Community is priority.
- ❖ Fire people have always been courteous and professional.
- ❖ Firefighting and rescue are the strengths.
- ❖ Leadership, education, training, and community involvement.
- ❖ Very professional and respectful.
- ❖ Your community interactions and professionalism while maintaining your training standards.
- ❖ Strong leadership and backing of the city.
- ❖ Customer service.
- ❖ The leadership is first class with clear representation in professional education above normal standards.
- ❖ NBFR is a 1st class department.

**Table 16**

## Community Response to the Weaknesses of New Bern Fire-Rescue Department

- ❖ The city is not properly protecting these residents.
- ❖ New Bern needs to have more and better trained first responders for medical emergencies.
- ❖ Better placement of Fire Stations. Better use of apparatus to respond to all incidents.
- ❖ Response time is too high in New Bern High School area.
- ❖ Not enough stations to protect all areas of the city. Large areas left with long response times.
- ❖ Health and wellness of responders.
- ❖ Not enough personnel and underpaid for the profession.
- ❖ Allowing equipment to be exposed to the elements.
- ❖ Community outreach particularly in recruiting more volunteers.
- ❖ Staffing, Lack of EMS transport units, lack of unified active shooter/tactical EMS plan.
- ❖ EMS and hazmat are weaknesses.
- ❖ Staffing seems a little short.



# New Bern Fire-Rescue Strategic Plan

**Table 17**

## **General Public Comments about New Bern Fire-Rescue Department**

- ❖ I have trust and faith in the Fire Dept that they will do the right thing when taking care of us.
- ❖ Would like to see more partnerships.
- ❖ I think increasing public awareness of the Home Inspection Program would be helpful.
- ❖ New Bern emergency responder departments and the city government is struggling to catch up with growth and changing demographics of the surrounding area and greater society.
- ❖ You are on the right track. Thanks for your work.
- ❖ I have been around an emergency and seen personnel just standing around but do not appear to communicate to the public.

# New Bern Fire-Rescue Strategic Plan

## APPENDIX "E" INTERNAL S.W.O.T. ANALYSIS FINDINGS

### **S.W.O.T. Analysis**

For agencies to be successful it is important to identify the positive and negative attributes contained within. A SWOT analysis is a good way to perform this evaluation. It allows the agency to identify areas in which it can capitalize as well as those areas that can produce harm for the agency. It allows the agency to find the correlation between the strength and weaknesses to the opportunities and threats that could be encountered. Once the **Strength, Weaknesses, Opportunities, and Threats** are identified, the agency can begin creating strategic ideas to help develop its future and better assist with reaching its goal of providing premier service to the community it serves. This group session began with a meeting at New Bern Fire Rescue Headquarters station, explaining the process and sharing information from the previous accreditation cycle. The group feedback session was conducted at the New Bern Fire Rescue training facility on November 19, 2021, at 1:00 PM. Members of this group were contacted beforehand to let them know what to expect during the feedback session. The feedback session was held without department administration present and was conducted in an informal environment. The feedback session lasted for approximately three hours.

### **Component**

A key element to any agency's success is its membership. New Bern Fire Rescue recognizes the importance of employee input to define the best goals for the agency while creating positive moral amongst the membership. Ten (10) members of the New Bern Fire Rescue Department, representing a cross section of rank, experience, and demographics were selected by the Fire Chief to be the voice of all the members of the department with representation from divisions, shifts, and stations. New Bern Fire-Rescue Department asked an outside source, familiar with the process, to facilitate the feedback session with employees of the New Bern Fire-Rescue Department (NBFD) focusing on organizational strengths, weaknesses, opportunities, and threats.

### **Overall Observations**

Overall, the group was very interactive and willing to freely share and discuss ideas. The group seemed very interested in improving the department with the theme of more community interaction coming up several times. The group did not seem to be fully engaged with the accreditation process. This seemed to be more from a lack of understanding as they cited specifically that they had not seen any concrete improvements since becoming accredited.

They seemed to feel that the biggest weakness and threat to department improvement was the organizational structure of the upper command and a lack of trust and delegation in company officers to make decisions. (Their words, not mine). They feel that all decisions must be run through the command staff before the company officer has approval to make and act on a decision. They also feel that the department does not provide them with the freedom to interact with the community and tell the department's story. They felt that the community does not have a solid understanding of what it is that the department offers and what their workday looks like. They cited several times that there is an issue with project management, describing that new projects begin before past projects are completed



# New Bern Fire-Rescue Strategic Plan

They seemed very thankful for the quality equipment and facilities that the city provides for them and for the “Core Group” of personnel who are heavily involved in the department. The group was very engaged and presented with positive attitudes throughout. Not a single person complained as the meeting ran longer than initially forecasted. They all seemed to be focused on providing top quality service to the customer and wanted to further engage with the public.

All these items can be found in the notes from the meeting. Below are the general feedback points.

## Strengths

To move forward with improved or requested services from the city’s citizens and business/community leaders, New Bern Fire-Rescue Department must first identify their current strengths to ensure capability of requested services. These strengths must also prove consistent with current issues facing the organization. To ensure that proper rate of return on staff time and financial allocations are being met, the agency must make sure the organizational strengths line up with the primary functions of the agency’s programs. Through this planning process, the following strengths were identified for the fire department:

**Table 18**

### **Strengths of New Bern Fire-Rescue Department**

- Employees
  - Dedication
  - Diverse skill set
  - Age / maturity of core staff (10-20 year operations employee)
- Compensation package
  - Retirement
  - Insurance
- Fire prevention programs & personnel
- Customer service & connection to the community
- Availability of resources to support formal education



# New Bern Fire-Rescue Strategic Plan

## Weaknesses

As with strengths, an organization must acknowledge its weaknesses to move forward. Areas of weaknesses should not be misconstrued as threats (which will be later identified), but rather looked upon as areas of concern which could prohibit our current processes/operations. An organization's performance and/or lack of performance relies heavily not only on identifying their weaknesses, but effectively addressing them on their own. The following weaknesses of the fire department were identified:

**Table 19**

### Weaknesses of New Bern Fire-Rescue Department

- Upper management structure and decision making
  - Reactive vs. Proactive
  - Inconsistencies
  - Support & confidence in personnel
  - Single person runs the department
  - Unequal division of labor
  - Too many incomplete projects
  - Lack of a communicated vision (City and Department)
  - Time management
  - Command staff slow to empower or to make a decision
- Communication / transparency
- Budgeting & capital plan not effective
- Poor hiring / recruitment
- Career development plan
- Lack of technology (redundancy)

## Opportunities

Upon identification of strengths and weaknesses, only then can you assess your organization's program enhancement capabilities and/or restrictions. The focus of opportunities should not be exclusively on existing programs and services but expounding upon and development of new prospects within the fire service industry. Many opportunities exist for New Bern Fire-Rescue Department as identified during this strategic planning process.

**Table 20**

### Opportunities of New Bern Fire-Rescue Department

- Use of social media & more community involvement to share our story
- Formal EMS Program
- Compensation for certifications (at least those above what's required)
- External funding opportunities
  - Grants
  - 501.c.3 through volunteer agency
- Formal fitness program & policy
- Use accreditation as a business model

# New Bern Fire-Rescue Strategic Plan

## Threats

Another aspect of strategic planning is the peril of threats and/or potential threats to the organization. Implementation of new programs/processes oftentimes meets with new challenges or oppositions. However, by recognizing possible threats, the agency can reduce the potential for loss. The success with any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some current and potential threats are identified below:

**Table 21**

### **Threats of New Bern Fire-Rescue Department**

- Accountability & decision making
- Employee wellness
  - Cancer Preparedness
  - Burnout
  - Morale
- Financial issues
  - Compensation time
  - Compensation attraction for recruitment
- Management issues
  - Lack of empowerment
  - Organizational structure
  - "Do as I say, not as I do" mentality
  - Battalion Chief's time off & staffing issues
- Public perception and politics
- Performance issues (performance evaluations)

# New Bern Fire-Rescue Strategic Plan

## APPENDIX "F" WORKS CITED

Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins. Commission on Fire Accreditation International. (2009). *Fire & Emergency Service Self-Assessment Manual*. (8th Ed.)

Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*. Retrieved April 25, 2009, from GovInfo: <http://govinfo.library.unt.edu/npr/library/papers/benchmark/customer.html>

Sorkin, Ferris, & Hudak. (1984). *Strategies for Cities and Counties*. Public Technology.  
Wheeland, C. M. (2004). *Empowering the Vision – Community-Wide Strategic Planning in Rock Hill, South Carolina*. Lanham, MD: University Press of America.



## AGENDA ITEM COVER SHEET

### Agenda Item Title:

Consider Adopting a Resolution for a Conflict of Interest Policy for Federal and State Grant Awards and Subawards

<b>Date of Meeting:</b> 2/22/2022	<b>Ward # if applicable:</b>
<b>Department:</b> Assistant City Attorney	<b>Person Submitting Item:</b> Jaimee Bullock-Mosley
<b>Call for Public Hearing:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Public Hearing:</b> N/A

<b>Explanation of Item:</b>	Before funds can be disbursed, local government recipients must adopt a policy to address conflicts of interest that may arise in the selection, award, and administration of contracts supported by state and federal funds.
<b>Actions Needed by Board:</b>	Consider adopting resolution
<b>Backup Attached:</b>	Memo, resolution, and policy

<b>Is item time sensitive?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Will there be advocates/opponents at the meeting?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<b>Cost of Agenda Item:</b> N/A
<b>If this requires an expenditure, has it been budgeted and are funds available and certified by the Finance Director?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

**Additional Notes:**

**MEMORANDUM**

TO: Mayor and Board of Aldermen

FROM: Jaimee Bullock Mosley, Assistant City Attorney

RE: Resolution to Adopt a Conflict of Interest Policy for Federal and State Grant Awards and Subawards

Local government recipients of federal and state grants must adopt a policy to address to conflicts of interest which may arise in the selection, award and administration of contracts supported by state or federal funds before funds can be disbursed. This policy includes provisions consistent with the most recent federal and state law requirements governing the disbursement of grant awards and subawards.

If you have any questions concerning this matter, please call.

## **RESOLUTION**

THAT WHEREAS, the Board of Aldermen of the City of New Bern desires to establish a conflicts of interest policy to specifically address the procurement of goods (apparatus, supplies, materials, and equipment), services, and when undertaking construction or repairs, when those procurements or projects are paid for in whole or part by state funds, or federal funds as required under 2 C.F.R. § 200.318; and

WHEREAS, in order to ensure compliance all state and federal funding requirements when procuring goods (apparatus, supplies, materials, and equipment), services, and when undertaking construction or repairs, when those procurements or projects are paid for in whole or part by state funds, or federal funds, the Board of Aldermen deems it advisable and in the public interest to adopt the Conflicts of Interest Policy for State and Federal Grant Awards and Subawards attached hereto.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF NEW BERN:**

**Section 1.** That the Conflicts of Interest Policy for State and Federal Grant Awards and Subawards attached hereto ("Policy") be and the same is hereby adopted.

**Section 2.** The Policy replaces and supersedes any previous City policies, departmental policies, handbooks, or unwritten policies or practices covering the same subject as described in Section I of the Policy, and is in addition to all other existing City policies and ordinances addressing conflicts of interest.

ADOPTED THIS 22<sup>nd</sup> DAY OF FEBRUARY, 2022.

---

DANA E. OUTLAW, MAYOR

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BRENDA E. BLANCO, CITY CLERK



**City of New Bern  
Conflicts of Interest Policy  
For Federal and State Grant Awards and Subawards  
Effective February 22, 2022**

**I. Purpose**

The purpose of this policy is to establish conflicts of interest guidelines that meet or exceed the requirements under federal and state law and/or other local policy when procuring goods (apparatus, supplies, materials, and equipment), services, and when undertaking construction or repairs, when those procurements or projects are paid for in whole or part by state or federal funds as required under 2 C.F.R. § 200.318.

**II. Policy**

This policy applies when procuring goods (apparatus, supplies, materials, and equipment), services, and construction or repair projects, when funded in whole or in part with state or federal assistance (direct or reimbursed). This policy also applies to any subrecipient of any such funds.

The employee responsible for managing any state or federal awards shall review the notice of award to identify any additional conflict of interest prohibitions or requirements associated with the award, and shall notify all employees, officers, and agents, including subrecipients, of the requirements of this policy and any additional prohibitions or requirements.

**A. Conflicts of Interest.** In addition to the prohibition against self-benefiting from a public contract under G.S. 14-234, no elected or appointed official, employee, or agent of the City of New Bern may participate directly or indirectly in the selection, award, or administration of a contract supported by a state or federal award if he or she has a conflict of interest. A conflict of interest exists when any of the following parties has a financial interest in, or receives gifts or gratuities, except as provided by law, from a firm considered for award of a contract:

1. The officer, employee or agent involved in the selection, award, or administration of a contract;
2. Any member of his or her immediate family;
3. His or her partner; or
4. An organization which employs or is about to employ any of these parties.

Any official, employee, or agent with a conflict of interest as defined in this policy shall report the conflict to his or her immediate supervisor or the City Manager in the case of appointed

or elected officials. Any such conflict of interest shall be disclosed in writing to the state or federal award agency or pass-through entity in accordance with applicable awarding agency policy.

#### **B. Gifts**

In addition to the prohibition against accepting gifts and favors from vendors and contractors under G.S. 133-32, officers and employees of the City of New Bern are prohibited from accepting or soliciting gifts, gratuities, favors, or anything of monetary value from state or federal contractors, suppliers, or parties to subcontracts. Items of nominal value at less than \$50.00 which fall into one of the following categories may be accepted:

1. Promotional items;
2. Honoraria for participation in meetings; or
3. Meals furnished at banquets.

Any officer or employee who knowingly accepts an item of nominal value allowed under this policy shall report the item to his or her immediate supervisor.

#### **III. Violation**

Employees violating this policy will be subject to discipline up to and including termination. Contractors violating this policy will result in termination of the contract and may not be eligible for future contract awards.

#### **IV. Incorporation into Existing Policies**

This policy replaces and supersedes any previous City policies, departmental policies, handbooks, or unwritten policies or practices covering the same subject as described in Section I. This policy is adopted in addition to all other existing City policies and ordinances addressing conflicts of interest.

**Aldermen**

Sabrina Bengel  
Jameesha Harris  
Robert V. Aster  
Johnnie Ray Kinsey  
Barbara J. Best  
Jeffrey T. Odham



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**Dana E. Outlaw**  
Mayor

**Foster Hughes**  
City Manager  
**Brenda E. Blanco**  
City Clerk

**Kimberly A. Ostrom**  
Director of Finance

**MEMO TO:** Mayor and Board of Aldermen

**FROM:** Brenda Blanco, City Clerk *BBB*

**DATE:** February 11, 2022

**SUBJECT:** Appointment to Coastal Regional Solid Waste Management  
Authority Municipal Committee

Each municipality in the service area of the Coastal Regional Solid Waste Management Authority ("CRSWMA") can have a member serve on the Authority's Municipal Committee and participate in CRSWMA Board meetings. The Municipal Committee member must be appointed by the municipality's Governing Board. Historically, New Bern has appointed the Director of Public Works. For that reason, it is recommended the Board consider appointing Al Cablay to represent the City in this capacity.

/beb