



Town of Waynesville, NC – Board of Aldermen – Regular Meeting

Town Hall, 9 South Main Street, Waynesville, NC 28786

Date: **February 24, 2015** Time: **6:30 p.m.**

*The agenda and all related documentation may be accessed electronically at www.waynesvillenc.gov.
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(828) 452-2491

gowens@waynesvillenc.gov

A. CALL TO ORDER - Mayor Gavin Brown

1. Welcome/Calendar/Announcements

2. Adoption of Minutes

Motion: *To approve the minutes of February 10, 2015 (regular meeting) as presented [or as corrected].*

3. Proclamation Thanking John Yarborough for his Years of Service to the Town of Waynesville

B. CALL FOR PUBLIC HEARING

4. Call for Public Hearing to consider adoption of an Ordinance regulating use of tobacco and related products in the Town of Waynesville

Motion: *To call for a public hearing on Tuesday, March 10, 2015 at 6:30 p.m., or as soon thereafter as possible, in the Board Room of Town Hall, 9 S. Main Street, to consider an ordinance regulating use of tobacco and related products in the Town of Waynesville.*

C. NEW BUSINESS

5. Street Closure Request - 2015 Whole Bloomin' Thing Festival by Frog Level Merchants' Association - Saturday, May 9, 2015

Motion: *To approve closure of Commerce & Depot Streets on Saturday, May 9, 2015, Commerce and Depot Streets from 5:30 a.m. to 5:30 p.m. for the Whole Bloomin' Thing Festival, as requested by Frog Level Merchants' Association.*

TOWN OF WAYNESVILLE – REGULAR SESSION AGENDA

February 24, 2015

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6. 2014 Recreation and Parks Annual Report

Motion: *To approve the 2014 Recreation and Parks Annual Report, per CAPRA requirements, as presented.*

D. COMMUNICATIONS FROM STAFF

7. Town Manager – Marcy Onieal

- NC Tomorrow Conference/Scholarship Opportunity
- Legislative Update
- Ad Hoc Cemetery Policy Committee
- Position Postings
- Brightfields EV Charging Station
- New Generation Initiative Update

8. Town Attorney – Woody Griffin

- Chestnut Park Update

E. COMMUNICATIONS FROM MAYOR & BOARD OF ALDERMEN

F. CALL ON THE AUDIENCE

G. ADJOURN



TOWN OF WAYNESVILLE

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 Waynesville, NC 28786
 Phone (828) 452-2491 • Fax (828) 456-2000
www.waynesvillenc.gov

CALENDAR February 24, 2015

2015	
Mon, Feb 23 5:30 PM Clyde Town Hall	Haywood County Council of Governments (COG) meeting Town of Clyde Hosting
Tue, Feb 24 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Wed, Feb 25 Noon Waynesville Inn	Commission for a Clean County 2014 Community Pride Awards
Sa-We, Mar 7-11 Washington Hilton Washington, DC	National League of Cities, Congressional Cities Conference
Tue, Mar 10 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Thu, Mar 12 6:30 PM Police Dept. Training Room	Citizen's Police Academy – 2015 Session begins March 12 – April 30
Wed, Mar 18 8:00 AM LGFCU Conference Center	Town Hall Day – Raleigh
Mon, Mar 23 6:30 PM Location TBD	Southwestern Commission – Region A Regular Meeting
Tue, Mar 24 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Fri, Mar 27 8:30 AM Wells Event Center	Board of Aldermen Retreat – Special Called Meeting
April/May Throughout (specific days TBA)	NCLM Legislative Action Committee Lobby Days
Fri, Apr 3	Good Friday/Easter Holiday Town Offices Closed
Tue, Apr 14 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session

Sat, Apr 25 7:00 AM Main Street	KARE 5K Run/Walk Rolling Street Closure Main Street to Country Club Drive and Back
Sat, Apr 25 6:00 p.m. - Midnight Main Street	Relay for Life Celebration Downtown – street closures from Church Street to Depot Street
Mo-Tu, Apr 27-28 North Raleigh Hilton	NC Tomorrow: 2015 Summit of Regional Councils Building Communities for Tomorrow's Jobs
Mon, Apr 27 5:30 PM Canton – location TBD	Haywood County Council of Governments (COG) meeting Town of Canton Hosting
Tue, Apr 28 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Thu, Apr 30 6:30 PM Police Dept. Training Room	Citizen's Police Academy Graduation
Fri, May 1 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Sa-Su, May 2-3 11:00 AM – 4:00 PM American Legion Field	Ramp Festival – Downtown Waynesville Association sponsored event
Fr-Su, May 8-10	150 th Anniversary of Last Shot Fired Commemoration Weekend Sponsored by Shelton House and Haywood Historical & Genealogical Society
Sat, May 9 5:30 AM – 5:30 PM Commerce & Depot Streets	Whole Bloomin' Thing Festival Frog Level Merchants Association
Tue, May 12 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Sat, May 16 5:00 PM Main Street	Quick Draw – Downtown Waynesville Association sponsored event
Tue, May 19 6:30 PM Location TBD	Southwestern Commission Region A Regular Meeting <i>(Date changed from regular schedule)</i>
Sat, May 23 5:00 PM Main Street	Block Party – Downtown Waynesville Association sponsored event
Mon, May 25	Memorial Day Holiday Town Offices Closed
Tue, May 26 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Tue, Jun 5 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Tue, Jun 9 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session

Thu, Jun 11 Time TBD Chestnut Park	Open Door Community Picnic
Sat, Jun 13 10:00 AM – 5:00 PM Main Street	Appalachian Lifestyle Celebration – Downtown Waynesville Association sponsored event
Mon, Jun 22 5:30 PM Maggie Valley Town Hall	Haywood County Council of Governments (COG) meeting Town of Maggie Valley Hosting
Tue, Jun 23 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting-Regular Session
Fri, Jun 26 6:30 PM – 9:00 PM Historic Courthouse Lawn	Mountain Street Dance – Downtown Waynesville Association sponsored event
Fri, Jul 3	Independence Day Holiday Town Offices Closed
Fri, Jul 3 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Sat, Jul 4 10:00 AM – 4:00 PM Main Street	Stars and Stripes Celebration – Downtown Waynesville Association sponsored event – Mayor usually participates in parade Street closure Main Street
Mon, Jul 6 12 Noon	Candidate Filing Begins for Municipal Elections – Haywood County
Fri, Jul 10 6:30 PM – 9:00 PM Historic Courthouse Lawn	Mountain Street Dance – Downtown Waynesville Association sponsored event
Tue, July 14 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Fri, Jul 17 12 noon	Candidate Filing Ends for Municipal Elections – Haywood County
Sat, Jul 18 10:00 AM – 5:00 PM Main Street	ArtFest – Downtown Waynesville Association sponsored event Street closure – Main Street
Fri, Jul 24 6:30 PM – 9:00 PM Historic Courthouse Lawn	Mountain Street Dance – Downtown Waynesville Association sponsored event
Sat, Jul 25 1:00 PM Main Street	Folkmoor USA Parade of Nations Street Closure – Main Street from Courthouse to Pigeon Street
Tue, July 28 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Fri, Jul 31 6:30 PM McGuire's Millrace Farm, Murphy	Southwestern Commission Region A Annual Dinner <i>(Date changed from regular schedule)</i>
Sat, Aug 1 9:30 AM – 1:00 PM Historic Courthouse Lawn	Downtown Dog Walk – Sarge's Street Closure – Main Street

Fri, Aug 7 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Fri, Jul 10 6:30 PM – 9:00 PM Historic Courthouse Lawn	Mountain Street Dance – Downtown Waynesville Association sponsored event
Tues, Aug 11 6:30 PM Board Room, 9 S. Main Street	Board of Aldermen Meeting – Regular Session
Sat, Aug 15 Noon – 5:00 PM American Legion Field	Waynesville Beer Faire Downtown Waynesville Association sponsored event
Fri, Aug 21 6:30 PM Main Street	5 th Annual Main Street Mile – Shriner's Hospital Street Closure – Main Street
Mon, Aug 24 5:30 PM Haywood County – location TBD	Haywood County Council of Governments (COG) meeting Haywood County Hosting
Tues, Aug 25 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Fri, Sep 4 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Sat, Sep 5 5:00 PM Main Street	Block Party – Downtown Waynesville Association sponsored event
Mon, Sep 7	Labor Day Holiday Town Offices Closed
Tues, Sep 8 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Tues, Sep 22 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Fr-Sun, Sep 25-27 Waynesville Recreation Center	2015 Cycle North Carolina Mountains-to-the-Coast Ride Waynesville serving as Host Start City Cyclists depart 8:00 AM Sunday morning
Mon, Sep 28 6:30 PM Location TBD	Southwestern Commission Region A Regular Meeting
Fri, Oct 2 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Sat, Oct 10 10:00 AM – 5:00 PM Church Street	32 nd Annual Church Street Art and Craft Show Street Closure – Church Street
Tues, Oct 13 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Su-Tu, Oct 11-13	NCLM Annual Conference: City Vision 2015 Winston-Salem

Sat, Oct 17 10:00 AM – 5:00 PM Main Street	27 th Annual Apple Harvest Festival Street Closure – Main Street
Thu, Oct 22 8:30 AM	One Stop Voting Begins – Municipal Elections, Haywood County
Tues, Oct 27 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Mon, Oct 26 5:30 PM Waynesville – location TBD	Haywood County Council of Governments (COG) meeting Town of Waynesville Hosting
Sat, Oct 31 1:00 PM	One Stop Voting Ends – Municipal Elections, Haywood County
Sat, Oct 31 5:00 PM – 7:00 PM Main Street	Treats on the Street – Downtown Waynesville Merchants
Tue, Nov 3 6:30 AM – 7:30 PM	Election Day – Haywood County Municipal Elections
Fri, Nov 6 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Tue, Nov 10 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Wed, Nov 11	Veterans Day Holiday Town Offices Closed
Mon, Nov 23 6:30 PM Location TBD	Southwestern Commission Region A Regular Meeting
Tue, Nov 24 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Thur – Fri, Nov 26-27	Thanksgiving Holiday Town Offices Closed
Fri, Dec 4 5:00 PM – 9:00 PM Main Street	Art After Dark – Downtown Waynesville Association sponsored event
Mon, Dec 7 6:00 PM Main Street	Waynesville Christmas Parade – Downtown Waynesville Association sponsored event Street Closure – Main Street
Tues, Dec 8 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
Sat, Dec 12 6:00 PM – 9:00 PM Main Street	A Night Before Christmas – Downtown Waynesville Association sponsored event
Tues, Dec 22 6:30 PM Board Room, 9 S. Main	Board of Aldermen Meeting – Regular Session
We – Fri, Dec 23-25	Christmas Holiday Town Offices Closed

Board and Commission Meetings – March 2015

ABC Board	ABC Office – 52 Dayco Drive	March 17 3 rd Tuesdays 10:00 AM
Board of Adjustment	Town Hall – 9 S. Main Street	March 3 1 st Tuesdays 5:30 PM
Community Action Forum	Police Department Training Room – 9 S. Main Street	Meets Quarterly or as called; <i>No meeting currently scheduled</i>
Downtown Waynesville Association	UCB Board Room – 165 North Main	March 26 4 th Thursdays 12 Noon
Firemen's Relief Fund Board	Fire Station 1 – 1022 N. Main Street	Meets as needed; <i>No meeting currently scheduled</i>
Historic Preservation Commission	Town Hall – 9 S. Main Street	March 4 1 st Wednesdays 2:00 PM
Planning Board	Town Hall – 9 S. Main Street	March 16 3 rd Mondays 5:30 PM
Public Art Commission	Town Hall – 9 S. Main Street	March 13 2 nd Thursdays 4:00 PM
Recreation & Parks Advisory Commission	Rec Center Office – 550 Vance Street	March 17 3 rd Tuesdays 5:30 PM
Waynesville Housing Authority	Waynesville Towers – 65 Church Street	March 4 1 st Wednesdays 5:30 PM

BOARD/STAFF SCHEDULE

Fr-Fr, Feb 27 – Mar 6	Alderman Greeley	Unavailable (surgery)
Mo-Fr, Mar 9 - 13	Town Clerk	Vacation
Wed, Mar 18	Town Clerk	Leadership Haywood
Wed, Mar 18	Town Manager, Mayor & Board	Town Hall Day, Raleigh, NC
Sat, Mar 28	Town Manager	Panelist, WCU Women in Leadership Conference WCU Ramsey Center, Cullowhee
Wed, Apr 15	Town Clerk	Leadership Haywood
Th-Tu, Apr 17 – May 5	Alderman Roberson	Vacation
Mo-Tu, Apr 27-28	Town Manager	NC Tomorrow: 2015 Summit of Regional Councils Building Communities for Tomorrow's Jobs - Raleigh
Wed, May 20	Town Clerk	Leadership Haywood
June 2015 – TBA	Town Clerk	Leadership Haywood Graduation
Th-Sa, Jun 18-20	Town Manager	NCCCMA Managers Seminar Wilmington, NC



2015 SUMMIT

SAVE THE DATES

APRIL 27 - APRIL 28

North Raleigh Hilton

Raleigh, North Carolina

Building on the 2014 Report: North Carolina Regional and Statewide Strategies For Comprehensive Community And Economic Development, the **2015 Summit** will offer best practices, case studies and skill-building workshops for:

- local and regional planners
- local and regional economic developers
- city and county managers
- elected officials
- community and business leaders

A mix of government and private sector leaders will lead the way for this first-time, two-day **2015 Summit**.

Registration Opens 2/15/15 at:

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MINUTES OF THE TOWN OF WAYNESVILLE BOARD OF ALDERMEN
REGULAR MEETING
February 10, 2015

THE WAYNESVILLE BOARD OF ALDERMEN held its regular meeting on Tuesday, February 10, 2015 at 6:00 p.m. in the board room of Town Hall, 9 South Main Street, Waynesville, NC.

A. CALL TO ORDER

Mayor Brown called the meeting to order at 6:00 p.m. with the following members present:

Mayor Gavin Brown
Alderman Gary Caldwell
Alderman Julia Freeman
Alderman J. Wells Greeley
Alderman LeRoy Roberson

The following staff members were present:

Marcy Onieal, Town Manager
Woodrow Griffin, Town Attorney
Amie Owens, Town Clerk
James Robertson, Tax Collector
Scott Muse, Detective, Waynesville Police Dept.

1. Welcome /Calendar/Announcements

Mayor Gavin Brown welcomed everyone to the meeting and asked Manager Onieal to provide calendar updates.

Manager Onieal noted the following calendar events:

- February 23, 2015 – Haywood County Council of Governments meeting in Clyde. Manager Onieal reminded members of the need to RSVP.
- February 25, 2015 - Community Pride Awards at the Waynesville Inn
- March 18, 2015 - Town Hall Day in Raleigh. Manager Onieal noted that if any board members wished to attend to let her know so that registration and hotel reservations can be completed.
- March 27, 2015 – Board Retreat at the Wells Event Center

Manager Onieal added that the Downtown Waynesville Association's schedule of events for 2015 was included in the packet and these events would be added to the calendar and website prior to the next meeting.

2. Adoption of Minutes

Alderman Caldwell made a motion, seconded by Alderman Roberson, to approve the minutes of the January 27, 2015 (regular meeting) as presented. The motion carried unanimously.

B. PUBLIC HEARING

3. Public Hearing to consider adoption of an ordinance requiring pawn brokers and secondhand dealers to submit daily pawn and/or purchase transactions to law enforcement exclusively through electronic means

Manager Onieal provided background information regarding the current process for logging and retrieval of purchase & pawn information by hand, and the efficiency that could be realized by both businesses and the Police Department, if businesses were required to directly utilize the Leads Online program. She reiterated that this system allows businesses to log information easily and free of charge. The Police Department through its access to Leads Online can review information about pawn transactions allowing for quicker response if there is a report of stolen items. Manager Onieal added that there had been no comments received about the ordinance since the call for public hearing on January 13, 2015. The request from the Police Department is for adoption of the ordinance.

Town Attorney Griffin called the public hearing to order at 6:06 p.m. No one addressed the board.

Town Attorney Griffin closed the public hearing at 6:07 p.m.

Manager Onieal commented that there were multiple exemptions indicated in the ordinance and clarified that this was not geared toward household consumers, yard sales or antiques/estate sale dealers, but to businesses which may deal with potentially stolen items. Detective Scott Muse added that some documentation is required by the business owner relating to who sold or pawned the items, but that the requirement to file electronically and the immediate availability of this information will be extremely useful in the event any investigation is necessary.

Alderman Roberson made a motion, seconded by Alderman Greeley, to adopt ordinance (O-02-15) requiring electronic submission of daily pawn and/or purchase transactions, as presented. The motion carried unanimously.

C. PRESENTATIONS TO THE BOARD

4. Folkmoot Building Campaign Update

Karen Babcock, Executive Director, Folkmoot USA and Tom Ezell, Fundraising Co-Chair provided an update regarding the Folkmoot Center business plan. Ms. Babcock explained that a consultant has been working with the Folkmoot Board on future planning. She added if town board members had not been contacted, they would be, in order to gain community input.

Copies of the architectural renderings of the renovated building had been shared previously, and Ms. Babcock noted specific renovations such as the gymnasium and the deck outside of the cafeteria. She explained that classrooms would be set up as meeting spaces and dormitories for visitors. Some available space could be used by artists year-round as a means of continually having individuals on-site with the Folkmoot staff. Ms. Babcock noted that the vision is to become an international conference center that is located in Waynesville, as well as a local meeting and event venue.

Manager Onieal reminded members that there would be no budget amendment required for the \$20,000 which was being requested, as it was originally included and approved as part of the special appropriations in the budget process. Mayor Brown noted that it was held in reserve until Folkmoot could show progress in their planning process. He added that they have fulfilled that requirement.

Manager Onieal added that Folkmoot has done well in their planning to secure a solid financial future for Folkmoot by establishing a \$1.2 million Capacity Campaign that is focused on three goals - improving the facilities (\$400,000), growing their operating endowment to \$1 million by raising \$600,000 and raising \$200,000 as annual seed money to be able to budget and expend for the Folkmoot Festival in advance each year instead of always paying in arrears, which has been the festival's model in recent years. She reminded the board that they have the discretion to restrict the use of the funds if they choose to do so. Manager Onieal concluded by noting that Folkmoot and HART both had ongoing multi-year capital campaigns and that both agencies had requested a similar level of funding in each of the next 2-3 years. Mayor Brown commented that he did not feel a need to restrict the use of funds. The board concurred.

Alderman Freeman made a motion, seconded by Alderman Caldwell, to acknowledge receipt of an acceptable capital improvement and business plan from the Folkmoot Center and approve the release of \$20,000 in remaining funding for the Folkmoot Center already budgeted in FY15. The motion carried unanimously.

5. Cycle North Carolina – 2015 Mountains to the Coast Tour Event, September 25 – October 3, 2015

Manager Onieal noted that the Town has been approached by Haywood Tourism Development Authority and Cycle North Carolina about serving as Host Start City for a week-long Mountains to the Coast bicycle touring event promoted annually by Cycle North Carolina, in partnership with the NC Departments of Commerce, Cultural Resources and Travel and Tourism, and NC Amateur Sports. She explained that this is an annual event that attracts roughly 1,000 bicyclists from across NC and other states, with approximately 60% in-state and 40% out-of-state participants, which is designed to promote tourism through small towns and off-the-beaten track routes across the state.

Manager Onieal added that as a host city, there are certain expectations of the Town including having a festival type atmosphere to welcome the riders and their families and offering entertainment and activities. The Recreation Center would be used for indoor and outdoor camping for participants.

Manager Onieal explained that the Town's responsibilities would largely be in-kind, and the event will require the participation of other partner agencies such as TDA, Chamber, DWA, Bicycle Haywood, the business community and others. She noted that the dates do not conflict with other major events in the area. The hope is that this event will bring many newcomers to Waynesville for the first time who will want to come back often. The Recreation Center will be closed for its annual maintenance beginning on Friday, September 25 and there should be no interruption in service.

Manager Onieal commented that while Waynesville has not been confirmed yet as the host city, the first step in gaining this honor is to have the blessing of the governing board.

Mayor Brown noted that this is a well-established event with a good reputation for families. Alderman Greeley added that this would be a great way to encourage bicycling and pedestrian traffic in the town and county.

Alderman Greeley made a motion, seconded by Alderman Roberson, to approve the request by Cycle North Carolina and the Haywood County Tourism Development Authority that the Town of Waynesville serve as host start city for the 2015 Cycle North Carolina Mountains to the Coast Tour Event, and authorizing the manager to initiate planning and commit the in-kind, staff and financial resources in partnership with other area economic development and non-profit agencies as appropriate to promote this event in Waynesville September 25-27, 2015. The motion carried unanimously.

Lynn Collins, Executive Director, Haywood County Tourism Development Authority arrived later to the meeting and added that this event would be the first booking under the Group Sales Initiative. She reported that the master plan for bicycling tourism is being presented this month and this event would be an excellent primary event to help raise awareness of the cycling opportunities in the county. Ms. Collins has been attempting to have Waynesville considered as the host city for this event for multiple years. Representatives from the event planning staff were impressed with the facilities and space available at the Recreation Center for camping. Ms. Collins added that the TDA continually attempts to include Waynesville in any regional or state-wide events and hosting this event may provide additional opportunities. She thanked the board for their consideration and approval to move forward with their support.

D. NEW BUSINESS

6. Authorization to Advertise Delinquent Property Tax Accounts in the Town of Waynesville for the Year Ending 2014

James Robertson, Tax Collector, explained that in accordance with NC General Statute §105-369 he is reporting delinquent tax amounts to the governing board. He noted that there are approximately 7,900 tax accounts for the town with 1,200 unpaid at the time of the meeting equaling around \$400,000; this is a 91.5% collection rate for 2014. Mr. Robertson added that the collection rate for last year was 97.15% which among peer cities was above the norm.

Mr. Robertson requested permission to publish the listing of delinquent taxes on March 13, 2015 in the Mountaineer newspaper. He added that the delinquent tax notices will go out this week allowing 30 days for individuals to pay before the listing is published. Mr. Robertson added that the final listing of delinquent taxes will be run immediately prior to the posting deadline for the newspaper to provide the most current listing.

Alderman Greeley complimented Mr. Robertson for his performance of his job as tax collector, and Mayor Brown added that he knows that the job can be a difficult one. Mr. Robertson thanked the board and management for allowing him the ability to work with the citizens to build relationships

within the community. Mayor Brown added that he has found Mr. Robertson easy to work with and knows that he is willing to assist in making payment arrangements. The Mayor concluded by reminding everyone that the tax collector cannot waive any of the penalties and interest per statute.

Alderman Greeley made a motion, seconded by Alderman Caldwell, to authorize staff to advertise all 2014 delinquent property taxes in the Mountaineer on March 13, 2015, as required by NCGS §105-369. The motion passed unanimously.

7. Approve amendment to Employee Benefits Article IX of the Town of Waynesville Personnel Policy manual related to group health insurance and health insurance for retirees

Manager Onieal noted that this item had been on an agenda previously. It was necessary to make some language changes to clean up the policy, amend the policy to reflect the dissolution of a two-tiered benefit system and to clarify the extension of health benefits for certain retirees.

Manager Onieal explained that Article IX contained outdated and non-compliant language regarding practice and policy as a result of federally mandated policy changes associated with HIPAA and the Affordable Health Care Act of 2014. Although the town has been in compliance with federal law, the policy manual had not reflected the Town's actual compliant practices. Also, the amendments recognize the Town's deletion of a two-tiered benefit structure based on hire date, which is now combined into a single benefit structure regardless of when an employee was hired, and a re-wording of the eligibility for insurance to be effective on the first day of the month that follows employment.

Manager Onieal took time to clarify the most significant change to the policy relating to providing health insurance benefits for retirees who are able to retire with 30 years of service prior to reaching the age of 55. Those individuals under the current policy would be left with a donut hole of no health coverage for several years, while awaiting Medicare eligibility. She noted that the Town's original intent in providing retiree health benefits was to carry retirees to Medicare eligibility. Potentially there are a few employees who would be left uncovered once their 10 year benefit is exhausted before they are eligible for Medicare, simply because they started work with the Town at such a young age.

Manager Onieal explained the proposed amendment would extend retiree health coverage from the date of separation (retirement), until the date of eligibility for enrollment in Medicare, to any retiree who separates with 30 years of creditable service as recognized by the Local Government Employees Retirement System, and who served at least half of their career in active full-time status with the Town of Waynesville.

Mayor Brown also called attention to the managers comments on the coversheet noting that at this time, there is a minimal number of individuals impacted by this change; however, this may need to be revisited in the future due to cost considerations. Manager Onieal added that at this point, the policy revision is in keeping with a promise that was made to employees. This is a very valuable benefit that shows that the town cares and is appreciative of long-term employees' commitment to the town. She again cautioned about the future, but reiterated that the cost at this time was negligible.

Alderman Freeman made a motion, seconded by Alderman Greeley, to approve the amendment to the Employment Benefits, Article IX of the Town of Waynesville Personnel Policy Manual related to group health insurance for retirees, as presented. The motion carried unanimously.

8. Resolution in Support of the 2015 Top Legislative Priorities brought forth by the Haywood Chamber of Commerce

Manager Onieal explained that the priorities were provided to the board as part of the previous board packet. The goal of sharing such information and requesting support from this and other boards is to have all Haywood County entities to coordinate a more cohesive Haywood County legislative platform so that when individuals are in Raleigh for Town Hall, County or other legislative days, everyone can share the interests of the county as a whole and build more solid relationships with legislators.

Mayor Brown noted concern with one of the bullet point related to Healthcare and discussion was held. Alderman Roberson added that access to care was definitely a priority, but the action related to Medicaid seemed counter-intuitive to that goal. Alderman Caldwell requested that the bullet point be omitted from the resolution of support.

Alderman Roberson made a motion, seconded by Alderman Caldwell, to approve the resolution (R-01-15) in support of the 2015 top legislative priorities brought forth by the Haywood Chamber of Commerce, omitting the specified bullet point listed under the topic of healthcare. The motion carried unanimously.

E. COMMUNICATIONS FROM STAFF

9. Town Attorney

Town Attorney Griffin had no business to discuss.

10. Town Manager

2015 NCCMA Manager's Conference Report and NCLM 2015-16 Municipal Advocacy Goals/Town Hall Day

Manager Onieal reported that she had just returned from the NC City and County Management Association Conference and provided a listing of the various sessions that she attended. She included a report copy from the NC League of Municipalities that highlighted the legislative goals for the current session and discussion points for Town Hall Day.

March 27 – Board Retreat – Tentative Agenda

Manager Onieal explained that there would be three major discussion topics for the board retreat:

- Watershed/Forest Stewards/Forest Management – discussion of studies and long-term use and access and legal issues related to the conservation easement. Manager Onieal explained that there are currently 600 acres not included in the conservation easement; however, this land cannot be accessed without going through the existing easement.
- Facilities Use Discussions - including co-location of the Downtown Waynesville Association, Tourism Development Authority and Chamber of Commerce; the potential moving of the Development Services office and related capital needs.
- Electric/Energy Services contract - review reports and discussion with UTEC and Nova Energy Consultants

Manager Onieal explained that routine budget items will be held between April and June, unless there are additional specific topics the board wished to address at the retreat.

Polar Plunge Success/Thanks to Team Waynesville and Board of Aldermen

Manager Onieal thanked the Board for their donation to Team Waynesville for the Polar Plunge, benefitting Haywood Waterways' Kids in the Creek Program and noted that the Town's team was the first place Community Fund Raiser and also received Best Team Costume. The Polar Plunge fundraising efforts netted just under \$25,000 for the Kids in the Creek program.

Development Services Community Focus Group

Manager Onieal reminded the board that they had placed a high priority on economic and community development for the future. To that end, Manager Onieal has had a number of conversations with planning board chair and vice-chair and would like to put together a manager's advisory focus group to improve customer service and streamlining of processes to be more responsive to the needs of the development and business community. She explained that this would be a short-term group focusing on identifying obstacles faced by developers and creation of short and long term objectives with sound growth principles coupled with suggestions that could be implemented in order to facilitate a more pro-active and customer friendly approach.

Manager Onieal noted that the size of the group would be 12-15 members who would meet over next several months. A proposed composition was included in a handout provided to the board. Manager Onieal requested to utilize an outside facilitator and she estimated that no more than 4 to 5 meetings would be required for conversations about the issues.

Alderman Greeley commented that he liked the listing of potential representatives to serve on this group.

Alderman Freeman agreed that an outside facilitator will be beneficial and provide a new perspective.

Mayor Brown noted that this seemed like a good path for the future. The board agreed that the manager's proposal was a positive step and commended her for moving forward in keeping with the Board's goals.

F. **COMMUNICATIONS FROM MAYOR AND BOARD OF ALDERMEN** – None.

G. **CALL ON THE AUDIENCE** – None.

H. **CLOSED SESSION**

Alderman Greeley made a motion, seconded by Alderman Caldwell to enter into Closed Session to discuss litigation matters in the case of Richard Worth vs. Mountain Energy, David J. Clancy, Waynesville Police Department and the Town of Waynesville as permitted by NCGS § 143-318.11(a)(3). The motion carried unanimously.

The Board entered closed session at 7:06 p.m.

The Board returned to open session at 7:20 p.m.

Upon return from closed session, it was noted that the 6:00 p.m. meeting start time was not compatible with Alderman Caldwell's work schedule, and it was suggested that the start time be altered to 6:30 p.m. beginning with the February 24, 2015 meeting.

Alderman Freeman made a motion, seconded by Alderman Roberson, to change the regular meeting time of Board of Aldermen meetings to 6:30 p.m. beginning with the February 24, 2015 meeting. The motion carried unanimously.

I. **ADJOURN**

There being no further business to discuss, Alderman Roberson made a motion, seconded by Alderman Caldwell, to adjourn the meeting at 7:38 p.m. The motion carried unanimously.

ATTEST

Gavin A. Brown, Mayor

Marcia D. Onieal, Town Manager

RESOLUTION NO. R-03-15

**RESOLUTION OF THE BOARD OF ALDERMEN
COMMENDING THE SERVICE OF JOHN YARBOROUGH
TO THE TOWN OF WAYNESVILLE AND ITS FIRE DEPARTMENT**

WHEREAS, John Yarborough began serving the Town of Waynesville on May 8, 1972 as a Lineman for the Electric Department; and

WHEREAS, he became a Power Line Technician in 1980 and subsequently, the Superintendent of the Electric Department from 1990 until his retirement on November 1, 2002 with 28 years of service to the Town; and

WHEREAS, he has served consecutively as a volunteer firefighter since October 1968, a 47-year stint; and

WHEREAS, his presence has become somewhat of a fixture within the Town of Waynesville Fire Department where he holds the rank of Captain and provides extensive knowledge and training experience for current and future firefighters to draw from; and

WHEREAS, he is admired and respected by all with whom he works and the Waynesville Fire Department has requested recognition of this dedicated individual as a true asset of the Town.

NOW, THEREFORE BE IT RESOLVED that the Waynesville Board of Aldermen, on behalf of the Town's employees and all its citizens, wishes to express its great appreciation to John Yarborough for his outstanding work, leadership and many contributions to the Town of Waynesville and its Fire Department since 1968, congratulating him on his achievements and his commitment to the Town of Waynesville.

Duly Adopted this the 24th day of February 2015.



Marcia D. Onieal
Town Manager

Joey Webb, Sr.
Waynesville Fire Chief

Amanda W. Owens, Town Clerk

TOWN OF WAYNESVILLE

Gavin A. Brown, Mayor

J. Wells Greeley, Mayor Pro-Tem

Gary Caldwell, Alderman

Julia Boyd Freeman, Alderman

LeRoy Roberson, Alderman

**TOWN OF WAYNESVILLE BOARD OF ALDERMEN
REQUEST FOR BOARD ACTION
Meeting Date: February 24, 2015**

SUBJECT: Call for Public Hearing to consider adoption of an Ordinance regulating use of tobacco and related products in the Town of Waynesville

AGENDA INFORMATION:

Agenda Location: New Business
Item Number: 4C
Department: Administrative Services
Contact: Marcy Onieal, Town Manager
Presenter: Marcy Onieal, Town Manager

BRIEF SUMMARY:

As Haywood County has moved forward with its Tobacco Ordinance prohibiting smoking and tobacco use on county properties, the number of individuals who would be moving to public sidewalks and areas in front of or near businesses will increase. In an effort to be cognizant of health considerations and in order to provide citizens and visitors with a smoke-free environment, the Town of Waynesville has drafted its own Tobacco Ordinance for consideration.

The ordinance would prohibit smoking or use of tobacco and related products in or on all town-owned buildings and properties (including all parks and recreation facilities and fields) and town-owned vehicles and equipment, as well as within 50 feet of any public entrance to commercial and institutional facilities.

The draft ordinance was developed following research into multiple tobacco use ordinances from other municipalities statewide and discussion with police and recreation staff and Downtown Waynesville Association Board, particularly as relates to enforcement of the ordinance, as a civil matter, by individuals delegated with authority, rather than making this a criminal issue to be enforced by sworn law enforcement officers.

MOTION FOR CONSIDERATION: To call for a public hearing on Tuesday, March 10 2015 at 6:30 p.m., or as soon thereafter as possible, in the Board Room of Town Hall, 9 S. Main Street, to consider adoption of an Ordinance regulating use of tobacco and related products in the Town of Waynesville.

FUNDING SOURCE/IMPACT: No immediate impact, although if adopted, it would be expected that the Town would expend a small amount of funding for appropriate signage and public education.

ATTACHMENTS:

- Draft Ordinance
- Town of Canton Tobacco Ordinance
- Haywood County Tobacco Ordinance (proposed)

MANAGER'S COMMENTS AND RECOMMENDATIONS: No action other than scheduling of public hearing requested at this time. Haywood County Commissioners anticipate holding a public hearing on the county ordinance on March 16, 2015.

Prohibition of Tobacco Use in Town Buildings, Town Vehicles, on Town Grounds and in Specific Public Areas

Section 42.5. Authority.

This section is enacted pursuant to authority conveyed by N.C.G.S. §130A-498 and 160A-174(a).

Section 42.6. Definition of Terms.

The following definitions are applicable to this Section:

- (a) *Town building* – A building owned, leased as lessor, or the area leased as lessee and occupied by the Town and includes but is not limited to offices, restrooms, indoor walkways, stairwells, entrances, passageways, break rooms, lobbies, and work areas.
- (b) *Grounds* —An unenclosed area owned, leased, or occupied by the Town of Waynesville.
- (c) *Town vehicle* – A passenger-carrying vehicle owned, leased, or otherwise controlled by the Town of Waynesville and assigned permanently or temporarily by the Town of Waynesville to Town employees, agencies, institutions, or facilities for official Town business.
- (d) *Employee* – A person who is employed by the Town of Waynesville, or who contracts with the Town or a third person to perform services for the Town, or who otherwise performs services for the Town with or without compensation.
- (e) *Local Health Department* – The public health authority, or Haywood County Health Department, the jurisdiction of which includes the Town of Waynesville.
- (f) *Universal ‘No Smoking and Use of Tobacco Products Prohibited’ Symbol* – Symbol consisting of a pictorial representation of a burning cigarette and a tobacco product enclosed in a red circle with a red bar across it.
- (g) *Smoking* – The use or possession of a lighted cigarette, lighted cigar, lighted pipe, or any other lighted tobacco product.
- (h) *Tobacco product* –Any product containing, made, or derived from tobacco that is intended for human consumption, whether chewed, smoked, absorbed, dissolved, inhaled, snorted, sniffed, or ingested by any other means, or any component part or accessory of a tobacco product, including but not limited to: cigarettes; cigars, little cigars, cheroots, stogies, periques, granulated, plug cut, crimp cut, ready rubbed, and other smoking tobacco, snuff; snuff flour, Cavendish; plug and twist tobacco, fine-cut and other chewing tobacco, shorts; refuse scraps, clippings, cutting and sweepings of tobacco, and other kinds and forms of tobacco. A tobacco product excludes any product that has been

approved by the United States Food and Drug Administration for sale as a tobacco cessation product, as a tobacco dependence product, or for other medical purposes, and is being marketed and sold solely for such an approved purpose.

- (i) *E-cigarettes/vapor product* — any electronic oral device, such as one composed of heating elements, battery, and/or electronic circuit, which provides a vapor or nicotine or any other substances, and the use or inhalation of which simulates smoking. The term shall include any such device, whether manufactured, distributed, marketed, or sold as an e-cigarette, e-cigar, e-pipe, or under any other product name or descriptor.

Section 42.7 Areas where use of tobacco products is prohibited

A. Tobacco products are prohibited in the following locations:

- (1) Inside all buildings or structures owned or leased by the town.
- (2) In any vehicle owned or leased by the town.
 - a. No person shall smoke or use any tobacco product or e-cigarette/vapor product as defined in section 42.6 (h) and (i) in any Town of Waynesville vehicle.
- (3) On the following grounds and locations owned or leased by the town*:
 - a. On all sidewalks in front of any building or structure owned or leased by the town.
 - b. Within a fifty (50) foot radius of any public entrance to any building or structure owned or leased by the town.
 - c. Within a thirty (30) foot radius of any non-public entrance to any building or structure owned or leased by the town.
 - d. Within any park or greenway owned or leased by the town, including but not limited to the thirty-nine (39) acres of parks identified as: Waynesville Recreation Center, Waynesville Skate Park, Waynesville Disc Golf Course, Old Armory Recreation Center, East Street Park, Recreation Park, Vance Street Park, Sulphur Springs Park, Hazelwood Park, Pepsi Dog Park and any future areas designated as parks or greenways.

*Individuals may use tobacco products within the confines of their personal vehicles.

- (4) Smoking is prohibited in the following public areas:
 - a. Within a fifty (50) foot radius of any public entrance to any building or structure within the Municipal Service District and including but not limited to the Central Business District (CBD), Hazelwood Business District (H-BD), South Main Street Business District (SM-BD), Regional Center (RC) Dellwood/Junaluska Regional Center (DJ-RC), Hyatt Creek Regional Center (HC-RC), and Russ Avenue Regional Center (RA-RC)

as outlined by the Town of Waynesville Code of Ordinances Appendix A – Land Development Standards, Chapter 2 – District Provisions, Section 2.2 and 2.3.6 and 2.3.7, as applicable.

Section 42.8 Litter from tobacco products

- (a) It shall be unlawful for anyone to deposit any portion of a cigarette, cigar, smoking device, or any refuse related to smoking on property, sidewalks, streets, alleys and rights-of-way owned, leased or maintained by the town, except in a receptacle designated for that purpose. Littering or failure to use indicated receptacles is subject to civil penalty.
- (b) It shall be unlawful for anyone to spit smokeless tobacco anywhere on town grounds including parks and recreational areas is prohibited and is subject to civil penalty.

Section 42.9 Authority of Town Manager to designate smoking areas

- (a) The Town Manager shall have the authority to designate smoking areas for all Town grounds.

Section 42.10 Notice Required

- (a) Clear and conspicuous signs shall be posted in every building and facility and/or grounds wherein tobacco use is regulated by this article as follows:
 - 1. Stand alone No Smoking, No Smokeless Tobacco, or other signs stating the tobacco use policy shall have letters of not less than one inch in height, the international No Smoking symbol (consisting of a pictorial representation of a burning cigarette enclosed in a circle with a bar across it), or the No Smokeless Tobacco symbol.
 - 2. In lieu of or in addition to stand alone signage, tobacco use restrictions can be incorporated into comprehensive rules signage in text form where feasible.
- (b) Signs shall be conspicuously posted in a position clearly visible on main entry points into Town buildings.
- (c) Signs shall be conspicuously posted outside, within, or near recreational public places where tobacco use is prohibited, but not at every conceivable entry point whereby doing so would overburden the park or area with signage.
- (d) It shall be unlawful for any person to remove to deface any placard or sign erected by or under the authority of this section.

Section 42.11 Implementation Requirements

- (a) The Town shall post signs that meet all the requirements in Section 42.11 of this ordinance.
- (b) The Town may locate ash urns or other smoking receptacles in designated smoking areas. Absence of smoking receptacles does not relieve tobacco users from legally disposing of tobacco waste nor does it nullify a designated smoking area.
- (c) Town staff shall make every effort to ensure compliance with this policy, including contacting law enforcement personnel if necessary.

Section 42.12 Enforcement and Penalties

- (a) *Penalty for Violation.* Violation of Sections 42.7 or 42.8 shall be punishable by a civil penalty of not more than fifty dollars (\$50.00).
- (b) A citation may be issued by any town employee acting in an enforcement capacity and within their responsibilities related to the issuing of citations. A citation issued under this section has no consequence other than as set forth in (a) above, and no court costs may be assessed.
- (c) *Additional sanctions for employees.* In addition to any penalty under this section, employees of the Town who violate this ordinance shall be subject to disciplinary action consistent with the Town's human resources policies.

Section 42.13 Severability; Conflict of Laws

If this ordinance or application thereof to any person or circumstance is held invalid or unconstitutional by a court of competent jurisdiction, such invalidity shall not affect other provisions or applications of the ordinance that can be given separate effect and to that end the provisions of this ordinance are declared to be severable. Whenever the provisions of this ordinance conflict with other ordinances of the Town of Waynesville, this ordinance shall govern.

ORDINANCE NO 14081

AN ORDINANCE AMENDING THE CANTON CODE OF ORDINANCES TO PROHIBIT TOBACCO USE IN TOWN BUILDINGS, TOWN VEHICLES, AND ON TOWN GROUNDS

WHEREAS, according to the Centers for Disease Control and Prevention (CDC), tobacco use and secondhand smoke exposure are leading preventable causes of illness and premature death in North Carolina and the nation¹; and

WHEREAS, on January 2, 2010, “An Act To Prohibit Smoking In Certain Public Places And Certain Places Of Employment,” North Carolina Session Law 2009-27, became effective, authorizing local governments to adopt and enforce ordinances “that are more restrictive than State law and that apply in local government buildings, on local government grounds, in local vehicles, or in public places;” and

WHEREAS, in 2006, a report issued by the United States Surgeon General stated that the scientific evidence indicates that there is no risk-free level of exposure to secondhand smoke, and that secondhand smoke has been proven to cause cancer, heart disease, and asthma attacks in both smokers and nonsmokers²; and

WHEREAS, in air quality tests, concentrations of secondhand smoke in vehicles have been found to be far greater than in any other micro-environments tested, including smoke-free homes, smokers’ homes, smoke-filled bars, and outdoor air – even with a vehicle’s windows open and its fan set on high³; and

¹ Centers for Disease Control and Prevention, Smoking and Tobacco Use Fast Facts, http://www.cdc.gov/tobacco/data_statistics/facts_sheets/fast_facts/#toll (last visited Oct. 7, 2010).

² U.S. DEP’T OF HEALTH & HUMAN SERVS., THE HEALTH CONSEQUENCES OF INVOLUNTARY EXPOSURE TO TOBACCO SMOKE: A REPORT OF THE SURGEON GENERAL 11, 14-16 (2006), <http://www.surgeongeneral.gov/library/secondhandsmoke/report/index.html>.

³ Wayne Ott, Neil Klepeis & Paul Switzer, Air Change Rates of Motor Vehicles and In-Vehicle Pollutant Concentrations from Secondhand Smoke, 18 J. EXPOSURE SCI. AND ENVTL. EPIDEMIOLOGY 312, 312 (2007), available at http://tobaccosmoke.exposurescience.org/pub/reprints/Ott_CarStudy.pdf; see also

WHEREAS, research indicates that, during active smoking, outdoor levels of secondhand smoke may be as high as indoor levels and may pose a health risk for people in close proximity (such as those sitting beside someone on a park bench or children accompanying a smoking parent or guardian)⁴; and

WHEREAS, the Town of Canton is committed to providing a safe and healthy workplace for its employees and the visiting public and, which requires eliminating the potential for exposure to secondhand smoke in Town buildings, Town Vehicles, and on Town grounds;

WHEREAS, the Town of Canton wishes to minimize the harmful effects of tobacco use and eliminate secondhand smoke exposure for employees and the public in and on those buildings, vehicles and certain grounds controlled by the Town; and

WHEREAS, this Board finds and declares that, in order to protect the public health and welfare, it is in the best interest of the citizens of the Town to adopt an ordinance prohibiting tobacco use in all Town buildings, Town Vehicles, and on Town grounds.

NOW, THEREFORE, BE IT ORDAINED by the Board of Aldermen of the Town of Canton that:

³ Centers for Disease Control and Prevention, Smoking and Tobacco Use Fast Facts, http://www.cdc.gov/tobacco/data_statistics/facts_sheets/fast_facts/#toll (last visited Oct. 7, 2010).

³ U.S. DEP'T OF HEALTH & HUMAN SERVS., THE HEALTH CONSEQUENCES OF INVOLUNTARY EXPOSURE TO TOBACCO SMOKE: A REPORT OF THE SURGEON GENERAL 11, 14-16 (2006), <http://www.surgeongeneral.gov/library/secondhandsmoke/report/index.html>.

³ Wayne Ott, Neil Klepeis & Paul Switzer, Air Change Rates of Motor Vehicles and In-Vehicle Pollutant Concentrations from Secondhand Smoke, 18 J. EXPOSURE SCI. AND ENVTL. EPIDEMIOLOGY 312, 312 (2007), available at http://tobaccosmoke.exposurescience.org/pub/reprints/Ott_CarStudy.pdf; see also Ontario Medical Ass'n, Backgrounder -Tobacco Smoke Concentration in Cars, <https://www.oma.org/Resources/Documents/fTobaccoSmokeConcentrationsInCars.pdf> (last visited March 30, 2011).

⁴ 5 Neil E. Klepeis, Wayne R. Ott, and Paul Switzer, Real-time Measurement of Outdoor Tobacco Smoke Particles, 57 J. AIR & WASTE MGMT. ASS'N 522, 522 (2007); Neil E. Klepeis, Etienne B. Gabel, Wayne R. Ott, and Paul Switzer, Outdoor Air Pollution in Close Proximity to a Continuous Point Source, 43 ATMOSPHERIC ENV'T 3155, 3165 (2009).

Section 1. The Code of Ordinances of the Town of Canton be amended by the adoption of a new Chapter 11 (Tobacco Use in Town Buildings, Town vehicles, and on Town grounds) of Part 8 (Offenses) to read as follows:

Section 8-11001. Authority.

This section is enacted pursuant to authority conveyed by N.C.G.S. §130A-498 and 160A-174(a).

Section 8-11002. Definition of Terms.

The following definitions are applicable to this Chapter:

- (a) *"Town building"*—A building owned, leased as lessor, or the area leased as lessee and occupied by the Town and includes but is not limited to offices, restrooms, indoor walkways, stairwells, entrances, passageways, break rooms, lobbies, and work areas.
- (b) *"Grounds"*—An unenclosed area owned, leased, or occupied by the Town of Canton.
- (c) *"Town vehicle"*—A passenger-carrying vehicle owned, leased, or otherwise controlled by the Town of Canton and assigned permanently or temporarily by the Town of Canton to Town employees, agencies, institutions, or facilities for official Town business.
- (d) *"Employee"*—A person who is employed by the Town of Canton, or who contracts with the Town or a third person to perform services for the Town, or who otherwise performs services for the Town with or without compensation.
- (e) *"Local Health Department"*—The public health authority, or County Health Department, the jurisdiction of which includes the Town of Canton.
- (f) *"Universal 'No Smoking and Use of Tobacco Products Prohibited' Symbol"*—Symbol consisting of a pictorial representation of a burning cigarette and a tobacco product enclosed in a red circle with a red bar across it.
- (g) *"Smoking"*—The use or possession of a lighted cigarette, lighted cigar, lighted pipe, or any other lighted tobacco product.
- (h) *"Tobacco product"*—Any product containing, made, or derived from tobacco that is intended for human consumption, whether chewed, smoked, absorbed, dissolved, inhaled, snorted, sniffed, or ingested by any other means, or any component part or accessory of a tobacco

product, including but not limited to: cigarettes; cigars, little cigars, cheroots, stogies, periques, granulated, plug cut, crimp cut, ready rubbed, and other smoking tobacco, snuff; snuff flour, Cavendish; plug and twist tobacco, fine-cut and other chewing tobacco, shorts; refuse scraps, clippings, cutting and sweepings of tobacco, and other kinds and forms of tobacco. A tobacco product excludes any product that has been approved by the United States Food and Drug Administration for sale as a tobacco cessation product, as a tobacco dependence product, or for other medical purposes, and is being marketed and sold solely for such an approved purpose.

- (i) "*E-cigarettes/vapor product*"—any electronic oral device, such as one composed of heating elements, battery, and/or electronic circuit, which provides a vapor or nicotine or any other substances, and the use or inhalation of which simulates smoking. The term shall include any such device, whether manufactured, distributed, marketed, or sold as an e-cigarette, e-cigar, e-pipe, or under any other product name or descriptor.

Section 8-11003. Smoking prohibited in Town buildings.

- (a) No person shall smoke, carry or possess a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia in any Town building.

Section 8-11004. Smoking prohibited on Town grounds

- (a) No person shall smoke, carry or possess a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia on any Town grounds including parks and recreational areas. This section does not apply to:
 - 1) Smoking, carrying or possessing a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia in a designated area as determined and delineated by the Town Manager.
 - 2) Smoking, carrying or possessing a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia within the limits of a public right-of-way where the right-of-way boundary does not overlap with a zone measuring 25' from a

public entryway, measured from and along a single building face.

Section 8-11005. Smokeless tobacco prohibited in certain Town buildings.

(a) The use of smokeless tobacco shall not be permitted in the following buildings:

- 1) Armory
- 2) Colonial Theatre
- 3) Town Hall

Section 8-11006. Smoking prohibited in Town vehicles.

(a) No person shall smoke, carry or possess a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia in any Town of Canton vehicle.

Section 8-11007. Electronic cigarettes or vapor products.

(a) Use of e-cigarettes is prohibited in any Town vehicle or Town building where smoking and the use of tobacco products are prohibited.

Section 8-11008. Cigarette butts as litter.

(a) No person shall dispose of cigarette butts, cigar tips, used dip, or any tobacco waste on Town grounds except for in designated trash receptacles or smoking urns.

Section 8-11009. Spitting tobacco on Town grounds.

(a) Spitting smokeless tobacco anywhere on Town grounds including parks and recreational areas is prohibited and is subject to civil penalty.

Section 8-11010. Authority of Town Manager to designate smoking areas

(a) The Town Manager shall have the authority to designate smoking areas for all Town grounds.

Section 8-11011. Notice Required.

- (a) Clear and conspicuous signs shall be posted in every building and facility and/or grounds wherein tobacco use is regulated by this article as follows:
- (b) Stand alone "No Smoking," "No Smokeless Tobacco," or other signs stating the tobacco use policy shall have letters of not less than one inch in height, the international "No Smoking" symbol (consisting of a pictorial representation of a burning cigarette enclosed in a circle with a bar across it), or the "No Smokeless Tobacco" symbol.
- (c) In lieu of or in addition to stand alone signage, tobacco use restrictions can be incorporated into comprehensive rules signage in text form where feasible.
- (d) Signs shall be conspicuously posted in a position clearly visible on main entry points into Town buildings.
- (e) Signs shall be conspicuously posted outside, within, or near recreational public places where tobacco use is prohibited, but not at every conceivable entry point whereby doing so would overburden the park with signage.
- (f) It shall be unlawful for any person to remove to deface any placard or sign erected by or under the authority of this section.

Section 8-11012. Implementation Requirements.

- (a) The Town shall post signs that meet all the requirements in Section 7 of this ordinance.
- (b) The Town may locate ash urns or other smoking receptacles in designated smoking areas. Absence of smoking receptacles does not relieve tobacco users from legally disposing of tobacco waste nor does it nullify a designated smoking area.
- (c) Town staff shall make every effort to ensure compliance with this policy, including contacting law enforcement personnel if necessary.

Section 8-11013. Enforcement and Penalties

- (a) *Penalty for Violation.* Violation of Sections 8-11003, 8-11004, 8-11005, 8-11006, 8-11007, 8-11008, or 8-11009 shall constitute an Infraction punishable by a fine of not more than fifty dollars (\$50.00).
- (b) A citation may be issued by a sworn law enforcement officer. Conviction of an Infraction under this section has no consequence other than as set forth in (a) above, and no court costs may be assessed.
- (c) *Additional sanctions for employees.* In addition to any penalty under this section, employees of the Town who violate this ordinance shall be subject to disciplinary action consistent with the Town's human resources policies.

Section 8-11014. Severability; Conflict of Laws.

If this ordinance or application thereof to any person or circumstance is held invalid or unconstitutional by a court of competent jurisdiction, such invalidity shall not affect other provisions or applications of the ordinance that can be given separate effect and to that end the provisions of this ordinance are declared to be severable. Whenever the provisions of this ordinance conflict with other ordinances of the Town of Canton, this ordinance shall govern.

Section 2. All provisions of any Town ordinance in conflict with the provisions of this Chapter are hereby repealed.

Section 3. This ordinance shall become effective 60 days after adoption.

Adopted this 14th day of , 2014.

Michael B. Ray, Mayor

ATTEST:

Jason Burrell, Town Clerk

Approved as to Form:

William C. Morgan, Jr. Town Attorney

CHAPTER 99: TOBACCO USE RESTRICTIONS

Section

- 99:01 Title
- 99:02 Authority
- 99:03 Purpose
- 99:04 Definitions
- 99:05 Smoking in County buildings and vehicles
- 99:06 Smoking on County grounds
- 99:07 Smokeless and spitting tobacco products
- 99:08 Electronic cigarettes or vapor products
- 99:09 Cigarette butts as litter
- 99:10 Notice Required
- 99:11 Implementation Requirements
- 99:12 Enforcement and Penalties
- 99:13 Severability and Conflict of Laws

§ 99.01 TITLE

This chapter shall be known and may be cited as the "Tobacco Use Restrictions Ordinance for Buildings, Vehicles, and Grounds "

§99:02 AUTHORITY

This chapter is established by the Haywood County Board of Commissioners pursuant to the authority and powers conveyed by NCGS 130A-498 and 160A-174(a).

§99:03 PURPOSE

The purpose of this subchapter is to provide a comprehensive and uniform means of restricting use of all types of tobacco products in buildings and vehicles and on grounds owned or leased and occupied by Haywood County, excluding property leased by Haywood County to third parties.

§99:04 DEFINITIONS

The following definitions are applicable to this Chapter:

- (a) "County Building" – A building owned, or the area leased as lessee and occupied by the County and includes but is not limited to offices, restrooms, indoor walkways, stairwells, entrances, passageways, break room, lobbies, and work areas, excluding Buildings leased as lessor by Haywood County to third parties.
- (b) "County Grounds" – An unenclosed area owned, leased, or occupied by the County, excluding Grounds leased as lessor by Haywood County to third parties.
- (c) "County Vehicle" – A passenger-carrying vehicle owned, leased or otherwise controlled by Haywood County and assigned permanently or temporarily by the County to County employees, agencies, institutions, or facilities for official County business.

- (d) "Employee" – A person who is employed by the County, or who contracts with the County or a third person to perform services for the County, or who otherwise performs services for the County with or without compensation.
- (e) "Local Health Department" – The public health authority, under the Haywood County Health and Human Services Agency.
- (f) "Universal 'No Smoking and Use of Tobacco Products Prohibited' Symbol" – Symbol consisting of a pictorial representation of a burning cigarette and a tobacco product enclosed in a red circle with a red bar across it.
- (g) "Smoking" – The use or possession of a lighted cigarette, lighted cigar, lighted pipe, or any other lighted tobacco product.
- (h) "Tobacco product" – Any product containing, made, or derived from tobacco that is intended for human consumption, whether chewed, smoked, absorbed, dissolved, inhaled, snorting, sniffed, or ingested by any other means, or any component part of accessory of a tobacco product, including but not limited to: cigarettes; cigars, little cigars, cheroots, stogies, periques, granulated, plug cut, crimp cut, ready rubbed, and other smoking tobacco, snuff, snuff flour, Cavendish; plug scraps, clippings, cutting and sweepings of tobacco, shorts; refuse scraps, clippings, cutting and sweeping of tobacco, and other kinds and forms of tobacco. A tobacco product excludes any product that has been approved by the United States Food and Drug Administration for sale as a tobacco cessation product, as a tobacco dependence product, or for other medical purposes, and is being marketed and sold solely for such an approved purpose.
- (i) "E-cigarettes/vapor product" – any electronic oral devise, such as one composed of heating elements, battery, and/or electronic circuit, which provides a vapor or nicotine or any other substances, and the use or inhalation of which stimulates smoking. The term shall include any such device, whether manufactured, distributed, marketed, or sold as an e-cigarette, e-cigar, e-pipe, or under any other product name or descriptor.

§99:05 SMOKING PRODUCTS PROHIBITED IN COUNTY BUILDINGS AND VEHICLES

- (a) No person shall smoke, carry or possess a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia in any County Building or County Vehicle as defined herein.

§99:06 SMOKING PRODUCTS PROHIBITED ON COUNTY GROUNDS

- (a) No person shall smoke, carry or possess a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia on any County Grounds including parks and recreational areas. This section does not apply to:
 1. Smoking, carrying or possessing a lighted cigar, cigarette, pipe or other lighted smoking equipment or paraphernalia within the limits of a public right-of-way where the right-of-way boundary does not overlap with a zone measuring 25' from a public entryway, measured from and along a single building face.
 2. A public entryway in areas owned by Haywood County but leased as lessor to third parties as lessee.

§99:07 SMOKELESS AND SPITTING TOBACCO PRODUCTS PROHIBITED

- (a) The use of smokeless and spitting tobacco products shall not be permitted in any County Buildings, County Grounds and County Vehicles.

§99:08 ELECTRONIC CIGARETTES OR VAPOR PRODUCTS PROHIBITED

- (a) Use of e-cigarettes is prohibited in any County Vehicle or County Building where smoking and the use of tobacco products are prohibited.

§99:09 CIGARETTE BUTTS AS LITTER

- (a) No person shall dispose of cigarette butts, cigar tips, used dip, or any tobacco waste on County Grounds except for in designated trash receptacles or smoking urns.

§99:10 NOTICE REQUIRED

- (a) Clear and conspicuous signs shall be posted in every building and facility and/or grounds wherein tobacco use is regulated by this article as follows:
- (b) Stand alone "No Smoking," "No Smokeless Tobacco," or other signs stating the tobacco use policy shall have letters of not less than one inch in height, the international "No Smoking" symbol (consisting of a pictorial representation of a burning cigarette enclosed in a circle with a bar across it), or the "No Smokeless Tobacco" symbol.
- (c) In lieu or in addition to stand along signage, tobacco use restrictions can be incorporated into comprehensive rules signage in text form where feasible.
- (d) Signs shall be conspicuously posted in a position clearly visible on main entry points into County Buildings.
- (e) Signs shall be conspicuously posted outside, within, or near recreational public places where tobacco use is prohibited, but not at every conceivable entry point whereby doing so would overburden the park with signage.
- (f) It shall be unlawful for any person to remove to deface any placard or sign erected by or under the authority of this section.

§99:11 IMPLEMENTATION REQUIREMENTS

- (a) The County shall post signs that meet all the requirements in Chapter 99:11 of this Ordinance.
- (b) The County may locate ash urns or other smoking receptacles in designated smoking areas. Absence of smoking receptacles does not relieve tobacco users from legally disposing of tobacco waste nor does it nullify a designated smoking area.
- (c) County staff shall make every effort to ensure compliance with this policy, including requests and if necessary contacting enforcement personnel.

§99:12 ENFORCEMENT AND PENALTIES

- (a) Penalty for Violation. Violation of Sections 99.05 through 99.09 shall constitute an infraction punishable by a fine of not more than twenty-five dollars (\$25.00).
- (b) A citation may be issued by a sworn law enforcement officer. Conviction of an Infraction under this section has no consequence other than as set forth in (a) above, and no court costs may be assessed.

- (c) Additional sanctions for employees. In addition to any penalty under this section, employees of the County who violate this ordinance shall be subject to disciplinary action consistent with the County's human resource policies.

§99:13 SEVERABILITY; CONFLICT OF LAWS

- (a) If this Ordinance or application thereof to any person or circumstance is held invalid or unconstitutional by a court of competent jurisdiction, such invalidity shall not affect other provisions or applications of the ordinance that can be given separate effect and to that end the provisions of this ordinance are declared to be severable. Whenever the provisions of this ordinance conflict with other ordinances of Haywood County, this ordinance shall govern.
- (b) All provisions of any County ordinance in conflict with the provisions of this Chapter are hereby repealed.
- (c) This ordinance shall become effective 60 days after adoption.

Adopted this _____ day of _____, 2015.

Mark S. Swanger, Chairman
Board of Commissioners

ATTEST:

Ira Dove, Clerk to the Board

APPENDIX A

List of County Properties Covered By Tobacco Restrictions Ordinance

- 1. Haywood County Courthouse**
- 2. Haywood County Justice Center**
- 3. EOC/EMS and Satellite Facilities**
- 4. County Annex II**
- 5. Materials Recovery Facility Buildings and White Oak Building**
- 6. Haywood County Public Library and Branches**
- 7. Animal Services Facilities**
- 8. Haywood County Law Enforcement Center**
- 9. Elections/Recreation/Adult Day Care Building**
- 10. Health and Human Services/Central Permitting Building**

TOWN OF WAYNESVILLE BOARD OF ALDERMEN
REQUEST FOR BOARD ACTION
Meeting Date: February 24, 2015

SUBJECT: Request Temporary Street Closure Whole Bloomin' Thing Festival – Saturday, May 9, 2015

AGENDA INFORMATION:

Agenda Location: New Business
Item Number: 5-C
Department: Administrative Services
Contact: Marcy Onieal, Town Manager
Presenter: Marcy Onieal, Town Manager

BRIEF SUMMARY:

A request from **The Frog Level Merchants' Association** for their Whole Bloomin' Thing Festival their annual street sale and festival on Saturday, May 9, 2015 from 5:30 a.m. until 5:30 p.m.. The request is that Commerce and a portion of Depot Streets be closed for this event. This event serves as the association's major fundraiser for the year.

MOTIONS FOR CONSIDERATION: *To approve street closure request from Frog Level Merchants' Association for the Whole Bloomin' Thing Festival on Saturday, May 9, 2015, as presented.*

FUNDING SOURCE/IMPACT: No direct cost for this event. The Town will provide in-kind support for traffic control, event security, emergency response and sanitation.

ATTACHMENTS:

- Frog Level Merchants' Association request letter

MANAGER'S COMMENTS AND RECOMMENDATIONS: Manager recommends approval of the street closure as presented. It should be noted that this event coincides with the same weekend that events associated with the 150th Anniversary of the Last Shot of Civil War are planned. The Whole Bloomin; Thing Festival is traditionally held on the Saturday before Mother's Day, which is May 10, 2015.

February 1, 2015

Mayor Gavin Brown
Board of Aldermen
Town of Waynesville
16 South Main Street

Re: Street Closure Request, The 2015 "Whole Bloomin" Thing Spring Festival

Dear Sirs and Madam:

The Frog Level Merchants' Association is once again planning for their spring "Whole Bloomin' Thing Spring Festival" in Frog Level. This year's event will be held on Saturday, May 9th, 2015 from 9am until 4pm. A call for vendors went out approximately two weeks ago. We anticipate over seventy five plus vendors will be juried for the event.

The festival is in its thirteenth year and continues to grow. Although police offices do an excellent job in managing both pedestrian and vehicular traffic, we feel compelled to request the following:

- A. The closure of Commerce Street from Panacea to the traffic light on Depot Street from 5:30am until 5:30pm and
- B. A detour of traffic around the festival by closing Depot Street from the railroad track to Water Street from 5:30am until 5:30pm (Both Water Street and Boundary Street would be open for traffic).

The depot area continues to benefit from the restoration of structures and the increase in commercial traffic. With the growth of the "Whole Bloomin' Thing Spring Festival", we feel we must insure the safety of pedestrians and motorists. Therefore, we respectfully request you grant the requested street closings.

Thank you for your continued support of Frog Level property owners and merchants.

Very truly yours,

Historic Frog Level Merchants' Association, Inc.
Festival Committee

Joy.b.Simmons@outlook.com
336.529.5191

TOWN OF WAYNESVILLE BOARD OF ALDERMEN
REQUEST FOR BOARD ACTION
Meeting Date: February 24, 2015

SUBJECT: Recreation and Parks 2014 Annual Report

AGENDA INFORMATION:

Agenda Location: New Business
Item Number: 6-C
Department: Recreation and Parks
Contact: Rhett Langston, Recreation and Parks Director
Presenter: Marcy Onieal, Town Manager

BRIEF SUMMARY:

The Waynesville Parks and Recreation Department 2014 Annual Report was created in order to meet one of the fundamental standards in process for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) by the National Recreation and Parks Association (NRPA).

The information below provides a brief explanation of the CAPRA process. Our goal is to work on the process in FY 16 and then apply for accreditation in FY 17.

Overview of the Agency Accreditation Process

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with the standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and tax payers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.

Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

Accreditation Process

Accreditation is based on an agency's compliance with the 144 standards for national accreditation. To achieve accreditation, an agency must comply with all 36 Fundamental Standards, which are indicated by the icon in this publication, and at least 85 percent of the remaining 108 standards (at least 92 standards).

CAPRA accreditation is a five-year cycle that includes three phases: development of the agency self-assessment report, the on-site visitation, and the Commission's review and decision. The on-site visitation follows the agency's development of its self-assessment report. If accreditation is granted by the Commission at its meeting following the on-site visit, the agency will develop a new self-assessment report and be revisited every five years. Within each of the four years between on-site visits, the agency will submit an annual report that addresses its continued compliance with the accreditation standards. The complementary publication, [CAPRA Accreditation Handbook](#), sets forth in detail the accreditation process and procedures.

MOTION FOR CONSIDERATION: To approve the 2014 Recreation and Parks Annual Report, as presented.

FUNDING SOURCE/IMPACT: N/A

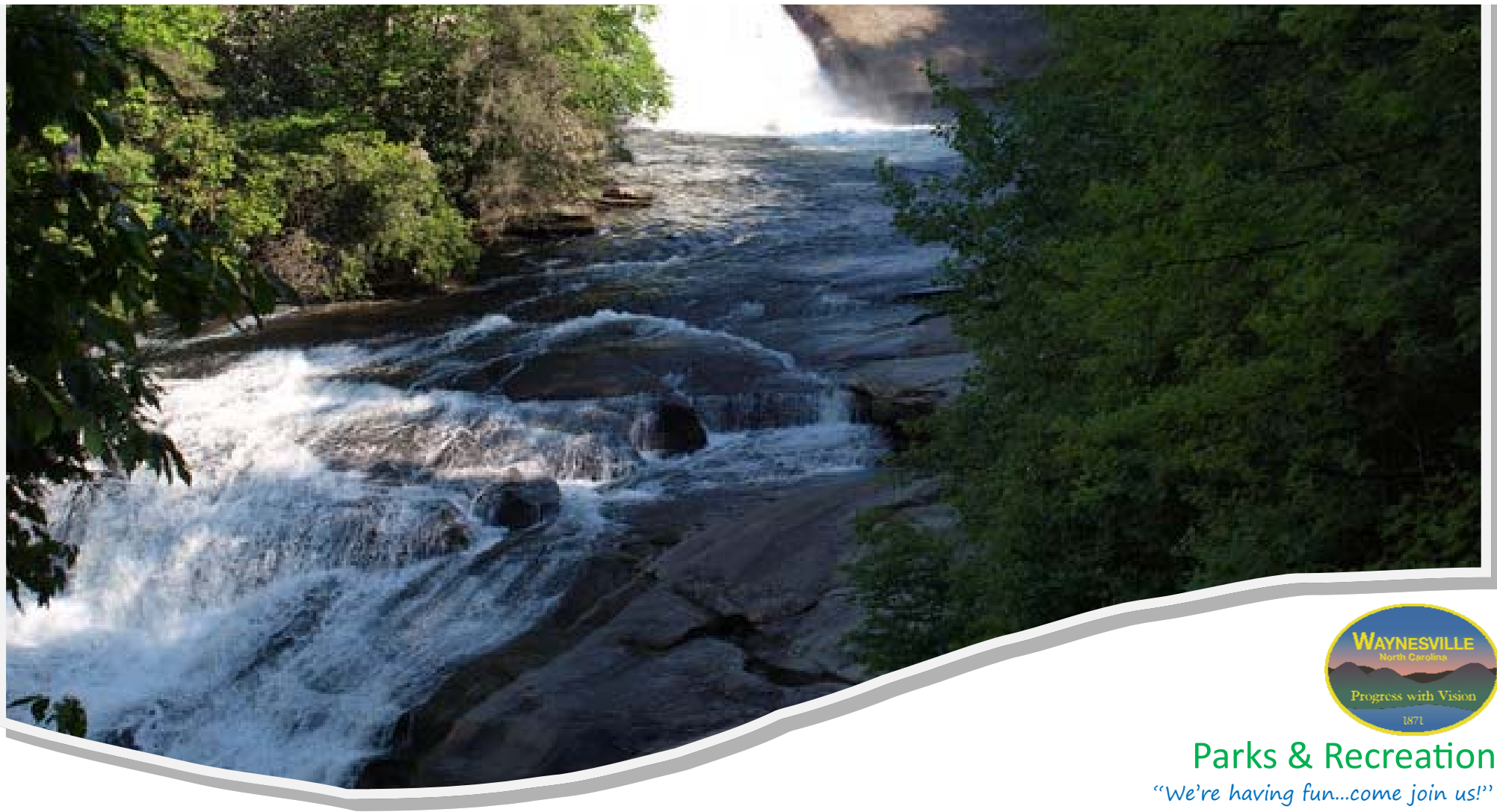
ATTACHMENTS:

- 2014 Annual Report
- CAPRA Accreditation Handbook (copies available upon request)

MANAGER'S COMMENTS AND RECOMMENDATIONS: The manager recommends adoption as presented.

CAPRA accreditation is a very ambitious undertaking on the part of the Town of Waynesville and the Parks & Recreation Staff, in particular. Very few agencies in North Carolina have received such accreditation, but for those which have, the CAPRA accreditation stands as a mark of excellence in the industry. As it is the goal for all Town departments to continue to improve the level of service we provide to the community, I am especially pleased with the Recreation Department's initiative in pursuing this process.

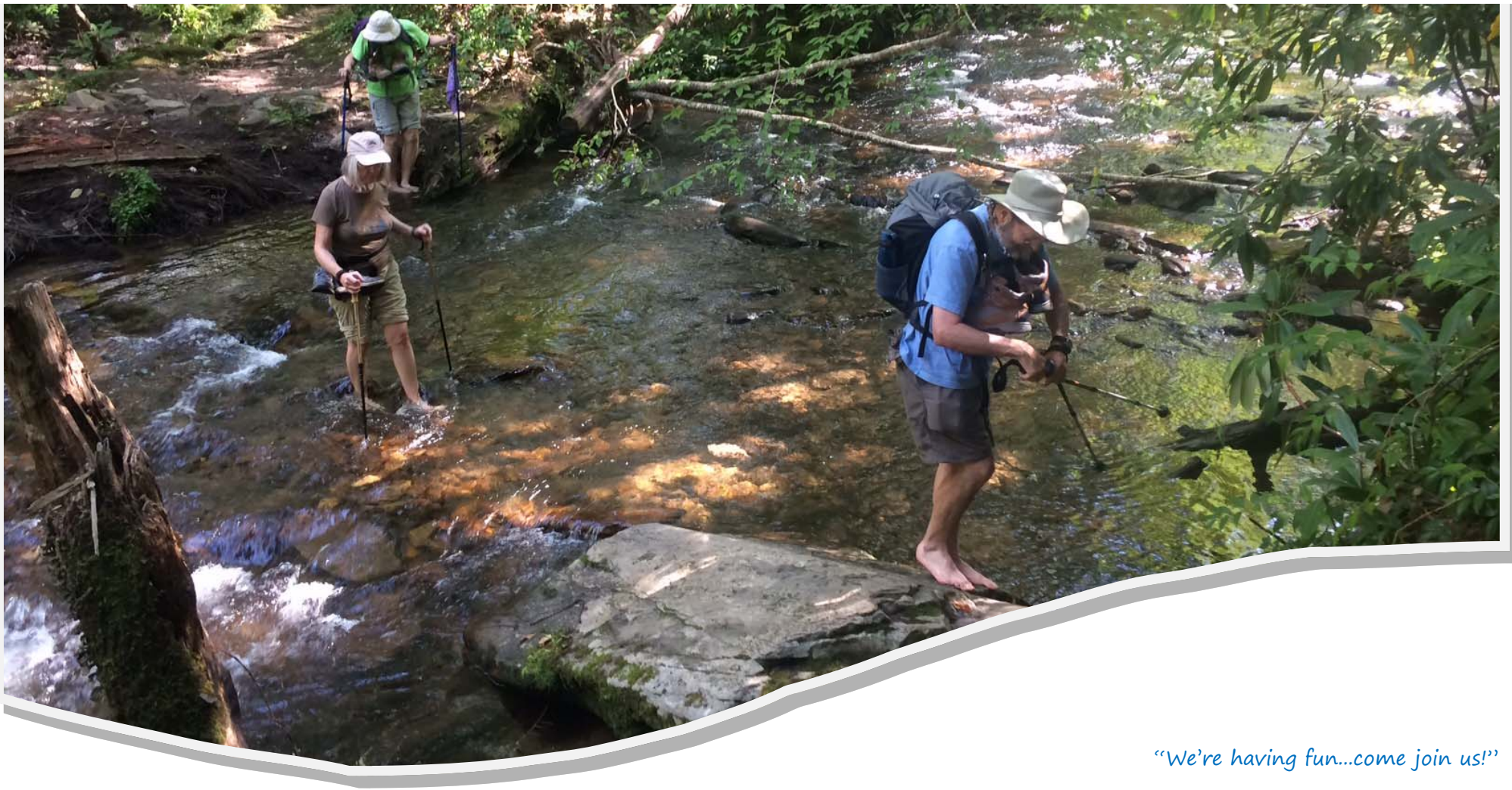
This effort has been approved by the Recreation Commission and will require the cooperation and participation of staff and departments town-wide. While accreditation is not assured, particularly with an agency's first attempt at achieving accreditation, the sheer effort of trying to meet the standards of accreditation will be an outstanding learning experience for our staff and will lead to improvements in practice, procedure, policy and service delivery regardless.



Parks & Recreation

"We're having fun...come join us!"

2014 Annual Report



"We're having fun...come join us!"

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"We're having fun...come join us!"

MISSION

To promote quality recreation opportunities for all citizens of the greater Waynesville area by providing indoor and outdoor facilities and activities and to be resource for those who seek to improve their quality of life through recreation.



"We're having fun...come join us!"

ADVISORY COMMISSION



Kenny Mull
Chair



Ginny Boyer



Michelle Claytor



Don Frady



Sarah Massie



Wallace Messer



Linda O'Neil



Dan Schwartz



Lee Starnes



"We're having fun...come join us!"

LETTER FROM THE DIRECTOR

There have been noteworthy items in 2014. The construction on Howell Mill Road has taken place most of this year with the expected completion date to be in the Fall of 2015. This has had an impact on park usage and traffic at the Waynesville Recreation Center.. However, we have continued to make facility and park improvements such as a new sauna at the Waynesville Recreation Center, new LED lights in the pools, additional picnic tables in the parks and more landscaping.

New programs have been added such as Base Camp Waynesville, adult co-ed volleyball, and new areas for senior trips. We also had the largest summer camp in our history. Overall, 2014 has been a good year for safety, the general public we serve and our employees. Our staff takes great pride in what we do and we hope 2015 will be even better.

Rhett Langston, Director

Waynesville Parks and Recreation Department



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PUBLIC RELATIONS / ADVERTISING

2014 was a year in which we became even more aggressive in public relations and advertising efforts. At the beginning of the fiscal year on July we doubled our budget to include the Smoky Mountain News as well as The Mountaineer. We had several articles published in both publications as well interviews on WLOS Channel 13. Our new website was launched under VC3. Our Facebook page became more pronounced.

Press Releases—74; Newspaper Articles—4

North Carolina Recreation and Parks Magazine—3 articles

Annual Guides—1; Program Guides—12; Branding Ads—182

Facebook Likes— 817; Facebook Visits—2,584

Information Blasts Participants— 485

Survey Responses—154

Speaking Engagements—2



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REVENUE

Total Department Revenue	\$742,319	Membership Revenue (WRC)	\$333,637
Daily Admission Revenue (WRC)	\$122,047	Rental Revenue (WRC)	\$52,758
Programs Revenue (WRC)	\$69,112	Commissions Revenue (WRC)	\$2,510
Resale / Vending (WRC)	\$2,612	Programs Revenue (OA)	\$7,700
Rental Revenue (OA)	\$10,443		



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ATTENDANCE

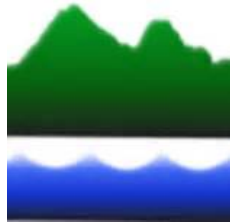
Waynesville Recreation Center	130,919
Old Armory Recreation Center	40,225



PARTNERSHIPS



Canton Lions Club



Haywood Waterways



Waynesville Tennis Association



Mountaineer Complete Care

"We're having fun...come join us!"



Ethos Wealth Group



MOUNTAINEER OXYGEN SERVICES, INC.
Mountaineer Oxygen Services,



"We're having fun...come join us!"

AWARDS & HONORS

- The Waynesville Recreation Center was voted "Best Fitness Club" for the fourth year in a row in the Reader's Choice Awards from The Mountaineer.
- \$25,000 grant from Pigeon River Fund



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PROGRAMS

The following programs were created in 2014:

- New locations for Senior Moments
- Girls Volleyball League
- Base Camp Guide Training
- Indoor Flea Market
- Special Olympics
- Zumba Toning
- Pi-Yo
- Pilates
- Paddle Sports
- Hiking
- Coed Volleyball
- Homeschool Adventure



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FACILITIES & PARKS

The following improvements were made in 2014:

- Coed sauna just off of the pool deck at the Waynesville Recreation Center
- LED lights in the lap pool and water park pool
- Base Camp Waynesville room was created at the Waynesville Recreation Center for programs and education classes
- Security cameras were installed at both the Old Armory and the Waynesville Recreation Center
- Resurfacing of the six tennis courts at Recreation Park
- New landscaping and removal of old concession stand at the Waynesville Skate Park



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SPECIAL EVENTS

The Waynesville Parks and Recreation Department hosted or co-sponsored the following special events throughout 2014:

- January—Western North Carolina Athletic Conference Swim Meet
- May—Waynesville Kiwanis Spring Fling, Special Olympics Track and Field and Judo BBQ
- April—9 Ball Pool Tournament; Tree Climbing Day; Western Region Special Olympic Track and Field Qualifier
- June—Pink and Black Swim Meet
- July—Waynesville Swim Team Meet
- September—Lions Club Mud Run & Bridge Tournament
- October—Fall Brawl Judo Tournament
- December—Tuscola High School Swim Meet Invitational



"We're having fun...come join us!"

WAYNESVILLE PARKS & RECREATION DEPARTMENT

550 Vance Street

Waynesville, NC 28786

P: 828.456.2030

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COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES



ACCREDITATION HANDBOOK

Sixteenth Edition
2014
Revised October 2014

National Recreation and Park Association

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National Recreation and Park Association



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INTRODUCTION

This handbook is for use by individuals who are working with the CAPRA accreditation process: recreation and park professionals and visitation team members. It also is for use in training sessions designed to help these individuals become more knowledgeable and effective regarding the accreditation process. This handbook is designed to be used in conjunction with CAPRA Accreditation Standards.

OVERVIEW AND BRIEF HISTORY

The CAPRA standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, and the general public that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.

Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation agencies and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

MISSION

The mission of the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation program supports the achievement of the National Recreation and Park Association (NRPA) mission and is to:

1. Provide standards and procedures for the evaluation of public park and recreation agencies through a program of self-evaluation and outside peer review for the purpose of national accreditation;
2. Enhance the performance of park and recreation services; and
3. Promote an agency which will serve more effectively the citizens in providing quality recreation.

PURPOSE

The purposes for which the agency accreditation program exists and to which NRPA and CAPRA are committed are:

1. **Development of quality park and recreation agencies:** The agency accreditation program focuses on the education and evaluation of park and recreation agencies utilizing standards considered to be the essential elements for effective and efficient

operations that apply to all park and recreation systems. Standards promote improved performance for all park and recreation agencies and signify minimum standards in the field of parks and recreation.

2. **Education:** The agency accreditation standards are the benchmark for the accepted level of practice in the industry. Through the comprehensive and systematic self-assessment process and on site visitation and peer review, park and recreation professional(s) will gain knowledge and information about the baseline operations of a park and recreation agency. Additionally, through training of visitors (peer evaluators) and agencies, the agency accreditation program contributes to the ongoing professional development of park and recreation personnel.
3. **Determination of the accreditation status of park and recreation agencies:** Standards provide the tool used to identify compliance with accepted professional practices. While accreditation standards effectively distinguish between agencies that should and should not be accredited, they are not a guarantee of quality, safety, or ethical practice. No accreditation program by any organization provides such a guarantee. Accreditation is an assurance that the park and recreation agency has voluntarily subjected itself to outside evaluation by other professionals

ACCREDITATION PROCESS

CAPRA accreditation is a five-year cycle that includes four phases: training of agency staff on the accreditation process, development of the agency self-assessment report, the onsite visitation, and the Commission's review and decision. At least one person from the agency must attend a CAPRA approved training on the current set of standards within the five (5) years prior to submitting the preliminary application. The onsite visitation follows the agency's development of its self-assessment report. If accreditation is granted by the Commission at its meeting following the onsite visit, the agency will develop a new self-assessment report and be revisited every five years. Within each of the four years between onsite visits, the agency will submit an annual report that addresses its continued compliance with the accreditation standards.

UNDERSTANDING STANDARDS

A standard is a statement of desirable practice as set forth by experienced professionals. In evaluating an agency for accreditation, the standards are a measure of effectiveness using the cause and effect ("if...then") approach. If one acts in a certain way, then it is expected that there will be a certain outcome. In practice, if an agency complies with a given standard, then it is expected that the agency's operations related to that standard will be positively affected. Viewed holistically, if an agency complies with the vast majority of the standards (i.e., all fundamental standards and at least 85% of the remaining), then it is understood that the agency is performing a quality operation. Standards enable evaluation by comparing what is found within an agency operation to what is accepted by professionals as desirable practices.

These standards are not a quantitative measure of the local availability of funds, lands, personnel, etc. and should be distinguished from other types of standards which address specific elements, such as open space standards, which are population-based, and playground equipment standards,

which are product-based. These qualitative standards for accreditation are comprehensive, dealing with all aspects of agency operations.

The standards provide an effective and credible means of evaluating a park and recreation agency's overall system. The standards apply to all park and recreation systems, inasmuch as they are considered to be the elements for effective and efficient operations. Most agencies administer both park and recreation functions; however, some agencies only administer recreation programs and services, not park systems, and others only administer park systems, not recreation programs and services. Additionally, the jurisdictional structure of agencies differs throughout the country, with many agencies operating under municipal authority, while others operate under county, park district, or other structures. Further, the standards apply to agencies of all sizes in terms of personnel, budget, and population served. It is recognized that each community is unique and may meet the standards in differing ways.

HISTORY OF CAPRA STANDARDS

A forerunner of the CAPRA standards was a document titled, Evaluation and Self-Study of Public Recreation and Park Agencies, first issued in 1965. The standards in the document were initially determined by leading professionals in the Great Lakes District of the then National Recreation Association. Eight years later, in 1972, a statewide study in Pennsylvania encompassing thirty municipal park and recreation departments resulted in the document being updated and revised; and, in 1993, it was replaced by the CAPRA standards.

The CAPRA standards were developed by a special committee initiated in 1989 by the American Academy for Park and Recreation Administration and the National Recreation and Park Association. The standards and accreditation process was field tested at park and recreation agencies of varying characteristics. In 1993, the Commission for Accreditation of Park and Recreation Agencies was established to implement and administer the accreditation agency. Since then, the CAPRA standards have been reviewed and revised several times, notably in 1996, 2001, and 2009.

In 1998 work was begun to adapt the accreditation agency to military recreation. An Army version of the standards, developed by the Army, was approved in 1999 and a representative of military services was added to the Commission board. In 2007, the Department of Defense proposed a revised set of military standards that applies to all military services; and was approved by the Commission in 2008 for use by all military services. The military accreditation standards are available as a separate document.

ABOUT THE COMMISSION

The Commission for Accreditation of Park and Recreation Agencies consists of thirteen members appointed to three-year terms on a staggered basis. The composition of the Commission includes representatives from:

- National Recreation and Park Association (4 representatives: including 1 citizen/public)
- American Academy for Park and Recreation Administration (4 representatives)
- International City/Council Management Association (1 representative)
- Council of State Executive Directors (1 representative)

- Academy for Leisure Sciences (1 representative)
- National Association of County Park and Recreation Officials (1 representative)
- Armed Forces Recreation Network (1 representative)

When a position on the Commission becomes available, a Call for Nominations is posted to the applicable group(s). Nominees must submit their full contact information and current resume for consideration. Commissioners are selected and appointed by the Board of Directors of each of the representative groups when a position becomes available for that group.

It is preferred that representatives have:

- Familiarity with CAPRA and the accreditation process;
- Experience serving as an accreditation visitor; and
- Certified Park and Recreation Professional (CPRP) or Certified Park and Recreation Executive (CPRE) credentials (with the exception of Citizen Member).

Representatives must agree and sign the Commissioner Conflict of Interest and Confidentiality statement. Commissioners serve three-year terms and may not serve more than two consecutive full terms. Commissioners act as mentors to the preliminary applicant and prospect agencies, review agency self-assessment reports for compliance with accreditation standards, review and approve visitation reports, establish accreditation policies, procedures, and standards, and make accreditation decisions. These responsibilities require approximately twenty (20) to fifty (50) hours of time commitment outside of regularly scheduled meetings each year. Additionally, the Commission meets five times per year, once in-person in the fall in conjunction with the NRPA Congress & Exposition for a day to a day and a half, and quarterly via teleconference. Commissioners are responsible for travel expenses related to attending the in-person meeting.

The Commission is administratively sponsored by the National Recreation and Park Association, but acts with independence and under its own authority in determining accreditation standards and conferring accreditation of applicant agencies.

ACCREDITATION PROCESS

ACCREDITATION STANDARDS

Accreditation is based on an agency's compliance with one hundred and fifty-one (151) standards for national accreditation. To achieve accreditation, an agency must comply with all thirty-seven (37) fundamental standards and at least eighty-five (85%) percent of the non-fundamental standards, or ninety-seven (97) non-fundamental standards.

CAPRA FEE SCHEDULE

Level	Operating Budget	Review Fee	Annual Fee
1	Under \$500,000	\$165	\$60
2	\$500,000 - \$1 million	\$275	\$120
3	\$1 million - \$2.5 million	\$550	\$180
4	\$2.5 million - \$5 million	\$1,100	\$240
5	\$5 million - \$10 million	\$1,650	\$300
6	\$10 million - \$15 million	\$2,200	\$360
7	\$15 million - \$25 million	\$2,750	\$480
8	Over \$25 million	\$3,300	\$600

All fees are invoiced in January and are due within 30 days of receipt of the invoice. The review fee is invoiced in January to agencies with hearings occurring in that calendar year.

The following are other fees that can be incurred during the accreditation process.

- Preliminary Application Fee - \$100
- Extension Request Fee – 50% of the agency's Review Fee
- Annual Report Late Fee - \$500
- Annual/Review Fee Late Fee - \$500

GENERAL STEPS

As a brief overview, the general steps of the accreditation process follow:

1. At least one person from the agency must attend a CAPRA approved training on the current set of standards within the five (5) years prior to submitting the [Application for Accreditation](#).
2. The preliminary applicant agency submits an [Application for Accreditation](#) and the required \$100 fee. The agency will indicate their requested visit dates, to occur within two years of the date of application in the spring (January – March) or summer (May – July). In the event Congress is scheduled in September, the latest a visit can be scheduled is the first week of July to ensure the agency has enough time to submit their response to the visitation report, if one is needed.

3. Upon receipt of the Application for Accreditation, a Commissioner will be assigned to the agency as a Commission Mentor to provide guidance to the agency as they proceed through the accreditation process.
4. The agency develops a self-assessment report and prepares associated supporting documents using CAPRA standards.
5. Approximately six (6) months prior to the anticipated visit, the Accreditation Manager will contact the agency contact to obtain the agency's visit availability and updated contact information via an online form. The agency can select a two-week timeframe for their visit to occur either between January – March or May – July. Visits can occur in the month of April at the discretion of the Commission. In the event Congress is scheduled in September, the latest a visit can be scheduled is the first week of July to ensure the agency has enough time to submit their response to the visitation report, if one is needed.
6. Once the agency availability has been received from all agencies with upcoming visits, a call for visitor availability will be sent out to the list of qualified visitors.
7. The Commission selects a visitation team who reads the agency's self-assessment report and visits the agency to confirm information in the report. Initial accreditation visit teams usually comprise three individuals. Reaccreditation visit teams usually comprise three individuals, but some agencies may have the option for the modified two-person, two-day visit. The decision regarding number of visitors and frequency of visits for specific cases rests with the Commission.
8. The proposed visit team and their resumes will be provided to the agency for their review to ensure there are no conflicts of interest.
9. The agency submits their self-assessment report and electronic evidence of compliance to the two assigned Commission Reviewers who will review the report and determine if the visit team is approved to move forward with the visit at least 10 weeks prior to the visit.
 - a. **IMPORTANT** – Visitors **MUST NOT** make any travel arrangements until the Commission Reviewers have provided their official notification that the visit has been approved to be scheduled.
10. The visitation team conducts its onsite review and submits a written report to the Commission on its findings. The Commission reviews, modifies (if necessary), and transmits this report to the agency.
11. If the approved visitation report indicates unmet fundamental standard(s) and/or less than eighty-five (85%) percent compliance with the non-fundamental standards, the agency is required to submit a response within thirty (30) days of receipt of the report.

For reaccreditation reviews in this situation, the agency will appear before the Commission for a hearing via teleconference.

12. The Commission reviews the agency's self-assessment, the visitation report, and the agency's response (if applicable), and conducts a hearing at the next formal meeting of the Commission in the fall. The Commission may grant accreditation, establish conditions for accreditation, defer action, or deny accreditation.
13. The agency must submit annual reports and fees and undergo a complete re-evaluation (application, self-assessment, visitation, visitation report, and hearing) every five years. Attendance requirements at accreditation hearings vary depending on review year and visit outcome (see the "COMMISSION BUSINESS MEETING AND HEARING" section of this handbook for further details).

ELIGIBILITY

Accreditation is open to agencies that can meet the minimum required standards and pay the required fees. The Commission requires that at least one person from the agency attend a CAPRA approved training on the current set of standards within the five (5) years prior to submitting the preliminary application.

INITIAL ACCREDITATION APPLICATION

Each agency that decides to seek initial accreditation shall file an [Application for Accreditation](#) with the Commission. This completed application and payment of the \$100 application fee are submitted to the Accreditation Manager. If an organization seeks CAPRA accreditation, but has a separate park department and recreation department, one form may be completed including both departments. The Commission requires that at least one person from the agency attend a CAPRA approved training on the current set of standards within the five (5) years prior to submitting the preliminary application. The Commission strongly encourages the agency to purchase and read the *Management of Park and Recreation Agencies*. This unique publication is designed to effectively demonstrate the management practices embodied in the CAPRA Standards.

Upon receipt of the application, the CAPRA records and website (www.nrpa.org/CAPRA) will be updated to reflect the agency's intent to pursue accreditation. Additionally, the agency will be sent a confirmation letter acknowledging receipt of the application and providing information on the next steps. The [Application for Accreditation](#) is only required initially and serves to tentatively schedule the agency's accreditation review process.

The agency's self-assessment must be received and the visit scheduled within two years of the Application date. If the agency is unable to complete the self-assessment and/or schedule the visit within the two-year timeframe, the agency may request an extension and pay the extension fee or withdraw from the process and apply again when they are ready. The extension fee is 50% of the agency's Review Fee, which is based on the operating budget.

Approximately six (6) months prior to the anticipated visit, the Accreditation Manager will contact the agency contact to obtain the agency's visit availability and updated contact information via an online form. Agencies will be invoiced the review fee in January for the calendar year in which their review will take place. A visitation team will then complete an onsite review and develop a visitation report. The Commission conducts accreditation hearings once a year at its fall meeting in conjunction with the NRPA Congress

CONTINUING ACCREDITATION

Continuing accreditation is granted on five-year cycles, starting from the date of the initial accreditation. An accredited agency is usually revisited and reviewed for continuing accreditation by the Commission every five (5) years. Eighteen (18) months in advance, the Accreditation Manager sends a written reminder to the agency that a review of the agency is due within a specified period.

The procedures for continuing accreditation are similar to those for initial accreditation. Approximately six (6) months prior to the anticipated visit, the Accreditation Manager will contact the agency contact to obtain the agency's visit availability and updated contact information via an online form. Agencies are invoiced the review fee in January for the calendar year in which their review will take place. A visitation team will then complete an onsite review and develop a visitation report. In addition to reviewing all the standards, the CAPRA visitation team considers the information provided in the previous accreditation review (visitation report, agency response, and Commission actions), and previously submitted annual reports. The Commission conducts accreditation hearings once a year at its fall meeting in conjunction with the NRPA Congress. Agencies may host their visit any time of the year with the same 10 week deadline to submit the Self-Assessment. Agencies may appear before Commission via teleconference or by consent agenda at the next scheduled meeting after the Visit Report is approved.

Agencies with a 20-year review may schedule their visit early enough in the year for their hearing to occur in-person before the Commission at the Fall Meeting. The Agency would not be required to cover the travel costs for the visit chair to the hearing and the visit chair would not be required to appear for the hearing.

EXTENSIONS – INITIAL ACCREDITATION APPLICANTS

Agencies seeking initial accreditation may seek an extension of time to complete the self-assessment process and schedule the onsite visit. Any costs incurred by the agency related to the deferral of its visit are the agency's responsibility (i.e., plane tickets or hotel reservations for visitors). Initial application extensions may be requested for up to twelve (12) months and will not be permitted after the visitation team report has been issued or once the visitation team has arrived at the agency. Once a visitation team has arrived at the agency, a visit report must be issued.

To request an extension, you must send an email to the Accreditation Manager at CAPRA@nrpa.org to obtain the Extension Request Form. The form is to be completed and returned with payment of the Extension Request fee (50% of the agency's Review Fee) to the

Accreditation Manager. Once the completed form and payment are received, a determination will be made by the Accreditation Manager and the agency director will receive official notification of the decision.

EXTENSIONS – CONTINUING ACCREDITATION APPLICANTS

Accredited agencies may request their accreditation visit be deferred due to bonafide hardship. The request for a deferred visit must come by way of letter from the Chief Executive (city manager, county administrator, mayor, etc.) whom the agency's Director reports to in addition to the completed Extension Request Form.

The request must demonstrate and include:

1. The reason why the agency is requesting a deferred visit;
2. How such a deferment will enable the agency to proceed with a rescheduled accreditation visit and review in the future;
3. Provide an action plan and timeline for how the agency will overcome these barriers in time for a rescheduled accreditation visit.; and
4. The length of time for which the agency seeks a visit deferral, up to twelve (12) months.

Extension Requests will not alter the agency's original five year accreditation cycle. Extensions may not be requested after the visitation team report has been issued or once the visitation team has arrived at the agency. Once a visitation team has arrived at the agency, a visit report must be issued. The Commission Executive Committee will review all requests for deferred visits.

Approval of a request for deferred visit is contingent upon receipt of the Extension Request fee (50% of the agency's Review Fee) for extensions of twelve (12) months, within thirty calendar days of notice that the request has been approved. The agency is still required to submit the Annual Report and Annual Fee as schedule at the beginning of each year. An agency will only be assessed one annual fee per fiscal year and during deferred visit periods the annual maintenance fee will be assessed in lieu of the review fee. Any costs incurred by the agency related to the deferral of its visit are the agency's responsibility (i.e., plane tickets or hotel reservations for visitors). Extensions may not be requested after the visitation team has arrived at the agency.

To request an extension, you must send an email to the Accreditation Manager at CAPRA@nrpa.org to obtain the Extension Request Form. The form is to be completed and returned to the Accreditation Manager. Once the completed form is received, a determination will be made by the Commission Executive Committee and the agency director will receive official notification of the decision. For extensions of twelve (12) months, the Extension Request fee (50% of the agency's Review Fee) will due within thirty calendar days of notice of approval.

MAINTENANCE OF ACCREDITATION

Once an agency has been accredited, the maintenance of its accreditation is contingent upon fulfilling the following requirements:

1. Being reviewed and approved by the Commission on a continuing basis every five (5) years or, in particular cases, as often as required by the Commission.
2. Compliance with standards set by the Commission for the duration of the five-year period between reviews.
3. Submitting an annual report and fee each year, all agencies regardless of accreditation cycle are invoiced in January. Agencies are notified at least thirty (30) days prior to the due date of the annual report and fee.
 - a. If an agency is non-compliant with submitting the annual report by the March 1st deadline, the following steps will be taken:
 - i. The Accreditation Manager will send an email to the agency director and agency contact no later than April 1st (within one month from the annual report due date) to follow up on the status of the submission of the report.
 - ii. If the annual report has still not been submitted, the Accreditation Manager will call the agency director and/or agency contact no later than May 1st (within one month of the email) to follow up on the status of the submission of the report.
 - iii. If the annual report has still not been submitted, a letter will be sent to the agency director with a copy to the agency contact no later than June 1st (within one month of the phone call) to follow up on the status of the submission of the report.
 - iv. If the annual report has still not been submitted, the agency will be assessed a \$500 late fee no later than July 1st (within one month of the letter).
 - v. If the annual report has still not been submitted, the agency will be placed on the Commission's September meeting agenda for discussion of possible revocation of the agency's accreditation status due to non-compliance with the annual report submission requirement.
 - b. If an agency is non-compliant with submitting the annual or hearing fee within 30 days of receipt of the invoice, the following steps will be taken:
 - i. The Accreditation Manager will send an email to the agency director and agency contact no later than April 1st (within one month from the fee due date) to follow up on the status of the submission of the payment.

- ii. If the fee has still not been paid, the Accreditation Manager will call the agency director and/or agency contact no later than May 1st (within one month of the email) to follow up on the status of the submission of the payment.
 - iii. If the fee has still not been paid, a letter will be sent to the agency director with a copy to the agency contact no later than June 1st (within one month of the phone call) to follow up on the status of the submission of the payment.
 - iv. If the fee has still not been paid, the agency will be assessed a \$500 late fee no later than July 1st (within one month of the letter).
 - v. If the fee has still not been paid, the agency will be placed on the Commission's September meeting agenda for discussion of possible revocation of the agency's accreditation status due to non-compliance with the annual fee payment requirement.
- 4. Upon receipt of all of the annual reports, the Commission will commence reviewing the annual reports to identify any compliance issues that they determine need to be addressed prior to the agencies next scheduled visit.
 - a. If any compliance issues are identified and are deemed necessary for the agency to address prior to their next scheduled visit, the assigned Commissioner will contact the Accreditation Manager with a description of the areas of concern.
 - b. The Accreditation Manager will add the description of the areas of concern to the Commission's next meeting agenda for discussion with the full Commission.
 - c. The full Commission will determine the next steps at their next meeting and the Accreditation Manager will notify the agency director and the agency contact on those next steps. The Commission will assign a Commissioner who will be the agency's point of contact throughout this process.

The agency must be successfully reviewed and reaccredited on a continuing basis every five years, or as required by CAPRA.

SELF-ASSESSMENT REPORT

OVERVIEW

The self-assessment process is a major undertaking rather than a cursory review of the agency. It serves as an opportunity for an agency to engage in a process of rigorous self-review and improvement against nationally recognized quality indicators. The resulting self-assessment report is used by the visitation team as the primary document in the Commission's evaluation of the agency. The self-assessment report must include clear and compelling evidence of compliance with each of the standards. The self-assessment is thus pivotal to the success and efficiency of the entire review process.

Two basic purposes exist for conducting and preparing the self-assessment:

1. To collect, review, and record all material relative to the administration of the park and recreation agency. The self-assessment documents the standards being addressed by the agency. The self-assessment process provides the opportunity to involve staff at all levels of the organization in the assessment of the agency.
2. To provide documentation that an agency is meeting nationally recognized standards. The visitation team assesses the documentation indicating the ways in which the standards are being met and serves as a basis for the Commission's determination of accreditation.

The agency will collect, compile, and summarize compelling evidence that standards are being met. Thus, it is extremely important that the self-assessment report be written carefully and accurately. Because of the complexity involved, data may be gathered from multiple sources and it is not uncommon for the data collection and preparation to take a considerable amount of time. This preparation phase is one of the most valuable parts of the entire process because it is here that the agency comes to know itself better. This provides opportunities for clarity, improvement, and a unified approach to change.

ADDRESSING ON-GOING CHANGES

Changes within the agency may occur during the time period in which the self-assessment is being written. Generally, an agency will be accredited on the material that is current at the time of the visitation. While past or future aspects of the agency may not appear in the self-assessment itself, supplementary materials may be added to document the changes for the visitation team to review during the on-site visit. For instance, no agency is expected to re-write the entire report if staff changes occur or if programs/services are dropped or added just before, during, or after the visit is made. Making a note of these changes and their anticipated impact on the agency and specific standards is appropriate and can be reported to the visitation team during the on-site visit or to Commission during the hearing. If the changes are significant and/or impact the compliance of standards reviewed during the on-site visit, the Commission should be notified in writing, at least thirty (30) days prior to an agency's scheduled hearing or within an agency's annual report, whichever comes first. Unless requested to do so by the Commission, changes to the Self-Assessment should not be made after it is submitted to the Commission reviewers.

COSTS OF THE SELF-ASSESSMENT

Direct and indirect costs involved in preparing of the self-assessment document include staff time for the research, preparation and production of the document, and costs for supplies and postage. These costs are the responsibility of the agency seeking accreditation.

PREPARING THE SELF-ASSESSMENT REPORT

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) provides this [template](#) for preparing a self-assessment. Use of the [template](#) is mandatory. Use of the [template](#) creates a uniform format for presentation of information that assists visitors and Commissioners in performing consistent reviews. The [template](#) format combines the agency self-assessment and the visitation report for a more comprehensive review process. The [template](#) is in three parts: 1) introduction, 2) agency overview, and 3) individual assessments for each standard with a section for the agency self-assessment and a section for the visitor evaluation. Self-assessments have two parts, a narrative and a list of evidence of compliance (EOC) documents. To ease self-assessment review:

- Keep the page numbers in footer.
- Place the full agency name in the header.
- Use Times New Roman 12-point font (the template setting).
- Use proper grammar, sentence structure (complete sentences), and punctuation.
- Eliminate all spelling errors.
- Use abbreviations only after the abbreviation or acronym has been fully described.
- Identify and correct shifts in verb tense.
- Use the active voice.
- Use succinct and factual sentences.
- Refrain from using overstatement and hyperbole.
- Never cut and paste or copy word-for-word from any agency report or website, unless properly cited.
- Do not delete/remove the information related to the visitation report, including the Visitation Report Introduction, Visitor Comments, and Visitor Evaluation. The intention of this combined report template is to streamline the reporting and review process.
- Submit the Self-Assessment report document as an unprotected Word document to ensure the visitation team can update their section of the report during the on-site visit. A PDF version of the report with the electronic EOC is acceptable as long as the Word version is also provided.

Narrative

A well-developed and executed self-assessment document is essential for reviewers to both determine agency readiness to proceed and enable the visitation team to do thorough verification. Commission reviewers, as well as the visitation team chair and team, will look for relevance, accuracy, specificity, and completeness.

Self-assessment narratives should be concise, yet thorough. Throughout, the wording of the self-assessment should be factual and objective to avoid ambiguity. A narrative that merely indicates

that the evidence is on file or only provides a listing of EOC documents without a narrative is insufficient. The self-assessment for each standard should provide a compelling narrative that both discuss how the agency complies with the standard and makes reference to each EOC document that is being offered in support of compliance.

Each EOC document should be referenced in the narrative in the same order that it appears in the EOC list. Refer only to those documents presented as EOC. The report narrative or embedded electronic hyperlinks must direct the reviewer to the exact pages, paragraphs or lines to be reviewed.

List of Evidence of Compliance (EOC)

Each EOC document must be correctly identified or referenced and thoroughly organized, and consistently presented. It is important to provide the date and source of each piece of evidence to assure credibility and significance. Follow these guidelines for submission of EOC documents:

- As of May 1, 2015, it will be mandatory to provide an electronic copy of all EOC documentation with the self-assessment via disk, flash drive, or website.
- Use the required naming convention for all EOC documents, electronic links, and files so readers/reviewer can easily identify and access the contents.
 - The naming convention for the EOC documents should follow the standard numbers. For instance, for Standard 1.1 if there are two pieces of EOC you would name them as follows, replacing the “EOC 1” with the actual document name.
 - 1.1 – EOC 1
 - 1.1 – EOC 2
 - Electronic links and EOC documents must be named exactly as referenced in the corresponding narrative
 - Correctly name and list each document as it is mentioned in the narrative. Do not list documents that are not referenced in the narrative.
- Provide the date of document preparation and provide the date of approval or adoption by the approving authority and the date of last review, as required.
- Hyperlinks to the EOC documents may be used to point the reader to specific information that is published online. If hyperlinks are used in the self-assessment, they must be valid and viewable by the reviewers. Agencies are responsible for assuring that all links are functional.
- When linking to a large document, such as a policy manual, there should be bookmarks, specific page and section references, or links that allow the reader to easily access the item to be reviewed.
- Provide only the required EOC; do not include extra materials that are not necessary, i.e. redundant, supplementary and complementary documents.

SUBMITTING THE SELF-ASSESSMENT REPORT

The agency is responsible for sending a complete copy of the self-assessment report to the two Commission Reviewers and the Accreditation Manager at least ten (10) weeks prior to the scheduled visit dates. The Commission Reviewers will review the applicant agency's self-assessment for format and agency readiness.

Unless otherwise directed, the agency will send a digital copy of the self-assessment and complete EOC to the Accreditation Manager at CAPRA@nrpa.org and Commission Reviewers. The Accreditation Manager will make available copies of the agency's previous self-assessment report(s) and annual reports (if available) to the Commission Reviewers and Visitation Chair.

Format Review

The Commission Reviewers first determine if the self-assessment document has been prepared in accordance with instructions, e.g. that the agency used the [self-assessment template](#), that the self-assessment for each standard has both a substantive narrative and a detailed list of evidence and that a copy of each item of evidence has been supplied. If the review shows that the self-assessment is not prepared in the proper format, the review will be suspended until a document in the proper format is submitted for review.

Agency Readiness Review

For the agency readiness review, Commission Reviewers will create a detailed list, by each standard, of issues the visit chair needs to address on-site or that the agency may need to address prior to the visit being approved by the Commission.

Approval and Disapproval

Site visits will not take place and visitation team member travel arrangements will not be scheduled until the self-assessment has received approval from the Commission Reviewers. Failure to meet the deadline for submission or providing an incomplete report may result in delay or cancellation of the visit. Upon receipt of the revised self-assessment, the Commission Reviewers will start the process from the beginning.

When the self-assessment is approved, the Accreditation Manager will notify the agency and visit team of the approval. At that time, the agency is responsible for sending a complete copy of the self-assessment to each member of the visit team.

If it is the recommendation of the Commission Reviewers to postpone the visit either because it is incomplete or lacking documentation or evidence, they will notify the Accreditation Manager with the decision and include the detailed list of issues. The Accreditation Manager will notify the agency and visit team that the visit has not been approved and will inform them when to expect to hear from the Commission Reviewers and the Commission Mentor regarding options and next steps.

CONFIDENTIALITY

Self-assessment reports are for the official use of the Commission and its representatives only. Individuals seeking access to such reports must make direct contact with the agency for permission and access.

REACCREDITATION VISIT OPTION

The Commission approved at their meeting held in October 2013 to open a second visitation option for agencies going through a reaccreditation visit. This option is available for reaccredited agencies who meet specific eligibility requirements of:

1. Must be currently accredited and not on an extension;
2. Met 100% of the fundamental standards at the last visit;
3. Met at least 98% of the non-fundamental standards at the last visit; and
4. Have not had any significant leadership changes since the last visit.

The Self-Assessment Report has the following requirements:

1. Must be submitted at least 12 weeks prior to the scheduled visit;
2. Meet the new writing requirements; and
3. Provide all evidence of compliance with the self-assessment in an electronic format.

The visitors will have the following requirements:

1. Visitors must have participated in five (5) or more visits and prior visit chair experience.
2. Two visitors will complete the electronic review and perform the on-site review.

The on-site visit will last for two (2) days and will allow the visitors to tour the facilities/parks, meet with staff, and clarify any remaining questions from their self-assessment review. The Commission Lead and Second Reviewers will still review the self-assessment report and provide their approval prior to the travel being arranged. If the Commission Lead and Second Reviewers are not okay with the self-assessment report, the agency will be required to host a standard three-visitor, three-day visit.

ACCREDITATION VISITORS

VISITOR QUALIFICATIONS

Individuals interested in serving as CAPRA visitors must meet the following criteria:

- Be currently employed full-time in, or retired from, the field of recreation, park resources, and leisure services;
- Have completed five (5) years of full-time professional experience in the field;
- Hold the Certified Park and Recreation Professional (CPRP) or Certified Park and Recreation Executive (CPRE) credential (not required for retired professionals);
- Membership in the National Recreation and Park Association (NRPA) or related professional organization; and
- Attended an official CAPRA training within the last five (5) years.

Individuals interested in becoming a visitor should complete the [Visitor Application](#) and [Visitor Resume](#) forms and submit them to via email to CAPRA@npra.org for consideration. Once reviewed, the individual will be notified of his/her visitor status via email.

VISIT CHAIR QUALIFICATIONS

In addition to the current visitor qualifications the visit chair must meet the following criteria:

- Have participated in at least three CAPRA visits;
- Received positive evaluations from fellow visitors and agency; and
- Attended the CAPRA Visit Chair Training.

VISITOR SELECTION

The Commission maintains a list of approved visitors who have met specified criteria and completed the training workshop conducted by the Commission. Only individuals who have been approved are eligible to serve on visitation teams.

To maintain the highest ethical standards, the following policies exist:

- Visitors to a particular agency must come from outside of the state in which the agency being reviewed is located;
- An individual may not serve as a visitor to an agency at which he/she has been employed;
- At least two visitation cycles (usually ten years) must have passed before a visitor may return to that agency as a visitor;
- Visitors must sign and submit a confidentiality and conflict of interest statement prior to each visit they undertake;
- An individual may not serve as a visitor to an agency at which he/she provided consulting services within the previous five year period and may not serve as a consultant to an agency within a five year period following a visit; and
- Once confirmed as a visitor, an individual must make the commitment to the rest of the visit team, the agency, and to CAPRA that he/she will fulfill his/her duty as a visitor. If the individual is unable to continue with the visit process due to a bona fide

hardship, he/she must notify the Accreditation Manager as soon as possible to ensure the necessary arrangements can be made to fill the vacancy on the visit team. If the cancellation is made after travel arrangements have been made on the visitor's behalf, a determination will be made by the Commission Executive Committee and the Accreditation Manager about who (CAPRA or the visitor) will cover the expenses caused by the cancellation. In addition, if the cancellation reason is deemed as not bona fide, the visitor will be required to reimburse the travel expenses and may no longer be assigned to future visits.

When an agency files its application for accreditation, the dates for the completion of the agency's self-assessment and range of visitation dates are identified. Along with the CAPRA Executive Committee, the Accreditation Manager identifies individuals from the approved list of visitors who are available to serve on selected visits. The CAPRA Executive Committee and the Accreditation Manager will ensure there is at least one visitor on each team that has worked for a comparable size agency to the one being visited. The Accreditation Manager then sends the list of individuals comprising the proposed visitation team, along with their resumes, to the agency for confirmation. The agency is asked to confirm no known conflicts of interest exist and may object to any name on the list, giving reasons for doing so. However, the Commission reserves the right to determine the visitation team. Following acceptance of the list of proposed visitors, the Accreditation Manager invites the selected individuals to serve and requests that the visitation team chair make specific arrangements for the visit directly with the agency and his/her visit team members.

EVALUATIONS

At the conclusion of each visit, all members of the visitation team will be evaluated.

- The agency will be asked to evaluate the professionalism and competence of all members of the visitation team.
- The visitation team chair will evaluate the Lead Commission Reviewer, who will in turn, evaluate the visitation team chair on these same dimensions.
- The visit team members will evaluate the each other.

Successful evaluations are necessary to maintain one's status as an accreditation visitor. If concerns are identified for any visitor, that individual may be asked to complete additional visitor training sessions prior to continuation as a CAPRA visitor. Evaluations are completed and submitted via online forms.

ONSITE VISIT

OVERVIEW

Part of the accreditation process is an onsite visit to the agency by a team of individuals qualified and trained as CAPRA visitors. Most visitation teams are comprised of three individuals, although this number may vary from two to four depending on the complexity of the agency being reviewed and other factors, such as agencies eligible for the reaccreditation visit option. The typical visit is usually scheduled for a three-day period during the spring (January – March) or summer (May – July); with accreditation hearing the following fall. Visits under the reaccreditation visit option are scheduled for a two-day period during the spring (January – March) or summer (May – July); with accreditation hearing the following fall. In the event Congress is scheduled in September, the latest a visit can be scheduled is the first week of July to ensure the agency has enough time to submit their response to the visitation report, if one is needed.

The purpose of the visit is fact finding on behalf of the Commission to ensure a clear and complete picture of the degree to which the agency meets specified standards. It is the responsibility of the visitation team to clarify and verify the self-assessment report, to seek additional information that may be pertinent to the Commission's evaluation, and to write a summary report of its findings.

PURPOSES

The specific purposes of the visit are to:

- Verify and clarify the self-assessment report;
- Evaluate the agency's status using the CAPRA accreditation standards;
- Report findings and recommendations to the Commission; and
- Suggest any appropriate revisions in the content or use of the accreditation documents to the Commission.

As previously mentioned, the principal role of the visitation team is fact finding on behalf of the Commission. Visitation team members may discuss strengths and weaknesses of the agency as related to specific standards for which evidence is provided; however visitation team members do not act as consultants.

PREPARING FOR THE VISIT

When the invited visitors accept the assignment, the Accreditation Manager sends the visitation team members and Commission reviewers the following information:

- Conflict of Interest and Confidentiality statement to be signed by each visitor and returned to the Accreditation Manager;
- Contact information for visitors, Commission Reviewers, and agency; and
- For continuing accreditation, the previous visitation report, agency response, Commission action, and follow-up on Commission action.

In addition to the materials provided by the Accreditation Manager, at least ten (10) weeks prior to the scheduled visit (for a typical visit) or at least twelve (12) weeks prior to the scheduled visit (for the reaccreditation visit option), the agency sends the self-assessment and evidence of compliance (digital copy only) to the Commission Reviewers and the Accreditation Manager. Failure to do so may result in cancellation of the scheduled visit. Any expenses incurred up to this point (e.g., prepaid visitor travel expenses) are the responsibility of the agency. Once the Commission Reviewers have approved the self-assessment report, the agency will be informed and can proceed with providing the visitation team with copies of the report.

The visit must take place at least 90 days prior to the Commission meeting at which the agency will be reviewed. The agency must make arrangements to prepare both for the visitation team's arrival and for the time the team is onsite. Some of these are related to needs such as lodging and meals; others are related to schedules and meetings with various persons and groups.

SHARED LOGISTICS

The visitation team chair and agency work together to set the specific dates for the visit and to develop the onsite visit agenda. The agency arranges for housing, meals, work space, materials, clerical assistance, and interview schedules. All arrangements should be made in close consultation between visitors and the host agency. As early as possible, the visitation team chair and agency should be apprised of the details of all visitation team member arrival and departure schedules.

IMPORTANT – Visitors **MUST NOT** make any travel arrangements until the Commission Reviewers have provided their official notification that the visit has been approved to be scheduled.

ARRANGING FOR TRANSPORTATION

Depending upon proximity to the agency, visitors may travel to the agency by personal vehicle or airplane. Most commonly, visitors will travel by air to the airport nearest the agency. Typically, the agency assumes responsibility to meet the visitors at the airport and provide transportation to the hotel. The agency should communicate with individual visitors to coordinate arrival times and locations. The agency also will need to make arrangements for returning visitors to the airport at the conclusion of the visit. There may be times when it is more efficient and cost effective to provide the visitation team with a rental car for transport to and from the airport.

Another transportation consideration is the matter of the visitation team traveling to and from the hotel and the agency, and from one site location to another. If distances are not far and conditions permit, people may prefer to walk. However, transportation must be made available in all cases.

If a visitor chooses to select an alternative method of travel (i.e. driving, train, bus, flying to a different location than their home destination, etc.) that is more expensive than traveling roundtrip to/from the agency via airplane, he/she will only be reimbursed up to the amount of the cost of a roundtrip airfare ticket to/from the agency's location.

ARRANGING FOR LODGING

Typically, the agency makes arrangements for lodging. The agency contact will know what is available and is in a better position to select the site and make reservations than individual visitors. An individual hotel room should be reserved for each visitor. In addition to privacy, this provides the opportunity for visitors to spend time working on individual assignments before and after each day's activities. In selecting a hotel, it also will be important to consider proximity to eating establishments.

ARRANGING FOR MEALS

On some occasions during the visit, the visitation team may have meals with staff. Other times, they will want to eat on their own, as a group. Visitors need time together to coordinate their activities and share their perceptions as the visit progresses. Too many planned meals or events can become a burden for both the visitation team and the agency. It is important for the agency and visitation team chair to work together to determine meal preferences and any special dietary needs.

HANDLING EXPENSES

No honoraria are given to members of the visitation team; however the agency under review covers all visitor travel expenses (e.g., transportation, parking, meals, and lodging). If possible, all costs shall be incurred by the agency and not by the visitor. If visitors make their own travel arrangements, the agency must be prepared to reimburse the individual(s) either in advance of the visit or during the visit. In no situation should a visitor incur credit card interest expenses waiting for reimbursement. In addition, for an initial review, the agency is responsible for travel expenses of the visitation team chair (or his/her designee) to attend the Commission hearing at which the agency is reviewed.

The agency should determine ahead of time how visitor expenses will be handled. Typically, this will depend on agency policies and oftentimes, reimbursement will be required. The agency should obtain whatever information is required by the agency from each team member (e.g., identification numbers, receipts, statements of related expenses) prior to the conclusion of the visit, if possible. In some cases, visitors may pay for their own meals, parking, etc. and the agency reimburses individuals for these. In other cases the agency may pay for these expenses directly. Lodging is often handled by the agency arranging with the hotel to pay directly. Again, the agency should inform visitation team members as to what documentation or receipts are needed to ensure timely reimbursement. Reimbursements should be made before the visitors leave the agency, if possible. If agency policies do not permit this arrangement, reimbursements should be mailed within two weeks after the visit, but must be received by the visitors within thirty days of incurring the expenses.

If a visitor is unable to continue with the visit process due to a bona fide hardship, he/she must notify the Accreditation Manager as soon as possible. If the cancellation is made after travel arrangements have been made on the visitor's behalf, a determination will be made by the Commission Executive Committee and the Accreditation Manager about who (CAPRA or the visitor) will cover the expenses caused by the cancellation. In addition, if the cancellation reason is deemed as not bona fide, the visitor will be required to reimburse the travel expenses and may

no longer be assigned to future visits. In the event of a visitor cancellation, the agency will not be required to pay for the travel expenses of that visit team member.

OTHER PHYSICAL AND SUPPORT ARRANGEMENTS

Visit team members will require access to and use of some agency facilities. The team will need a workspace (that can be secured) to meet together, review materials, and work on the report. Supplemental materials that may be helpful to the team should be available in the workspace (e.g., the agency's relevant policy statements not included in the self-assessment). Each visitor should be provided a computer with internet access. Shared use of a telephone and a printer is also necessary.

In some cases, teams may require occasional clerical assistance. This might include help with answering routine questions, providing directions to agency locations and accessing relevant materials filed in the office. Identifying an individual to assist the team with these types of needs is helpful. The visit chair should ascertain whether any special accommodations are required of the visit team.

LENGTH AND TIMING OF THE VISIT

Typical Visit - Visits can occur between the months of January – March or May – July. Visits can occur during the month of April at the discretion of the Commission. The visitors usually have the equivalent of three full days to complete their responsibilities on site. However, additional time may be required for larger or more complex agency visits. A typical visit would have the site visitors arriving on late afternoon, with a visitation team meeting and a staff greeting that evening. The next two days would be full days, starting with an initial meeting with the chief administrative officers, but be primarily comprised of review of the agency documentation. The exit interview would be held the third day, followed by the final visitation team meeting. The team may depart that evening or the following morning. The schedule might be extended an additional day or set up differently to accommodate schedules of individuals who are involved in the process.

Reaccreditation Visit Option - Visits can occur between the months of January – March or May – July. Visits can occur during the month of April at the discretion of the Commission. The visitors usually have the equivalent of two full days to complete their responsibilities on site. However, additional time may be required for larger or more complex agency visits. A typical visit would have the site visitors arriving on late afternoon, with a visitation team meeting and a staff greeting that evening. The remaining time will consist of an initial meeting with the chief administrative officers, touring facilities and parks, and meeting with staff. The exit interview would be held at the conclusion of the visit, followed by the final visitation team meeting. The schedule might be extended an additional day or set up differently to accommodate schedules of individuals who are involved in the process.

Note: In the event Congress is scheduled in September, the latest a visit can be scheduled is the first week of July to ensure the agency has enough time to submit their response to the visitation report, if one is needed.

INITIAL ONSITE TEAM MEETING

Visitation team members typically arrive at the agency the day before the onsite review of agency documentation begins. This time is utilized to talk through the process and anticipated timetable, finalize each member's responsibilities, and confirm procedures.

INTRODUCTORY MEETING

Typically, the agency will arrange an informal meeting opportunity with agency personnel and the visitation team, usually on the first evening. This provides an opportunity to get acquainted and sets the tone for the upcoming agency review.

FACILITY/SITE VISITS

These visits are pre-arranged and some time is allotted to speak with affiliated staff for information and clarification. Visitors do not need to see all agency operated facilities and sites, but should have the opportunity to see a representative sample of these areas. The visitation team chair and agency will work together to ensure facility and site visits are scheduled to permit the team sufficient time to complete the document review and development of the visitation report.

DATA COLLECTION

Remembering that the primary purpose of the onsite visit is to verify and confirm what is found in the written self-assessment, visitation team members will be actively engaged in data collection during their visit. During this process team members will be engaged in document review, interviews, site visits, and meetings.

It is appropriate that at least two members of the team interview primary personnel and constituency for greater objectivity. In larger systems, visitors might meet with small groups of personnel representing different programs, services and functions. The team also may meet with advisory and support groups.

REVIEW DOCUMENTS

A review of supporting documents aids the visitation team in verifying information reported in the self-assessment. Common types of documents provided in the work room are policies and procedures, master plans, research projects, program designs, and administrative manuals. In cases where much of this information is available online, the agency must provide each visitor access to previously bookmarked URLs directing them to relevant information on the web.

INTERVIEW STAFF

It is important for visitors to meet with staff at various levels and responsibilities in the agency. This serves to provide an opportunity for the visit team to learn more about the scope of the agency and for staff to be able to ask questions. Visitors may need to clarify/verify information in the self-assessment. All staff having responsibility for responses in the self-assessment should be made available to the visitors. If some staff are not members of the department (i.e., risk management or human resources), they should be alerted to the visit and be available as needed.

EXIT INTERVIEW

At the conclusion of the visit, team members will meet with agency staff to share information regarding agency strengths and weaknesses, outline major concerns, correct misinformation, and provide new information related to the standards. This information is on a courtesy basis-only. The visitation team should make no statements about the determination of accreditation status for the agency. The Commission determines accreditation status at the accreditation hearing, based on the approved visitation report and other relevant material. Thus, at the exit interview, the visitation team chair may remind the staff of the remaining steps in the process: the team makes a report to Commission; the Commission approves (revising if necessary) and submits the report to the agency, and the agency provides a written response if required; a hearing is held; and accreditation status is determined.

UNSOLICITED INFORMATION

The purpose of the accreditation visit is fact finding; to verify information provided in the self-assessment. Thus, information is gathered from a wide range of sources during the visit. Occasionally, unsolicited information is shared with visitors; some of this may relate directly to accreditation standards, whereas some information may relate to internal matters that are unrelated to standards.

Visitors are cautioned to accept and utilize this information wisely. If the information is submitted anonymously and/or unrelated to accreditation standards, it should be ignored. If the source of the information is identifiable and the information is related to accreditation standards, the individual may be invited to meet with the visitation team during the visit to provide additional information. If such information is received after a visit is made, it shall be ignored unless the CAPRA executive committee finds it so compelling that they initiate further action.

RESPONSIBILITIES OF COMMISSION REVIEWERS - LEAD AND SECOND

Two sitting Commission members will be appointed to each agency accreditation review. The Commission lead reviewer will work directly with the visitation team chair and be supported by the Commission second reviewer. These individuals do not participate in the visit, but do review all documentation and provide approval for the visit to commence and ultimately, for the final visit report to be sent to the agency.

1. **Review of the self-assessment:** The lead and second, in addition to each of the visitors, will review the agency's self-assessment report and provide feedback to the visitation chair prior to the visit commencing. This review serves to assure the agency is prepared to proceed with the accreditation visit and to identify any areas of concern, so that these particular areas receive particular attention during the visit. If review of the self-assessment raises concerns that are sufficiently serious (e.g., significant non-compliance with fundamental standards), the Commission Reviewers and the Commission Mentor work directly and immediately with the agency to assess the situation (see the above section titled "SUBMITTING THE SELF-ASSESSMENT REPORT" for additional details).

2. **Review and approval of the visit report:** The visitation team report is considered a draft report until approved by the Commission Reviewers. The Commission Reviewers may seek clarification and correction of the report from the visitation chair prior to approving the visit report be sent to the agency. It is important to note that the visit report, while developed by the visitation team, is approved by the Commission Reviewers and is not released to the agency until this approval is given. The Accreditation Manager sends the report to the agency once approved, typically within four (4) weeks of the conclusion of the visit.
3. **Review of agency response to the visit report:** If the approved visitation report indicates one or more fundamental standards are not met and/or less than ninety-seven 97 (85%) of the non-fundamental standards are met, the agency is required to submit a response within thirty (30) days of receipt of the report. The Commission Reviewers and visitation chair will review the agency's response to the unmet standards and assess whether the response satisfactorily addresses the issues. If significant concerns remain that may prohibit accreditation from being granted, the agency may be notified of such.
4. **Procedure at the hearing:** During accreditation hearings that include agency representation either in person or via tele-conference, the Commission Reviewers will lead discussion regarding the agency's compliance with standards. However, any Commission member may enter into the discussion with questions or comments. The Commission Reviewers often make the motion regarding an agency's accreditation status.
5. **Follow up:** If the agency is required to submit additional materials following its accreditation hearing in order to remain accredited (i.e., conditions or warning) or become accredited (i.e., deferral), the Commission Reviewers will be responsible for reviewing response materials.

RESPONSIBILITIES OF THE VISITATION TEAM CHAIR

The visitation team chair takes the lead with team members and is the primary contact for the agency and Accreditation Manager regarding the accreditation visit once scheduled. The effectiveness of a visitation team rests heavily upon the ability of the visitation team chair to plan the team's work and organize the members into a working unit. The following are some suggestions for doing this.

1. Send an introductory communication to the individuals involved in the review. Determine each visitor's preferences for primary review responsibility and make assignments per standard section.
2. Ensure the other visitors receive a copy of the self-assessment.
3. Remind each team member to evaluate the self-assessment against the evaluative criteria, standard by standard.

4. Upon approval from the Commission Reviewers, coordinate the arrival and departure plans of team members. Members may choose to deal directly with the agency for specific arrangements (e.g., purchasing the ticket), but the visitation team chair should ensure that team members work together to determine the most efficient travel schedules.
5. Develop an acceptable timetable and onsite agenda with the agency (see sample agenda). Once the agenda is established, the team should follow it as closely as possible unless unusual circumstances arise.
6. Verify the agency has arranged for onsite logistics (e.g., lodging, meals, work area, computers, printer, and anticipated secretarial assistance).
7. Serve as the spokesperson for the visit team.
8. Understand all aspects of the visit report and be able to speak to the judgments of the team within the report.
9. Submit the draft report and signature page in digital format to the Commission Reviewers and Accreditation Manager within two (2) weeks of the completion of the visit.
10. Review and modify the visit report as requested by the Commission Reviewers.
11. Review and communicate with the Commission Reviewers an agency response to the visit report, if applicable.
12. Following the Commission's determination of accreditation status, communicate such to the other visit team members.

DIVISION OF TASKS BY THE TEAM

The team members will work with the visit chair to make decisions regarding division of tasks. While the visitation team chair might take the lead in any particular meeting, the entire visitation team is involved in the information gathering with staff, the initial meeting and the exit interview. The team may choose to divide its tasks for related data gathering efforts among the members.

THE FINAL ONSITE TEAM MEETING

A major purpose of this team meeting is to review and agree upon a preliminary draft of the written report. The team should complete this draft before departing from the agency. This is done before the exit interview and ensures that the team is in agreement with regard to its findings. In addition to preparing the draft report, team members will need to finalize individual responsibilities before returning home, if necessary. For example, each member may be assigned to revise a section of the written report to be returned to the visitation team chair at a designated date.

VISITOR PRESENCE

As representatives of CAPRA, all visitors shall maintain a helpful and humble attitude. A positive and professional attitude enhances the tenor of the visit and creates an overall positive impression of the profession. Visitors should dress appropriately to the norm of the agency, determined in advance of the visit. Visitors are encouraged to emphasize their role as the “eyes and ears” of the Commission whose job it is to focus solely on fact finding as related to the standards. This helps to minimize the likelihood of getting caught up in internal politics or making inappropriate judgments, recommendations, or suggestions for improvement that are outside the scope of the standards. It is particularly important to avoid making comparisons with other agencies with which a visitor is familiar.

In recognition for the work of the visitation team, an agency may wish to offer a small token of appreciation (e.g., t-shirt, coffee mug) to team members. While this may be a kind gesture, it can put team members in an awkward position. Thus, the position of the Commission is that if the agency wishes to provide a small token of appreciation to the visitation team, that it be nominal with little to no monetary value and contain the agency’s or jurisdiction’s logo. Gift, awards, or other offerings that may present the perception of a conflict of interest will not be accepted. Commission members may not accept gifts of any kind from agencies under review.

ACTIVITIES AND EVENTS

The agency plays an important role in ensuring the visitation team is not put in situations that may be perceived as creating a conflict of interest. Accreditation visits can be an enjoyable experience for visitors and agencies alike, as they present opportunity for collegial relationships, learning, and an opportunity for agencies to demonstrate their successes. However, visitors should not be treated to unnecessary “luxuries” that put at risk the credibility of not only the agency’s hard work towards accreditation, but the reputation of the accreditation program itself. Many agencies operate beautiful and special sites and these may make appropriate opportunities to host a dinner for the visitation team, including elected individuals and advisory groups. Questions regarding what is and is not permissible should be directed to the Accreditation Manager.

CONFIDENTIALITY

Visitation team members participate as agents of CAPRA. Ordinarily all official contacts with the agency should be made through the Accreditation Manager or the visitation team chair. The self-assessment materials and the visitation report must be held in confidence. The results of the Commission deliberations should be reported to the agency only through the chairperson of the Commission or Accreditation Manager. Breach of confidentiality on the part of any team or Commission member undermines the accreditation process. Acceptance of membership on a visitation team constitutes a contractual agreement to safeguard the confidentiality of information acquired in this capacity. Visitation team members are required to sign a conflict of interest and confidentiality form prior to each visit. Team members sign a statement of confidentiality and conflict of interest when they agree to participate on a visitation team. Team members are obligated to avoid any situation where any perception of conflict of interest might arise. Such perceptions might arise if a visitor were to offer consulting (post-visit) services or otherwise appear to “return a favor.”

TIPS FOR A SUCCESSFUL VISIT

Pre-Visit

- The chair's communication and behavior sets the tone for the other visitors.
- Communicate with the agency, after initial self-assessment review, regarding any issues questions, uncertainties, so they can be better prepared.
- Let the agency know team member category review responsibilities so they can better organize and tab document files.
- Check in with the Commission Lead and Second to ensure there are no issues with the preliminary review of the self-assessment.
- Always review the current CAPRA Handbook to refresh on visitor responsibilities.
- Check the agency's website prior to the visit to gain an understanding of the agency demographics and culture.
- Keep in mind that when an agency gets to the point in the process where they are bringing in a team to evaluate their documentation, they think they have their documentation ready to be reviewed. However, the Chair should never make this assumption, especially on an initial visit.

During the Visit

- Stress communication – visit team members should ask questions if they are unsure.
- Keep the agency informed of what the visitation team is finding. Either daily and/or when there is a lack of documentation for a fundamental standard.
- Visit team members should be instructed to immediately let the visit chair and agency know if they have a strong concern that one or more of the fundamental standards may not be met.
- The visit chair should stress to the visit team—over and over and over—all comments, questions etc. are based on the CAPRA Standards, not their beliefs or perceptions on how things can or should be done.
- Keep CAPRA Lead, Second, and Accreditation Manager involved in all communications.
- Consider yourself as a part of or extension of the agency. As a part of their team, you are providing a different look or another pair of eyes to see what they have documented.
- Defer to the culture of the agency.
- Emphasize to the agency staff, elected officials, and interested community members that the visit team conducts the visit on behalf of the Commission for the purpose of fact finding to write the report for the Commission to determine the compliance for accreditation or re-accreditation.
- Think about the type of agency – city, county, special district, etc. prior to the visit to familiarize with differences in governing responsibilities and culture.

Post-Visit

- Communicate with the Commission Lead and Second on how the visit went and what the recommendation is in the visitation report. Be sure and highlight any potential problems.
- The Commission releases the report to the agency, not the visit chair.
- Complete the visitor evaluation form online.

SAMPLE ON-SITE ACCREDITATION VISIT AGENDA

(This is a sample only – adjustments can be made based on Agency and Accreditation Team needs)

The Accreditation Lead and Agency Lead should work collaboratively to establish the agenda.

Initial Meeting

Accreditation Team should meet with the Agency Directory, Agency Lead, and Leadership Team as early as possible on the first day of the visit.

1st Day of Visit (approximate times noted)

12:00 PM - 4:00 PM	Accreditation Team arrivals, transport to hotel
4:00 PM - 5:00 PM	Accreditation Team will meet to discuss schedule (usually at hotel site)
5:00 PM - 7:30 PM	Dinner with Key Staff of Agency
7:30 PM	Back to hotel

2nd Day of Visit (approximate times noted)

7:00 AM – 8:30 AM	Accreditation Team to discuss plans for the day at breakfast
9:00 AM – 12:30 AM	Begin review of material – initial office set up
12:30 PM – 1:30 PM	Lunch (can be with staff, Director or others, or can be a working lunch)
1:30 PM – 3:30 PM	Review of Material
3:30 PM – 5:30 PM	Site visits, drive tour, overview given by staff
5:30 PM	Back to hotel for dinner, Accreditation Team to continue review and begin development of report

Exit Meeting

Accreditation Team should have a Final Meeting with the Agency Director and/or Agency Lead to discuss Draft Final Report.

3rd Day of Visit (approximate times noted)

7:30 AM – 8:30 AM	Breakfast at hotel, Accreditation Team only
9:00 AM – 12:30 PM	Accreditation Team to finish review and finalize report
12:30 PM – 1:30 PM	Lunch with Accreditation Team, Agency Director and Agency Lead to discuss the draft report
2:00 PM	Accreditation Team prepares to leave

THE VISITATION REPORT

THE WRITTEN REPORT

The visitation report's purpose is to communicate to the Commission lead and second reviewer the team's perceptions of the degree to which the agency meets accreditation standards. A template of the [combined self-assessment and visitation report](#) is available online and includes the following sections:

- **Cover sheet:** The cover sheet identifies the agency, director's name, title and address. It lists the dates of the visit and the names of the visitation team.
- **Self-Assessment Report Introduction:** This is the brief introduction the agency provided with their Self-Assessment submission. This section remains unchanged as part of the final visitation report.
- **Visitation Report Introduction:** A brief introduction includes the overall context in which the team members approached their task. This might include the types of data gathering processes undertaken, the types of individuals interviewed, and materials reviewed.
- **Agency Overview:** This is the overview provided by the agency with their Self-Assessment Submission. This section remains unchanged as part of the final visitation report.
- **Evaluation of compliance with standards:** The visitation report must address each accreditation standard. The standards are the basis for all evaluations. Each standard should be addressed in such a manner that the Commission needs no further reference other than the agency's self-assessment. Any reference to members of the agency should be by title, rather than by name. The visitation report will indicate the agency's compliance with each standard on the basis of either "Met" or "Not Met" and be followed with a brief justification.

The agency's responses to the standards as part of their Self-Assessment submission will remain unchanged as part of the final visitation report.

- **Section Summary:** At the end of each chapter, the team will indicate which standards were unmet and provide a written explanation of any unmet fundamentals. Each section will also include at the end the team member name(s) responsible for that section.
- **Final Summary Section:** The summary section provides a succinct synopsis of the report. It includes the following elements, typically offered in bullet-format.

1. **Agency Strengths.** Areas that substantially exceed standards and which point to the quality of the agency and associated services as directly related to standards.
2. **Agency Preparedness.** The visitation team's assessment of the agency's preparedness in conducting the accreditation process (i.e., document accuracy and completeness, staff awareness, file system organization).
3. **Standards Overview.** List the specific standards that were found to be unmet (include the standard number and title). Provide clarification for all unmet fundamental standards. Indicate how many standards were met, how many fundamental standards were not met, and how many non-fundamental standards were not met.
4. **Other concerns related to maintain accreditation:** The visitation team will identify any item(s) as areas of general concern related to the agency's ability to maintain accreditation.
5. **Team Signatures:** At the end of the report, each visitation team member must sign (and date) his/her name. Whereas the rest of the visit report can be easily submitted to the Commission Reviewers and Accreditation Manager electronically, the summary section including signatures can be mailed or faxed to the Accreditation Manager separately if necessary.

VISITATION REPORT WRITING REQUIREMENTS

A well-developed and executed visitation report documents the ability of the agency to meet CAPRA standards and host a successful visit.

Writing Responsibilities of the Visitation Team Chair

- Use the most current combined self-assessment and visitation report template.
- Keep the page numbers in footer.
- Use Times New Roman 12-point font (the template setting).
- Use proper grammar, sentence structure (complete sentences), and punctuation.
- Eliminate all spelling errors.
- Use abbreviations only after the abbreviation or acronym has been fully described.
- Identify and correct shifts in verb tense.
- Use the active voice.
- Use succinct and factual sentences.
- Refrain from using overstatement and hyperbole.
- Never cut and paste or copy word-for-word from any agency report or website, unless properly cited.
- Do not delete/remove the information related to the self-assessment report. The intention of this combined report template is to streamline the reporting and review process.
- Complete entirely and thoroughly the Overall Visitation Team Summary with special attention to "Other Concerns Related to Maintaining Accreditation."

- Submit the final report as an unprotected Word document. A PDF version of the report is acceptable as long as the Word version is also provided.

The lead Commission reviewer reserves the right to request that the report be resubmitted within a specific time period.

SUBMITTING THE VISITATION REPORT

It is important to note that the visitation report is a report to the Commission and when approved, the Commission sends the report to the agency. Thus, within fourteen (14) days of the completion of the visit, the visitation team chair sends a digital copy of the visitation report to the Accreditation Manager at CAPRA@nrpa.org and to the Commission Reviewers.

Once the report has been received by the Commission Reviewers, they have fourteen (14) days from the date of receipt to review the report and provide any feedback to the visit chair. It is important to resolve any questions related to the visitation report before the report is forwarded to the agency. The Commission Reviewers may contact the visit chair to seek clarification and ask that revisions be made prior to the report being submitted to the agency. Any items the Commission Reviewers request the visit chair to change in the report must be noted on the Affirmation Sheet on the last page of the report. Once the appropriate changes have been made, the Commission Reviewers will review it again, and if the report is ready to be sent to the agency, each will sign the Affirmation Sheet and submit it to the Accreditation Manager at CAPRA@nrpa.org. If only one of the Commission Reviewers feels strongly that the report should not be released to the agency, the CAPRA Chair will review the report and make the final determination on the disputed item.

Once approved, the Accreditation Manager will send a cover letter and the approved visitation report to the agency via email to the agency contact and the agency director, with a copy to the visitation team, Commission Reviewers, and Commission Mentor. Printed copies are no longer provided in an effort to be environmentally friendly. If required, the agency may request a printed copy of the letter and report.

AGENCY RESPONSE

If the approved visitation report indicates the minimum level of compliance for accreditation has been achieved (all fundamental standards have been met and 97 or more of the non-fundamental standards have been met), the Commission will not accept a follow up response prior to its meeting

If the approved visitation report indicates one or more fundamental standards are not met and/or less than 97 (85%) of the non-fundamental standards are met, the agency is required to submit a response within thirty (30) days of receipt of the report. If required, the response should address major concerns as noted in the report and any actions taken to rectify the situation and should be sent in an electronic format to the Accreditation Manager at CAPRA@nrpa.org.

In the response, the agency should provide the following information:

- Executive summary of the information provided in the response;
- Narrative that addresses each standard of concern; and
- Additional documentation and evidence that may help the Commission to understand the response.

Once the response has been received by the Accreditation Manager, the agency will receive notification of receipt of the response and it will be electronically forwarded to the Commission Reviewers for their review. The Commission Reviewers will have 30 days from the date of receipt to complete their review. After review of the provided documentation, the Commission Lead will respond to the agency electronically, with a copy to the Accreditation Manager and the Commission Second, on the adequacy/inadequacy of the materials provided and if it is sufficient to present a recommendation to the full Commission. If significant concerns remain that may prohibit accreditation from being granted, the agency may be notified of such. The Self-Assessment, Visitation Report, and the Response documentation, along with a recommendation from the Commission Reviewers, will be provided to the full Commission at the hearing for determination of the agency's accreditation status.

COMMISSION BUSINESS MEETING AND HEARING

PURPOSE

The Commission meets five times per year, once in-person in the fall in conjunction with the NRPA Congress and Exposition and quarterly via teleconference. At its fall meetings, the Commission determines the accreditation status of agencies visited during the preceding spring/summer. Additionally, the Commission conducts regular business during these quarterly meetings. The Commission adheres to Robert's Rules of Order in all conduct of business.

In the event there are more non-consent agenda hearings scheduled to take place during the fall meeting than can be accommodated in the typical day and a half meeting, the Commission will split up to conduct two hearings simultaneously. At least six Commissioners shall be present at each hearing, with the Commission Chair presiding over one hearing and the Vice Chair, assisted by the Past Chair/Second Vice Chair, presiding over the other.

INITIAL ACCREDITATION HEARING PROCEDURE

The agency director and visitation team chair participate in a hearing before the Commission. The agency is responsible for expenses of the visitation team chair (or his/her designee) to attend the Commission meeting at which the agency is reviewed. Visit chair and agency participation is in-person, although in extenuating circumstances (e.g., an unexpected medical emergency) the Commission may permit participation via a conference call. The decision to permit such rests with the Commission Executive Committee. The other visitation team members are welcome to attend, at their own expense, however there will not be opportunity for open discussion of the agency's review. The Accreditation Manager informs the agency director and visitation team chair of the date, time, and location of the accreditation hearing at least two months in advance.

After welcome and introductory remarks by the Commission chair and the lead reviewer for the respective agency, the visitation team chair will briefly summarize the visit and comment on the major strengths and major concerns identified by the team. The agency director will be invited to share any relevant updates that have occurred since the visit, however, no new or additional documentation may be provided during the hearing. If the agency has new information or has made changes since the visit, the agency director may refer to the information in response to questions. The Commission will then open the meeting for discussion, beginning with the Commission lead and second. Following discussion, guests and observers in the room are asked to step out while the Commission takes action in executive session.

RE-ACCREDITATION HEARING PROCEDURE

For an agency going through a reaccreditation review, neither the agency director nor the visitation team chair participates in a hearing before the Commission. The visitation team members and agency representatives are welcome to attend at their own expense; however there will be no opportunity for open discussion of the agency's review.

The Commission will request the agency director to participate in the hearing via teleconference in the following circumstances:

1. The visitation report reported any unmet fundamentals; and/or
2. The visitation report reported less than 85% of the non-fundamental standards were unmet; and/or
3. The Visit Chair and/or Commission Lead and Second Reviewers recommend to the Commission that the agency should participate in the hearing.

If the agency is not asked to participate in the hearing, the Commission will take action on agencies with reaccreditation reviews through consent agenda while in executive session. While in executive session, guests and observers in the room are asked to step out while the Commission takes action.

If the agency is requested to participate in the hearing, the Accreditation Manager informs the agency director of the date and time of the accreditation hearing at least two months in advance.

After welcome and introductory remarks by the Commission Chair and the Lead Reviewer for the respective agency, the agency director will be invited to share any relevant updates that have occurred since the visit, however, no new or additional documentation may be provided during the hearing. If the agency has new information or has made changes since the visit, the agency director may refer to the information in response to questions. The Commission will then open the meeting for discussion, beginning with the Commission Reviewers. Following discussion, guests and observers in the room are asked to step out while the Commission takes action in executive session.

VOTES REQUIRED FOR COMMISSION ACTION

Any action taken by the Commission must be approved by a majority of eligible Commission members. A Commission member may not vote if he/she is or was employed by that agency.

EFFECTIVE DATES

Initial accreditation or continuing accreditation of an agency becomes effective on the date of approval by the Commission. If more than one date is involved in Commission action (i.e., later approval of agency actions to comply with conditions), the renewal date is based on the first Commission action.

ACCREDITATION STATUS

ACTIONS

At its annual meeting in the fall, the Commission may take the following action regarding an agency's accreditation status:

1. **Grant accreditation:** The agency is granted initial or continuing accreditation:
 - a. Without condition or warning;
 - b. With specified condition(s). Conditions must be met within a prescribed time period set forth in the motion; or
 - c. With specified warning(s): Warnings must be met with a prescribed time period set forth in the motion. Failure to document corrections of the deficiencies within the specified time period will result in withdrawal of accreditation.
2. **Defer action:** The determination of initial accreditation may be deferred for a specific time pending compliance with action specified by the Commission and set forth in the motion.
3. **Deny accreditation:** The determination of initial accreditation may be denied for specific reason(s) and set forth in the motion. The Commission may recommend remedial steps that can be taken.
4. **Withdraw accreditation:** The determination of continuing accreditation may be withdrawn, either voluntarily by the agency or by Commission action. If by Commission action, the specific reason(s) are set forth in the motion.

The agency is informed verbally of the decision at the meeting if present, and within thirty (30) days via official letter to the director. The written notice will include any remaining unmet standards. The agency may make a written request for further clarification within thirty days after receipt of the Commission decision. Only the Commission Chair or Accreditation Manager is authorized to disseminate information prior to official notification of action by the Commission to the agency.

Agencies that receive deferrals, conditions, or warnings will be given opportunity to make the required improvements. Evidence that an agency has responded satisfactorily to the circumstances leading to conditions, warning, or deferral will be based on one or more of the following:

- A written report indicating improvements made accompanied by relevant documentation, as appropriate;
- A supplementary visit (at agency expense). The number of visitors and number of days scheduled will be determined by the Commission;
- A meeting of agency representatives with Commission designated representatives. The agency is responsible for expenses incurred by Commission members; and/or
- Combinations of the above or other specified evidence.

The agency will send written documentation of compliance with specific actions taken in response to conditions, warnings or deferrals to the Commission Executive Committee and Accreditation Manager. Depending upon the nature of the documentation, the Commission may require verification from the agency's chief executive officer (or her or his delegate). In the case of compliance with conditions, documentation also will be forwarded to the Commission Lead and Second Reviewer designated for the agency in question.

If accreditation is deferred or denied, the agency may appeal the decision and request a meeting with the Commission at its next scheduled business meeting. An appeal, if any, must be made within thirty days (30) of notification of the Commission's decision and documentation supporting the appeal must be sent to the Accreditation Manager within sixty (60) days of this notification.

CONDITIONS

The Commission identifies conditions based on noncompliance with any of the thirty-six (36) fundamental standards or failure to provide sufficient evidence to document compliance with the minimum number of non-fundamental standards. A minimum of eighty-five (85%) percent, or ninety-two (92) of the non-fundamental standards must be met. Conditions may arise from "major concerns" noted by site visitors. In the case that an agency fails to address conditions by the designated deadline, fails to address the conditions to the satisfaction of the Commission, or submits no response to conditions by the established deadline, a warning is issued that withdrawal of accreditation is imminent. Upon receipt of a written petition from the agency and at its discretion, Commission may extend conditions for an additional specified period of time.

WARNINGS

Warnings are formal statements issued by the Commission that signal serious concerns about lack of compliance with standards and signal the imminent withdrawal of accreditation. Warnings are given when, on the basis of its annual report, official accreditation review, or other evidence, an accredited agency is shown to have fallen significantly and/or consistently below minimum compliance requirements, or has submitted materials that inadequately document compliance with conditions. It should be noted that the Commission may issue a warning to an agency at any time. The agency is warned that accreditation will be withdrawn if specific improvements are not made within a prescribed time.

DEFERRAL

Deferral refers to the act of delaying the decision on accreditation. Deferrals may occur only on initial accreditation reviews. A deferral may be issued when compelling evidence indicates that agency weaknesses can be minimized or eliminated in a short period of time.

ACCREDITATION DENIED

When an agency that has applied for initial accreditation does not present compelling evidence of compliance with standards, and the lack of compliance cannot be eliminated in a prescribed period of time, accreditation is not granted. In special circumstances the Commission may at its discretion (and the agency's expense), require an additional onsite visit or a meeting of an agency representative with a Commission member.

ACCREDITATION WITHDRAWN

When an accredited agency fails to satisfy conditions imposed by the Commission or to make improvements related to a warning, the Commission may withdraw accreditation. An accredited agency may also voluntarily withdraw from accredited status. If an agency chooses to voluntarily withdraw, the agency must submit this action in writing on official letterhead, with appropriate signatures.

PROGRESS REPORTS

With reference to a motion issued for conditions, warnings or deferrals, the Commission may request a progress report. A progress report forms the basis for a Commission decision on a subsequent review (including a revisit or a meeting, if needed). When a progress report is requested, the Commission will ask the agency to respond to specific questions. The date for submission of the report is related to the reason or reasons for the request. The self-assessment and visitation reports are used in conjunction with the progress report to form a basis for further Commission action, including possible modification of any previously scheduled dates.

In cases of deferrals, if the agency does not satisfactorily meet the Commission's request for additional evidence by the specified date, the agency's application shall be considered void and the agency must reapply for accreditation.

APPEALS POLICY

An agency whose accreditation has been deferred or denied may appeal the decision and request a conference with the Commission chair and/or a representative designated by the Commission. The agency must make the request in writing to the Accreditation Manager within thirty (30) days following notification of action by the Commission. Supporting documentation must be received by the Accreditation Manager within sixty (60) days of this notification. The purpose of such a conference, which is held by telephone, video, or at an agreed upon location, is to interpret the evaluation process and the Commission's decision. The same procedure will be followed if an agency wishes to question conditions set by the Commission.

An appeal may be filed if one or more of the following circumstance is alleged:

1. When evidence indicates that the Commission may have acted arbitrarily, capriciously, or unfairly;
2. When evidence indicates that the decision may have been based on inaccurate or incomplete evidence; and/or
3. When the items to be reconsidered are based on descriptions in the original reports previously evaluated by the Commission, without reference to subsequent developments or plans.

APPEALS COMMITTEE

1. The Commission appoints a standing Appeals Committee comprised of three (3) Commission members with one being the chair of the Commission. Appeals Committee members shall serve for a term of three (3) years. If an Appeals Committee member is not able to serve in this capacity or when their Commission term has ended, the Commission will appoint a replacement to begin a new three (3) year term.
2. When an agency has been denied accreditation the Commission chair assigns a member from the Appeals Committee to prepare a written report outlining the reasons an agency has been denied accreditation by the Commission.

APPEALS HEARING

1. Appeals Hearing Pool
 - a. The Commission appoints six (6) Appeals Hearing Pool Members, to be selected from in the case of an appeal to an accreditation decision. The hearing panel pool including two individuals that could serve as the Chief Hearing Officer (CHO) and four other qualified Appeals Hearing Pool Members. The CHOs must have served on a minimum of five (5) CAPRA visitations, three (3) as visitation team chair, and be recognized as fair and impartial. Past membership on the Commission desirable. The other Appeals Hearing Pool Members must have served on a minimum of five (5) CAPRA visitations and be recognized as fair and impartial and have demonstrated a thorough understanding of each of the CAPRA

standards. Appeals Hearing Pool Members shall serve a term of three (3) years. If an Appeals Hearing Pool Member is not able to serve in this capacity or when their term has ended, the Commission will appoint a replacement to begin a new three (3) year term.

2. Appeals Hearing Panel

- a. An Appeals Hearing Panel (AHP) is comprised of a Chief Hearing Officer (CHO) and two other members from the Hearing Panel Pool.

CONDITIONS OF APPEAL

All decisions of the Commission are final, but the action may be appealed, in writing, by the agency, if a notice of intent to appeal is sent within thirty (30) working days and documentation is forwarded within sixty (60) working days from the date the Commission took formal action, and if one or more of the following circumstance are alleged:

1. When evidence indicates that the Commission may have acted arbitrarily, capriciously, or unfairly;
2. When evidence indicates that the decision may have been based on inaccurate or incomplete evidence; and/or
3. When the items to be reconsidered are based on descriptions in the original reports previously evaluated by the Commission, without reference to subsequent developments or plans.

APPEALS PROCESS

1. The Commission Appeals Committee shall review the agency's documentation and the Commission's proceeding report relevant to the appeal to determine if there is sufficient merit in the case to warrant an appeal.
2. If the Commission Appeals Committee determines there is not sufficient merit to warrant an appeal the Commission will affirm the Commission's decision in writing to the agency within seven working days upon receipt of the agency's documentation.
3. The Commission will forward in writing to the agency within seven working days upon receipt of the agency's documentation if the Commission Appeals Committee determines there is sufficient merit to warrant an appeal.
4. When the Commission Appeals Committee determines there is sufficient merit to warrant an appeal, the Commission with concurrence of the appellant, shall appoint an AHP within fifteen working days. The AHP shall be comprised of three persons from the AHP, one being identified as the CHO, none of whom shall be members of the Commission. The appellant has a right to request an alternate from the Appeals Hearing Pool. The appellant must pay the \$1,000 Appeals Fee at this point and prior to the AHPs review of any documentation.

5. Upon receipt of the Appeals Fee and prior to the appeal hearing, AHP will review all documentation relevant to the appeal from both the appellant and the Commission proceedings report.
6. The appeal hearing will include the AHP, representative(s) from the appealing agency and the Commission lead or second assigned to the agencies review.
7. The appeal hearing shall be held at a mutually convenient time and place.
8. The meeting should take place no later than 45 days prior to the next Commission meeting.
9. The CHO will preside over the appeal hearing and assign one AHP member to prepare summary minutes of the hearing. During the appeals process both the appellant and Commission representatives will state their position and summarize their relevant documentation.
10. The AHP will review all written documentation and all evidence presented at the appeal hearing by both the appellant and Commission.
11. Based on all information presented, the AHP will make a finding and report to the Commission within seven working days of the date of the appeal hearing.
12. The agency shall retain their accreditation status during the appeal process. There shall be no public notice related to the matter until the appeal process is completed and the Commission has made its final decision.
13. The decision of the AHP shall be accepted by the Commission for ratification. The final decision of the Commission shall be forwarded in writing to the agency's chief administrative officer within twenty one working days after the date of the appeal hearing.

APPEALS FEE

1. The appealing agency shall be assessed, upon approval of an appeal by the Commission Appeals Committee, a flat fee of \$1,000 for the cost of the AHP and Commission expenses.
2. The Appeals Fee must be paid before the AHP will review any materials related to the appeal.
3. The Appeals Fee should be sent to the Accreditation Manager.

ADDITIONAL INFORMATION

COMPLAINT POLICY AND PROCEDURES

The Commission, in fulfillment of its public responsibility assuring the quality and integrity of agency accreditation of parks and recreation agencies, has established a process for reviewing complaints against the Commission, accredited agencies, and/or visitors. Any individual, (e.g. staff member, practitioner, and/or responsible public citizen) may submit a written complaint concerning the Commission, an accredited agency, and/or a visitation team member. The Commission will act only upon a signed allegation that an accredited agency, visitor representing the Commission, or the Commission and/or its members appears to be out of compliance or adherence with the accreditation standards or policies. The Commission will not intervene on behalf of individuals, nor will it act as a court of appeal for individuals in matters of hiring practices, appointments, promotions, or dismissal of staff. This policy addresses three distinct procedures: 1) complaints against an accredited agency; 2) complaints against the Commission/Commissioner(s), and; 3) complaints against an approved visitor representing the Commission.

PROCEDURES FOR COMPLAINTS AGAINST AN ACCREDITED AGENCY

The following procedures will be used in the investigation of a complaint against an accredited agency.

1. A written, signed complaint is received by the NRPA Accreditation Manager
2. NRPA Accreditation Manager forwards all written complaints to the CAPRA Chair within three (3) business days of receipt of the complaint.
3. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint does not relate to the accreditation standards or policies, within two (2) weeks of receiving the complaint the CAPRA Chair and Executive Committee will notify the complainant in writing that no further action will be taken.
4. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint relates to the accreditation standards or policies, the complaint will be acknowledged in writing within two (2) weeks of receipt by the CAPRA Chair and Executive Committee and the complainant will be provided a copy of the process for handling the complaint.
5. At the same time as the complainant is notified, the complaint will be forwarded by certified mail to the agency director. At the request of the complainant, the name of the complainant will be redacted within the body of the written complaint sent to agency director.
6. The CAPRA Chair will request that the agency conduct a preliminary investigation and submit an initial report addressing the complaint as related to accreditation standards or

policies. The initial report shall be postmarked no more than 30 calendar days following receipt of the notification, as documented by return receipt of certified mail.

7. The CAPRA Chair may request further information or materials relating to the complaint from the complainant, the agency, or other sources.
8. The CAPRA Chair will appoint a review committee comprised of three Commissioners to consider the complaint, along with all relevant information. The review committee will recommend appropriate action to the Commission at its next scheduled meeting. Complaints warranting immediate action will be adjudicated via a conference call comprised of a quorum of Commissioners.
9. Determination of an appropriate action will be based on the Commission's consideration of the complaint, materials relating to the complaint, and the review committee's findings and recommendations.
10. The CAPRA Executive Committee or the full Commission may determine that consultation with legal counsel is appropriate. As NRPA Staff Liaison to CAPRA, the NRPA Accreditation Manager will work with the Commission and legal counsel to develop a plan to address the complaint.
11. If the complaint is determined to be unsubstantiated or unrelated to the accreditation standards or policies, no action will be taken and the complainant will be so notified.
12. If the complaint is substantiated and the Commission determines that the agency appears to be out of compliance with the accreditation standards or policies, action will be taken. This action may include, but is not limited to, scheduling a prompt onsite visit of the agency, establishing time-delimited conditions, assigning warnings, or withdrawing accreditation.
13. The agency director will be notified of the Commission's decision and action in writing within two (2) weeks of the decision. The complainant will be notified of the final decision and actions following expiration of the reconsideration and appeals process.
14. The agency will have the right to request reconsideration of the Commission's actions when the agency provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.
15. The complainant will have the right to request reconsideration of the Commission's actions when the complainant provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.

PROCEDURES FOR COMPLAINTS AGAINST THE COMMISSION AND/OR COMMISSIONER(S)

The following procedures will be used in the investigation of a complaint against the Commission or Commissioner(s).

1. A written, signed complaint is received by the NRPA Accreditation Manager.
2. NRPA Accreditation Manager forwards all written complaints to the CAPRA Chair within three (3) business days of receipt of the complaint.
3. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint does not relate to the accreditation standards or policies, within two (2) weeks of receiving the complaint the CAPRA Chair and Executive Committee will notify the complainant in writing that no further action will be taken.
4. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint relates to the accreditation standards or policies, the complaint will be acknowledged in writing within two (2) weeks of receipt by the CAPRA Chair and Executive Committee and the complainant will be provided a copy of the process for handling the complaint.
5. At the same time as the complainant is notified, the complaint will be forwarded to the CAPRA Executive Committee who will receive all correspondence. At the request of the complainant, the name of the complainant will be redacted within the body of the written complaint sent to the Commission/Commissioner(s).
6. If the complaint involves a Commissioner(s), at the request of the CAPRA Executive Committee and with the acceptance of all parties, a past Commissioner (hereafter termed "CAPRA Designee") will conduct the investigation. If a complaint involves the CAPRA Chair, or a conflict of interest arises, the Vice-Chair will fulfill the Chair duties addressed previously.
7. The CAPRA Designee may request further information or materials relating to the complaint from the complainant, CAPRA, or other sources.
8. The CAPRA Designee will appoint a review committee comprised of three past Commissioners to consider all relevant information. The CAPRA Designee will request that the review committee submit a report addressing the complaint as related to accreditation standards or policies. The report shall be postmarked no more than thirty (30) calendar days following receipt of the notification, as documented by return receipt of certified mail. The review committee will recommend appropriate action to the CAPRA Designee. Complaints warranting immediate action will be adjudicated via a conference call comprised quorum of Commissioners.

9. Determination of an appropriate action will be based on the consideration of the complaint, materials relating to the complaint, and the review committee's findings and recommendations.
10. The CAPRA Designee, the full Commission, or the CAPRA Executive Committee may determine that consultation with legal counsel is appropriate. As Staff Liaison to CAPRA, the NRPA Accreditation Manager will work with the CAPRA Designee and legal counsel to develop a plan to address the complaint.
11. If the complaint is determined to be unsubstantiated or not related to the accreditation standards or policies, no action will be taken, and the complainant will be so notified.
12. If the complaint is substantiated and indicates that the Commissioner(s) appears to be out of compliance with the accreditation standards or policies, action will be taken. This action may include, but is not limited to, retraining or dismissal from the Commission and/or review of any resultant the Commission's actions or decisions influenced by noncompliance with standards or policies.
13. The Commissioner(s) will be notified of the CAPRA Designee's decision and action in writing within two (2) weeks of the decision. The complainant will be notified of the final decision and actions following expiration of the reconsideration and appeals process.
14. The Commissioner(s) will have the right to request reconsideration of the CAPRA Designee actions when the Commissioner(s) provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.
15. The complainant will have the right to request reconsideration of the Commission's actions when the complainant provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.

PROCEDURES FOR COMPLAINTS AGAINST A VISITOR REPRESENTING THE COMMISSION

The following procedures will be used in the investigation of a complaint against an approved visitor representing CAPRA.

1. A written, signed complaint is received by the NRPA Accreditation Manager
2. NRPA Accreditation Manager forwards all written complaints to the CAPRA Chair within three (3) business days of receipt of the complaint.
3. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint does not relate to the accreditation standards or policies, within two (2) weeks of receiving the complaint the CAPRA Chair and Executive Committee will notify the complainant in writing by that no further action will be taken.
4. If the CAPRA Chair, in consultation with the CAPRA Executive Committee, determines that the complaint relates to the accreditation standards or policies, the complaint will be acknowledged in writing within two (2) weeks of the receipt by the CAPRA Chair and Executive Committee and the complainant will be provided a copy of the process for handling the complaint.
5. At the same time as the complainant is notified, the complaint will be forwarded by certified mail to the named visitor. At the request of the complainant, the name of the complainant will be redacted within the body of the written complaint sent to the visitor.
6. The Commission will conduct a preliminary investigation and submit an initial report to the Visitor addressing the complaint as related to accreditation standards or policies. The initial report shall be postmarked no more than thirty (30) calendar days following receipt of the notification, as documented by return receipt of certified mail.
7. The CAPRA Chair may request further information or materials relating to the complaint from the complainant, the institution, the visitor, or other sources.
8. The CAPRA Chair will appoint a review committee comprised of three Commissioners to consider the complaint, along with all relevant information. The review committee will recommend appropriate action to the Commission at its next scheduled meeting. Complaints warranting immediate action will be adjudicated via a conference call comprised of a quorum of Commissioners.
9. Determination of an appropriate action will be based on the Commission's consideration of the complaint, materials relating to the complaint, the review committee's findings and recommendations.
10. The full Commission or the CAPRA Executive Committee may determine that consultation with legal counsel is appropriate. As Staff Liaison to CAPRA, the NRPA

Accreditation Manager will work with the Commission and legal counsel to develop a plan to address the complaint.

11. If the complaint is determined to be unsubstantiated or unrelated to the accreditation standards or policies, no action will be taken, and the complainant and visitor will be so notified.
12. If the complaint is substantiated and the Commission determines that the visitor appears to be out of compliance with the accreditation standards or policies, action will be taken. This action may include, but is not limited to, retraining, removal from the CAPRA list of approved visitors, and/or review of any resultant the Commission's actions or decisions influenced by the visitor's noncompliance with standards or policies.
13. The visitor will be notified of the Commission's decision and action in writing within two (2) weeks of the decision. The complainant will be notified of the final decision and actions following expiration of the reconsideration and appeals process.
14. The visitor will have the right to request reconsideration of the Commission's when the visitor provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.
15. The complainant will have the right to request reconsideration of the Commission's actions when the complainant provides evidence that the Commission did not adhere to its complaint policy and procedures. Any such request must be made in writing and submitted to the NRPA Accreditation Manager within thirty (30) days of receipt of final action by the Commission.

LOGO USAGE GUIDELINES

PURPOSE

The logo for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) copyrighted through the National Recreation and Park Association (NRPA) as CAPRA's graphic identity. The CAPRA identity is characterized by dedicated industry professionals who administer a national accreditation program setting the benchmark for agency achievement. All board members, staff, associated professionals and participating agencies are united graphically by the CAPRA logo. The CAPRA logo deserves the same care and protection that is provided any asset. These guidelines are to ensure that the CAPRA logo is accurately and consistently expressed wherever it appears. The logo shall only be used on official CAPRA projects or for official CAPRA business unless otherwise approved by the Commission.

Use of the CAPRA logo must comply with the herein specific usage guidelines.

Failure to strictly adhere to the guidelines within this document shall result in immediate revocation of authorization to use the logo.

CAPRA BRAND SIGNATURE

The CAPRA logo with full name application will be used as the primary signature. The logo mark can be used for promotion items and as a design element. Examples of uses may include but are not limited to; decals, embroidery on clothing, signage, signature tags, and stationary.

An alternative version of the logo, without the word "accredited," will also be used in communications regarding agency accreditation during the initial accreditation process, before accreditation is granted, by visitors, as well as by affiliate organizations. Examples of uses may include but are not limited to; the initial agency self-assessment, promoting an agency going through the accreditation process, initial visit reports, and promotional materials.



USAGE ELIGIBILITY

1. Authorization for use of the logo is automatic upon an agency's initial accreditation, and all subsequent re-accreditations, once it has been conferred by vote of the Commission. Accredited agencies are encouraged to use the logo to promote and market the achievement.
2. The Commission must give written authorization to other eligible parties prior to any use

of the logo. Individuals requesting permission to use the CAPRA logo must complete the “Logo Usage Agreement” form (see below).

3. Commissioners or visitors may use the logo in any official capacity but may not use it to represent any individual interests.
4. The logo shall not be used for the following:
 - in political campaign messages or other materials of a partisan nature;
 - in a manner that is misleading, defamatory, libelous, obscene, or sexually suggestive;
 - in a manner that would disparage or damage the image of CAPRA;
 - in a manner that suggests that editorial content has been authored by, or represents the views or opinions of CAPRA;
 - on food items, health-related items, or alcoholic beverages;
 - in connection with any material that infringes the trademark, copyright, or any other rights of any third party;
 - in advertisements, marketing, or endorsements of any product, service, or business that is not related to CAPRA; or
 - in a manner that infringes, derogates, dilutes, or impairs the rights of CAPRA in such logo.
5. Alteration of the logo in any way is strictly prohibited. Examples of alteration include changing any of the constituent colors or fonts, adding additional text or other graphic elements, removing, relocating, or modifying any element of the design, disproportionately scaling any element of the design, tilting at an angle, or adding borders around the logo or elements of the design, or applying other effects and filters.
6. The CAPRA logo shall remain the exclusive property of CAPRA and NRPA.
7. Any uses associated with the logo shall be in compliance with any applicable local, state, or federal law.
8. Users agree that all uses of the CAPRA logo will support to the benefit of the Commission.
9. Users shall not register any logo that is identical to or confusingly similar to the CAPRA logo in any jurisdiction, domestic, or foreign.
10. CAPRA may modify these guidelines from time to time and users will be bound to comply with the material contained in the updated guidelines immediately upon receipt of, or posting of, the new guidelines.

LOGO USAGE

The CAPRA logo is a valuable asset; as such, it is important to closely monitor the way in which the brand identity is displayed. The logo is the basis of the identity and a critical component of the overall branding and strategic message. Computer alterations to the logo, such as drop shadows and outlines, are unacceptable. The following illustrates approved and inappropriate logo usage.

Approved Logo Use



Inappropriate Logo Usage



**NATIONAL RECREATION AND PARK ASSOCIATION
COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES
LOGO USAGE AGREEMENT**

THIS AGREEMENT is made and entered into by and between the National Recreation and Park Association (NRPA), Commission for Accreditation of Park and Recreation Agencies (CAPRA), and _____, hereinafter referred to as User.

During the term of this agreement, NRPA authorizes the User to use the CAPRA logo (hereinafter referred to as “the logo”) only in the manner submitted for approval by NRPA. The User will not permit the use of the logo in any other form or manner on any other of its products, materials, either manufactured or electronic.

Use of the logo is for display only purposes. Use is restricted to a period of time of no more than _____ from the date of this contract during which time the User will maintain active CAPRA accreditation. This use in no way implies endorsement of User or User’s corporation or agency or any products or services offered by the User.

User hereby indemnifies NRPA and agrees to hold NRPA harmless against any and all claims or suits solely arising out of the User’s unauthorized use of the logo during the term of this agreement.

NRPA hereby indemnifies the User and agrees to hold User harmless against any and all claims or suits arising out of the use of the logo during the term of this agreement.

NRPA may terminate this agreement upon thirty (30) days written notice to the User under the following circumstances, provided that during the thirty (30) days period, the User fails to cure the breach:

- User employs the logo without having obtained prior written approval of NRPA.
- User employs the logo in manner other than that previously submitted to and approved by NRPA.
- User employs the logo beyond original term of contract.

This agreement is renewable upon written consent of both parties.

Review, print, and sign this document and return it either by fax, mail, or electronically using an electronic format demonstrating appropriate signature. Upon signature from NRPA, a copy of the fully executed agreement will be sent to the User and the original will remain in the possession of the National Recreation and Park Association.

National Recreation and Park Association

User

Signature and Date

Signature and Date

CONFIDENTIALITY OF ACCREDITATION INFORMATION

The minutes of Commission meetings (excluding minutes of executive sessions), including accreditation review decisions, are available to the public upon request. All other data, observations, conversations, reports, and working documents related to the Commission's dealings with agencies are confidential. Acceptance of membership on the Commission or on a visitation team constitutes a contractual agreement to safeguard the confidentiality of information acquired in these capacities.

As a matter of policy, accreditation decisions on individual agencies are made in executive sessions. Attendance at these sessions is limited to members of the Commission and those persons specifically invited to attend by the Commission.

No member of the Commission whose agency is being evaluated may participate in any discussions or decisions with respect to that agency. Further, sitting Commission members shall not provide private consultation services to any agency unless acting on behalf of the Commission. The Commission shall not recommend consultants.

Final action on all applications, affirmative and negative, shall be public information unless under appeal. The Commission retains the right to release a full report, or parts thereof, when necessary to correct or clarify inaccurate information released by the agency or other sources.

CODE OF PROFESSIONAL CONDUCT POLICY

This code sets forth the standards of professional conduct to be observed by CAPRA Commissioners, CAPRA Visitors, and CAPRA accredited agencies, as they act in the capacity of that role. Individuals shall, in their professional activities, sustain and advance the integrity, honor and veracity of their position by:

- adhering to the highest standards of integrity and honesty in all public and professional activities to inspire confidence and trust;
- supporting in a positive manner all actions taken by CAPRA even when I am in a minority position on such actions;
- abiding the Operating Code and all policies and procedures in the CAPRA Handbook;
- removing myself from cases of conflict of interests;
- never disclosing confidential information related to or verbally discussed about the CAPRA program;
- doing the best work possible, be objective, use due care and make full use of education and skills;
- always acting in the best interests of CAPRA by informing the Commission of needed changes or current best practices;
- never rewarding or punishing, or awarding or denying benefits based on personal considerations, including but not limited to, favoritism, nepotism or bribery; and
- serve in the interests of stakeholders in a lawful manner, while maintaining high standards of conduct and character, and not discrediting the profession or the Commission.

Individuals who fail to practice these professional standards shall be subject to review by the Commission.

CAPRA/ILLINOIS DISTINGUISHED AGENCY PROGRAM

NOTE: THIS SECTION IS IN THE PROCESS OF BEING UPDATED DUE TO THE RELEASE OF THE CAPRA 2014 STANDARDS.

OBJECTIVE

Demonstrate the value of a streamlined process that acknowledges comparability of certain Illinois Distinguished Accredited Agency standards with CAPRA standards, resulting in a saving of time and resources for those Illinois agencies accredited by DPRAC that also seek national accreditation by CAPRA.

OVERVIEW OF PROGRAMS

DPRAC

- 160 Standards
- Compliance measured by point scoring system utilizing mandatory, optional, and bonus standards
- 6-year accreditation cycle
- Self-assessment review followed by site visit
- 1 day visit by team of 5 visitors (from within state)
- No annual reporting requirement in interim years
- Fees:
 - \$500 application fee
 - No annual fee

CAPRA

- 144 Standards (36 Fundamental)
- Compliance measured by “met” status of all fundamental standards and at least 85% “met” status of remaining standards
- 5-year accreditation cycle
- Self-assessment review followed by site visit
- 3-4 day site visit by team of 3 visitors (from out of state)
- Annual reporting requirement in interim years
- Fees:
 - \$100 application fee
 - \$165 - \$3,300 review fee (based on size of agency budget)
 - \$60 - \$600 annual fee (based on size of agency budget)

STANDARDS COMPARISON

A review of CAPRA and DPRAC standards reveals that 37 (34%) of the 108 non-fundamental and 18 (50%) of the 36 fundamental CAPRA standards are comparable, i.e. 38% of all CAPRA standards.

An Illinois accredited agency will achieve CAPRA accreditation by demonstrating compliance with:

1. All fundamental CAPRA standards;
2. All non-fundamental CAPRA standards not certified as comparable to DPRAC standards; and
3. All non-fundamental CAPRA standards certified as comparable to DPRAC standards, but unmet by the Illinois accredited agency.

CAPRA accreditation must follow within two (2) years of DPRAC accreditation to maintain that the standards met for DPRAC are still in compliance.

Reaccreditation occurs every five (5) years for CAPRA and every six (6) for DPRAC. DPRAC will provide flexibility so that agencies with dual accreditation can remain synchronized for reaccreditation. DPRAC reaccreditation will precede the CAPRA reaccreditation date to provide the baseline of met and unmet standards for the CAPRA visitation team.

PILOT PROGRAM

CAPRA and DPRAC are entering into a five-year pilot program. Prior to the pilot, CAPRA and DPRAC will execute a memorandum of understanding that in part requires the programs to agree to maintain a current list of CAPRA-comparable DPRAC standards (see list of standards below). Any modification of standards by either agency will trigger a review of the comparable standards list.

The following process outlines how an agency in Illinois accredited by DPRAC can become CAPRA accredited through the pilot program:

Phase I. DPRAC Accreditation

1. Agency-X in Illinois achieves DPRAC accreditation.
2. As a DPRAC accredited agency, Agency-X is eligible to seek CAPRA accreditation review through a streamlined process, henceforth called “IL/CAPRA Process”.

Phase II. Application to CAPRA for IL/CAPRA Process

3. Agency-X will submit to CAPRA, within two (2) years of achievement of DPRAC accreditation:
 - a. Application for Accreditation and indicate pursuance of the IL/CAPRA Process;
 - b. Application fee; and
 - c. Letter of certification from DPRAC indicating the agency’s compliance and non-compliance with CAPRA-comparable DPRAC standards.

Phase III. CAPRA Accreditation via IL/CAPRA Process

4. Agency-X, pursuant to CAPRA procedures, submits a Self-Assessment Report to CAPRA within eight (8) weeks of the scheduled onsite visit that documents compliance with:
 - a. All fundamental CAPRA standards;
 - b. All non-fundamental CAPRA standards not certified as comparable to DPRAC standards; and

- c. All non-fundamental CAPRA-comparable DPRAC standards indicated as unmet by the DPRAC letter of certification.
5. Onsite CAPRA visit:
 - a. The visitation team for the IL/CAPRA Process visit consists of two (2) CAPRA visitors. This may vary depending on the size of the agency.
 - b. The normal duration of the IL/CAPRA Process visit will be two (2) days. This may vary depending on the size the agency.
6. The CAPRA Visitation Team will issue a visitation report to CAPRA for approval (see “The Visitation Report” section for process).
7. CAPRA will complete the accreditation process according to its regular policies and procedures.

LIST OF CAPRA/DPRAC COMPARABLE STANDARDS

CAPRA		DPRAC
1.4	Policies, Rules and Regulations, and Operational Procedures	1.5.2 Administrative and Policy Making Functions
1.2	Jurisdiction	3.5.2 Map
1.1.3	Responsibilities of Approving Authority, Chief Administrator, and Staff	1.5.2 Administrative and Policy Making Functions
1.3.2	Personnel Involvement	1.3.1 District Goals
1.5.1	Operational Coordination	1.9.1 Policy on Cooperative Use and Maintenance of Facilities
2.3	Planning with Regional, State, Federal and Non-government Agencies	1.8.1 Working Relationship
2.4.2	Community Assessment	5.5.2 Needs Assessment Study to assess and determine the recreation needs and interests of its population
2.9	Community Involvement	1.8.2 Citizen Input -- Requires a citizen input policy and evidence of implementation 3.2.2 Facility Development Planning 5.7.2 Community Input in Planning and Development

CAPRA		DPRAC	
3.4.1.1	Public Information and Community Relations Responsibility	1.10.3	Authority for Coordinating Public Relations (Note: CAPRA uses the term Community Relations, whereas IL uses the term Public Relations)
4.1.8	Compensation	4.8.1	Salary Ranges
4.1.6	Employee Benefits	4.5.1	Comprehensive Personnel Policies Manual (Note: The IL Personnel Policy Manual includes “fringe benefits”)
4.1.9	Performance Evaluation	4.8.3	Appraisals of Job Performance
4.1.11	Disciplinary System	4.5.1	Comprehensive Personnel Policies Manual
		4.5.2	Distribution of Personnel Policy
4.1.12	Grievance Procedures	4.5.1	Comprehensive Personnel Policies Manual
		4.5.2	Distribution of Personnel Policy
4.1.13	Termination and End of Employment	4.5.1	Comprehensive Personnel Policies Manual
		4.5.2	Distribution of Personnel Policy (Note: The IL Personnel Policy Manual includes “termination”)
4.6	Orientation Program	4.6.1	Employee Orientation Program
4.6.1	In-Service Training Function	4.3.1	In-House Training - Short Duration
		4.3.2	In-House Training - Long Duration (Note: CAPRA requires annual update, review and evaluation.)

CAPRA	DPRAC
4.6.2 Employee Development	4.2.2 Continuing Education Opportunities 4.3.1 In-House Training - Short Duration 4.3.2 In-House Training - Long Duration 4.3.3 Staff Attendance at Workshops
4.6.4 Professional Organization Membership	4.7.1 Professional Involvement
4.7 Volunteer Management	1.13.2 Volunteer Manual
4.7.1 Utilization of Volunteers	1.13.1 Policy or Procedure on Volunteers
4.7.4 Recognition of Volunteers	1.13.3 Volunteer Recognition Program
5.1.2 Acceptance of Gifts and Donations	2.16 Recreation Agency Acceptance of Donations, Gifts & Bequests
5.2.1 Authority and Responsibility for Financial Management	2.1.1 Responsibility for Fiscal Management Functions
5.3.1 Financial Status Reports	2.2.5 Financial Report – The Agency should have an accounting system that includes, at a minimum, provisions for monthly status reports showing: * initial appropriations for each account (or program) * balances at the commencement of the monthly period * expenditures and encumbrances made during the period and unencumbered balances
5.5.1 Supplemental/Emergency Appropriations	2.15 Supplemental/Emergency Appropriations
6.1.2 Participant Involvement	5.7.1 Professional Affiliation Guidelines 5.7.2 Community Input in Planning and Development
6.1.6 Fee Based Programs and Services	5.8.1 Recreation Program and Facilities Fees

CAPRA		DPRAC	
6.1.7	Cooperative Planning	5.6.1	Coordinating Recreation Programs and Cooperative Relationships
6.3	Program Evaluation	5.4.2	Evaluation of Services & Information Reporting
6.5	Scope of Program Opportunities	5.2.1	Special Needs with People with Disabilities
		5.2.2	Program Opportunities for People with Economic Hardship
		5.3.2	Comprehensive Year-Round Program Opportunities
6.8	Program and Service Statistics	5.4.1	Maintaining Statistics for Recreational Needs
		5.4.2	Evaluation of Services & Information Reporting
7.5.2	Preventative Maintenance Plan	3.2.3	Regularly Scheduled Preventive Maintenance
7.9	Environmental Sustainability	3.3.5	Environmental Policy
7.11	Capital Asset Depreciation and Replacement	3.2.4	Facilities and Equipment Replacement Schedule
8.4.3	Handling of Disruptive Behavior	5.9.1	Behavior Management Policy Procedure
9.1.1	Statement of Policy	4.9.4	Safety Policy Statement/Procedure
9.1.2	Risk Management Operations Manual	4.9.5	Safety Manual
		4.9.6	Employee Knowledge of Safety Policy/Procedure & Manual
9.1.2.1	Accident and Incident Reports	4.9.7	Written Accident Investigation and Follow Up
9.1.3	Personnel Involvement and Training	4.9.6	Employee Knowledge of Safety Policy/Procedure & Manual
9.2	Risk Manager	4.9.1	Risk Management Representative

AMENDMENTS TO STANDARDS

The standards may be amended by a two-thirds vote of the Commission. Proposed substantive changes to the standards by the Commission shall be submitted for public comment. The Commission shall invite comments related to these revisions, so as to permit sufficient time for interested individuals and organizations to respond prior to final action by the Commission.

AMENDMENTS TO THE HANDBOOK

The handbook may be amended by a two-thirds vote of the Commission.

CAPRA GLOSSARY OF TERMS

As-Built Drawings - Plans and drawings that graphically represent the existing building or facility, in its current state reflecting demolitions, additions or other major alterations that have occurred over time. A complete set of as-built drawings typically include a site plan, floor plan, and plans and details for structural, mechanical, electrical and plumbing systems.

Assessment - An estimation, opinion or approximation. An assessment is a formative type of evaluation that seeks information for learning or teaching as opposed to an evaluation that is a final or summative judgment.

Consultant - is an individual or group of individuals who provides professional or expert advice in a particular area such as human development, marketing, finances, landscape design, facility construction, and so on. (*Management of Park and Recreation Agencies, 3rd Edition, page 458*)

Comprehensive Plan - The Comprehensive plan or General Plan is the long term development plan for the area. This is usually a Planning or Community Development document. The plan usually identifies the development through a series of goals, policies and objectives. The Plan has several sections including a Land Use section which is the zoning of the area. In addition to land use, other sections usually include transportation, drainage, utilities, public facilities and of course parks, recreation and open space

Conceptual Foundations of Play, Recreation and Leisure – Recreation programs should reflect the basic conceptual foundations of play, recreation, and leisure. Recreation programs should encourage or promote a degree of freedom, choice, or voluntary engagement in their structure or design.

Recreation is an activity in which a person engages for a positive, purposeful end.

Play as a form of behavior is usually considered a creative, spontaneous expression. Often, park and recreation programs reflect the spirit of play in their design, promoting open, free, and expressive opportunities for individuals. (Edginton, C. & O'Neill, J. (2010). Program Services and Event Management. In *Management of Park and Recreation Agencies* (3rd Edition), p.156. Ashburn, VA: National Recreation and Park Association (NRPA); Edginton, C., Hudson, S., Dieser, R. & Edginton, S. (2004). *Leisure programming*. Boston: McGraw-Hill; Dattillo, J. (1999). *Leisure education program planning: A systematic approach* (2nd Ed.). State College, PA: Venture.)

Leisure can be defined as time (free from obligations), activity (that people engage in during their free time) and state of mind (includes perceived freedom, intrinsic motivation, perceived competence and positive affect). (Hurd, A. & Anderson, D. (2011). *Park and Recreation Professional's Handbook*. Champaign, IL: Human Kinetics.)

Cultural Resources -Resources that are all encompassing of a community's arts, cultural activities and institutions, including nonprofits, visual and performing arts, artists, art audiences, art education, public art, art facilities and systems of financial support. Some communities use cultural resources to advance multiculturalism, the creative expression of a community's diversity and initiatives involving literature, design, historic preservation and public events and festivals.

Cultural Plan - A Cultural Arts Plan is a used to summarize the Cultural Arts community and to describe the goals and strategies for enhancing cultural opportunities in the area. The Plans should include a vision statement and also discuss the broader trends and implications facing the arts and cultural development. It is a means of consulting with citizens to ascertain their cultural values and aspirations. The result can be identified as strengths, weaknesses, opportunities and threats to the arts and culture community as recommend short, immediate and long term strategies for the plan.

Education for Leisure -Leisure education develops the attitudes (affective), skills (psychomotor), and knowledge (cognitive) required for optimal leisure functioning and a full range of lifelong leisure activities. The components of a typical program include: developing the physical and cognitive skills necessary for participation in park and recreation activities, gaining knowledge of leisure opportunities, learning how to use required equipment and materials, and acquiring understanding and appreciation for leisure and its role in life satisfaction and quality of life.

Public park and recreation agencies should have a plan of education for leisure. The plan should provide a continuous, systemic and operational program to teach the general public (children, adolescents, adults, including persons with special needs) about the use of leisure time, emphasizing an understanding of the value of recreation (organized leisure) to the individual and the effects (benefits, values, impacts) of leisure on society. Providing multiple opportunities to explore and experience a variety of enjoyable leisure activities are important aspects of the plan.

Further in-depth resources, collaborative partnerships with schools and non-profit agencies, community presentations, demonstration projects, including website links for accessing successful plans can be seen in: *Management of Park and Recreation Agencies* (2010), 3rd Edition, pp.172-175 and accessed at: [Leisure Education In the Schools: Promoting Healthy Lifestyles for All Children and Youth](#)

Encroachment - taking of land without authorization; an illegal intrusion with or without obstruction

Evaluation - is an analytical review or appraisal that uses qualitative or quantitative data to assess status, effectiveness, relevance and appropriateness. Evaluations are documented in writing. Annual evaluations are conducted at least once each year. Periodic or regular evaluations are done at fixed intervals. Systematic evaluation relates findings to a system, method, or plan.

Goal - statements describing the conditions or attributes to be attained (*Management of Park and Recreation Agencies, 3rd Edition, page 116*); or a desired outcome that act on the mission of the organization. (*Management of Park and Recreation Agencies, 3rd Edition, page 72*)

Grievance - a complaint by an individual concerning the interpretation or application of rules and regulations governing personnel practices, working conditions, workplace rules, or alleged improper treatment. (*Management of Park and Recreation Agencies, 3rd Edition, page 429*)

Guideline - a detailed plan or explanation to guide you in setting standards or determining a course of action.

Historical Resources - Historic resource is a prehistoric or historic district, site, building, structure, or object. This term includes artifacts, records, and remains that are related to and located within these properties. The term also includes properties of traditional religious and cultural importance to an Indian tribe or Native Hawaiian organization.

Leisure (see Conceptual Foundations of Play, Recreation, and Leisure)

Manual - a repository of official guiding documents of an organization.

Natural Resources - (referred to as [land](#) or [raw materials](#)) occur naturally within [environments](#) that exist relatively undisturbed by mankind, in a [natural](#) form.

Objective - a specific and quantifiable statement of achievement. It is a statement of measurable outcome which can be used to determine progress towards a goal.

Organizational Component - A major subdivision of the organization, e.g. department or division.

Ordinance - is a city or county law. It is permanent, codified, and carries more authority than a resolution. (*Management of Park and Recreation Agencies, 3rd Edition, page 61*)

Outcomes - Outcomes are measurable changes in behaviors, attitudes, knowledge, conditions or skills. Outcomes show the relationship between resource inputs and the resulting impacts and benefits of the outputs. (*Management of Park and Recreation Agencies, 3rd Edition, pp. 167-168*)

Output - Actual programs and services delivered to the clientele. There are two types of outputs: those related to programs/services, and those concerned with participants. Outputs are generally quantitative. (*Management of Park and Recreation Agencies, 3rd Edition, p.151*)

Parks and Recreation Master Plan - This is usually an element of the Comprehensive Plan and it should provide specific direction regarding the decision making with regards to parks, recreation facilities and programs. The master plan usually summarizes the agency's recreation needs and desires and details course of action that will enable the agency to realize the goals and objectives.

Plan - Written or graphic account of a current course of action or intended future course of action aimed at achieving specific goal(s) or objective(s) within a specific timeframe. It may explain in detail what needs to be done, when, how, and by whom.

Play (see Conceptual Foundations of Play, Recreation, and Leisure)

Policy - is a formally approved written directive for handling situations that arise.

Procedure - are specific steps, set forth by the administrator and staff to facilitate the implementation of policies, how something is to be done, when, and by whom.

Recreation (see Conceptual Foundations of Play, Recreation, and Leisure)

Review - is a general written overview, less analytical than an evaluation that assesses or affirms status, effectiveness, relevance and appropriateness. Annual reviews are conducted at least once each year. Periodic or regular reviews are done at fixed intervals. Continuous reviews are conducted frequently on an ongoing basis.

Site Plan - A drawing at appropriate scale that shows completed or contemplated physical characteristics of the site, including facilities, vegetation, circulation, service and maintenance areas, and parking. (*Management of Park and Recreation Agencies, 3rd Edition, pp.230-231*)

Strategic Plan - The document that guides implementation of longer-range agency vision in a manner consistent with agency mission. The process for creating a strategic plan involves agreement on priorities and involves planning to overcome obstacles and constraints that can impede progress. Long-term comprehensive plans and master plans present agreed vision. A strategic plan is more action oriented; it presents action plans that affect the day-to-day implementation of longer-range agency vision. (*Management of Park and Recreation Agencies, 3rd Edition, pp.114-118*)

NC TOMORROW



Building Communities for Tomorrow's Jobs



2014 REPORT: **NORTH CAROLINA REGIONAL AND
STATEWIDE STRATEGIES FOR COMPREHENSIVE
COMMUNITY AND ECONOMIC DEVELOPMENT**

2014



The North Carolina Association of Regional Councils
in partnership with
The US Economic Development Administration
The US Department of Housing and Urban Development
The North Carolina Department of Commerce
presents



Southwest Commission
Land of Sky Regional Council
Isothermal Planning & Development Commission
High Country Council of Governments
Western Piedmont Council of Governments
Centralina Council of Governments
Piedmont Triad Regional Council
Triangle J Council of Governments
Kerr-Tar Regional Council of Governments
Upper Coastal Plain Council of Governments
Mid-Carolina Council of Governments
Lumber River Council of Governments
Cape Fear Council of Governments
Eastern Carolina Council
Mid-East Commission
Albemarle Commission

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INTRODUCTION

NC Tomorrow is an initiative of the North Carolina Association of Regional Councils in partnership with the US Economic Development Administration and the US Department of Housing and Urban Development through the North Carolina Department of Commerce's Community Assistance Division.

OTHER CONTRIBUTING PARTNERS INCLUDE:

- » The National Association of Development Organizations (NADO)
- » The National Association of Regional Councils (NARC)
- » The North Carolina Rural Economic Development Center
- » Duke Energy

As part of this initiative, North Carolina's regional councils prepared uniform Regional Comprehensive Economic Development Strategies (CEDS) designed to identify regional priorities for economic and community development. The regional plans served as the foundation for a statewide **Strategy for Comprehensive Community and Economic Development** intended to function as a blueprint for state efforts to "Build Communities for Tomorrow's Jobs."

A number of state rankings rate North Carolina favorably as a place for doing business. For example, the state ranks very highly in the popular state rankings produced by *CEO Magazine* (#3)¹, *Forbes* Best States for Business (#4)², *Site Selection* magazine (#5)³, and *Area Development* magazine (#7)⁴. These general business climate rankings take into account a broad range of factors, and as a result tend to reflect a state's various strengths and challenges.

Several common themes emerge from these rankings. For instance, North Carolina tends to score low when it comes to several tax-related issues such as its sales tax, individual income taxes, and tax rates on capital investments. At the same time, it scores relatively well in terms of available industrial sites, labor climate, transportation infrastructure, and general business-friendly climate.

It is important to note that these kinds of rankings depend on what the researcher prioritizes, what data they use, and how they construct their analysis. The reports cited above which score North Carolina favorably emphasize the general business climate, but those rankings that place greater emphasis on state capacity for science,

¹ <http://chiefexecutive.net/north-carolina-is-the-3rd-best-state-for-business-2012>

² <http://www.forbes.com/places/nc/>

³ <http://www.siteselection.com/issues/2013/may/top-comp-states.cfm>

⁴ <http://www.insideindianabusiness.com/contributors.asp?id=2109>

⁵ <http://statetechandscience.org/>



technology and innovation rank North Carolina much lower. For instance, the Milken Institute's State Technology and Science Index⁶ ranks North Carolina 21st in the nation, and the Information Technology and Innovation Foundation's 2012 State New Economy Index⁶ ranks North Carolina 25th.

Clearly, North Carolina still has significant work to do in order to compete effectively in today's global marketplace. North Carolina's unemployment rate has improved significantly over the past year. In December 2013, the state's unemployment rate was 6.9 percent; a significantly lower figure than the 9.4 percent unemployment rate from the prior December. Yet in spite of this positive trend, the size of the workforce declined by 110,000 during that same period (December 2012-December 2013)⁷. This indicates that too many North Carolinians are not finding employment opportunities and have given up looking for work. Moreover, per capita income also remains relatively low, as the state ranks 39th nationwide.⁸ North Carolina has numerous strengths,

but in order to maintain and build on those strengths it must address many challenges.

This document lays out challenges that North Carolina needs to overcome to realize its goal of a more robust economy and recommends strategies for addressing these challenges. This document synthesizes the challenges and strategies identified in the State's 16 Regional Councils' CEDS documents. This resulting statewide Strategy for Comprehensive Community and Economic Development does not include every regional CEDS strategy, but rather highlights the common challenges and strategies that could make a discernible difference on the state's over all economic prosperity and competitiveness. In addition, this document offers some recommended Statewide Policies for North Carolina that emerged as the work was being accomplished to develop the Statewide Strategy.

⁶ <http://www.itif.org/publications/2012-state-new-economy-index>

⁷ US Bureau of Labor Statistics, Local Area Unemployment Statistics

⁸ US Bureau of Economic Analysis, Local Area Personal Income Statistics, 2012

EXECUTIVE SUMMARY

In order to facilitate the development of a statewide Strategy for Comprehensive Community and Economic Development, the Association developed strategies around four broad goals:

1. Build on each Region's Competitive Advantages and Leverage the Marketplace
2. Establish and Maintain a Robust Regional Infrastructure
3. Create Revitalized, Healthy and Vibrant Communities
4. Develop Talented and Innovative People

The NC Tomorrow initiative identified the challenges that must be overcome to achieve these goals, as well as the strategies identified by the various stakeholders, including planning and economic development professionals, non-profits, local elected officials and the private sector community throughout the state's regions. This created a bottom-up as well as a top-down process in developing the plan.

1: Build on the Region's Competitive Advantages and Leverage the Marketplace

Several areas of the state are globally recognized for their business and industry clusters (e.g., Charlotte's Finance cluster and the Research Triangle's Information Technology cluster). However, the benefits emerging from these clusters are not felt equally across the state, as many regions, especially rural areas, do not have adequate assets to build these clusters or they do not have the capacity to maximize the potential of their economic development assets.

Recommended Statewide Policy

To achieve true prosperity, North Carolina successfully coordinates efforts to build, grow and maintain robust, competitive areas of proficiency and innovation throughout the state.

This strategy supports the continued evolution of existing clusters within the state as employers. It is also aimed at supporting disruptive technologies and business models that could help North Carolina firms leapfrog their global competitors.

Targeting the State's Growth Clusters

Recognized statewide targets currently include the following industry clusters:

- Defense and homeland security/aerospace
- Tourism (e.g., art, entertainment, outdoor recreation and related industries)
- Transportation equipment, industrial machinery, machining
- Electronics and instruments
- Financial and information services
- Energy
- Life sciences (including pharmaceutical manufacturing) and related health informatics
- Food processing and value-added agribusiness



Promoting Disruptive Advantages to Create Growth Opportunities "Beyond Clusters"

While the cluster targets provide a strong foundation on which to continue building the existing economy, North Carolina leaders recognize that many noteworthy growth opportunities will rely on emerging technologies or transformational business models rather than just continuing to build the state's existing industry clusters. Companies in almost any industry may gain a competitive advantage by developing new products or market niches in a wide variety of areas. For instance, state leaders have identified tremendous growth potential for companies capable of leveraging new technologies in emerging areas including:

- video modeling and gaming
- digital design
- nanomaterials
- advanced materials
- pervasive computing
- rapid prototyping

These technological shifts have the potential to create new business models for almost every industry, from construction and manufacturing to product distribution to business services and healthcare to a variety of other supporting services. Because the impacts of these disruptive technologies are not restricted to companies in any specific industry or cluster, it is vital that North Carolina and its companies gain a competitive edge in the commercial application of these technologies and the business model shifts they imply.



2: Establish and Maintain a Robust Regional Infrastructure:

North Carolina has many infrastructure assets on which to build, including several major airports, six interstate highways, and broadband assets throughout much of the state. For these and other infrastructure assets to contribute to the state's overall economic competitiveness, strategic investments must be made to ensure that these assets are maintained and expanded.

Recommended Statewide Policy

To remain competitive in a growing global economy, North Carolina makes the revitalization and improvement of state and local infrastructure a priority for funding.

While North Carolina has many infrastructure assets, the full capacity of its infrastructure has not been fully realized. North Carolina will become more competitive when businesses, entrepreneurs and residents are able to make use of a well-coordinated and robust regional transportation, water/sewer/gas, broadband, housing, energy and natural environment infrastructures such as national parks and forests.

North Carolina must focus on making strategically important investments in its infrastructure to ensure that it is best able to leverage its physical and talent assets. Providing productive workplaces – with state of the art broadband, the most energy-efficient buildings, and high quality amenities – will ensure that North Carolina's people are the most dynamic in the world. Moving goods and information efficiently are vital to accessing markets, moving workers, and maintaining cost-competitive production of products or services.

3: Create Revitalized, Healthy and Vibrant Communities:

Although North Carolina has many thriving cities and towns, there remain places throughout the state that are experiencing declining downtowns and outmigration of people.

Recommended Statewide Policy

To meet the needs of employers and residents alike, North Carolina strives to increase the number of healthy and dynamic communities.

To thrive and prosper, both urban and rural communities must actively build on unique advantages to revitalize and/or maintain their city and town centers. This will require not only creating environments where businesses want to locate, but also as places where people of all ages want to spend time personally and professionally.

North Carolina will need to identify main streets that offer potential as community centers, job centers, and residential centers. Targeting resources to these places is smart investment. It builds on an existing infrastructure that is often underutilized. It recognizes the productivity improvements that can be achieved by encouraging companies to work near one another – through the opportunities for greater collaboration, through the amenity assets that can help workers be more prolific, as well as the shared learning that happens from close community ties. Finally, it recognizes changing consumer preferences as more workers and families continue to try to satisfy their preference for either urban amenities or small town living.



4: Develop Talented and Innovative People:

Despite historically high unemployment rates, many employers across the state have experienced difficulty in finding, recruiting, and hiring the kinds of skilled workers the companies need to be competitive. For some employers, the challenge is finding individuals with basic work readiness skills. For others, the challenge is finding individuals with applied technical skills to maintain a competitive edge. For others still, the challenge is finding workers with the ability to understand the company and its mission, adapt to a changing workplace, and anticipate customer demands even before the customer realizes they have a need. Companies increasingly turn to the higher education system to meet this workforce need, but not always successfully. So, companies also search for the types of workers they need in a national and even global marketplace.

Recommended Statewide Policy

Workforce is a key competitive asset for 21st Century businesses, and North Carolina strives to prepare the flexible, entrepreneurial, globally-oriented, and skilled workers sought by employers.

North Carolina has an incredible asset base on which to build a globally competitive talent pipeline. The state has a high-quality university system, a nationally-recognized community college system, and an improving public secondary school system. These systems are becoming more “demand-driven” (meaning that the educational systems are recognizing that they are preparing the future generation of North Carolina workers so they should become more focused on the needs of the state’s employers), but these institutions have far to go. The community colleges are probably furthest along in their efforts to be more industry-focused in their curriculums, but they have many public financial incentives to focus a large portion of their mission on articulating general college education and fewer incentives to provide the kinds of career and technical education that companies increasingly

demand. The state’s universities are also beginning to respond, but they have significant internal barriers to change that slow progress.

At the same time, North Carolina’s public workforce development and training system could lead the way since the focus is on helping jobseekers find employment. However, the system has limited resources that are spread way too thinly across many different organizations. The federally legislated and state designated Workforce Development Boards (WDBs) provide an opportunity for private sector leaders to help identify regional labor needs, guide workforce and education investments, and develop targeted training programs. The WDBs have a designated role as a funding pipeline, but limited resources and capacity mean they are not always able to fulfill their role as a “go-to” regional workforce planning entity.

The Association also recommends the investment of financial resources into research and analytical tools that will enable all units of government to measure the effectiveness of their work in community and economic development. Tools that provide a “dashboard” for measuring quality of life and prosperity through performance analytics is critical for precious resource management from the local, regional and state levels. Otherwise, North Carolina could once again invest in “great ideas” that might not produce the necessary changes at the community level across the state.

GOAL 1:

BUILD ON THE REGION'S COMPETITIVE ADVANTAGES AND LEVERAGE THE MARKETPLACE

North Carolina Annual Per Capita Income (2011)

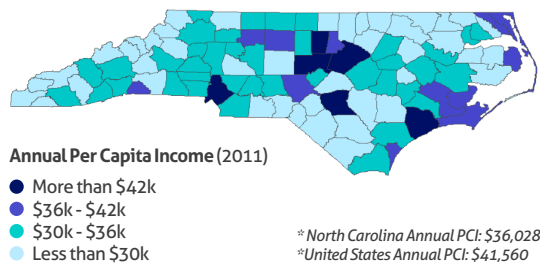


FIGURE 1: PER CAPITA INCOME (2011)

North Carolina Annual Employment Growth (2003-2013)

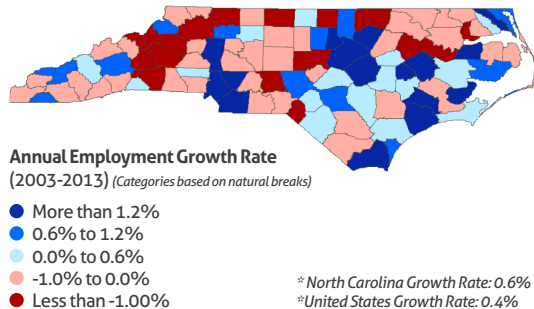


FIGURE 2: ANNUAL EMPLOYMENT CHANGE (2003-2013)

To achieve true prosperity, North Carolina successfully coordinates efforts to build, grow and maintain robust, competitive areas of proficiency and innovation across the state.

Challenge 1: Many regions have struggled economically and have not been able to attract investment as effectively as the state's more prosperous areas. For smaller rural locations, lower incomes, poor job growth, and few clear competitive advantages mean they must better connect to the state's high growth areas.

According to the Rural Assistance Center (a national center that provides rural communities with health and human services information), rural communities throughout the USA are more likely to depend on a single employment sector than urban areas. This dependence often translates to lower wages and more seasonal work. Lower Per Capita Income (PCI) limits tax revenue, resulting in fewer resources for social services and less money being put back into the community.⁹ North Carolina's PCI is about \$5,000 lower than the US average, but there are PCI disparities throughout the state. In fact, only six counties in North Carolina—Chatham, Cumberland, Mecklenburg, Orange, Onslow, and Wake—have PCIs above the US average. As shown in Figure 1, only 18 counties statewide have PCIs above the North Carolina average.

The regional disparities are also reflected in employment growth. Figure 2 shows that the state's fastest employment growth over the past decade occurred in the Charlotte and Raleigh areas, as well as in other smaller

growth centers like Greenville, Jacksonville, Asheville and Wilmington. Only 44 of the state's 100 counties had more net employment in 2013 than in 2003. By contrast, significant job losses occurred in many counties and especially those in the Foothills area and along North Carolina's northern border.

This unevenness creates many different, and sometimes conflicting, visions for the state's economic future. This can lead to challenges for organizing and delivering economic development services throughout the state. For instance, the state's diverse regional economies can be a challenge for presenting a common North Carolina state image or brand. It can also pose challenges for delivering necessary economic development services to regions that have many needs and limited capacity and resources.

Motivation for a new strategic direction: North Carolina is widely known as a rapid growth state driven by its globally-recognized financial services and high-technology activities. However, this image does not fully align with the realities of many areas of the state. Past efforts to market One North Carolina have largely been internally focused and have had limited success in attracting attention and investment to areas outside Charlotte and the Research Triangle. A more successful regional branding effort would offer clearer messages about the state's diverse assets and would include more impactful execution of a statewide branding and marketing initiative designed to increase the number of companies expanding into or re-locating to all parts of North Carolina.

⁹ "Economic Development." <http://www.raconline.org/topics/economic-development/>

F1 US Bureau of Economic Analysis — Center for Regional Economic Competitiveness

F2 Economic Modeling Specialists Int'l Q2 2013 — Center for Regional Economic Competitiveness

GOAL 1 / CHALLENGE 1

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Develop a statewide brand and integrated vision of how to best leverage assets for economic development.
 - 1.1** Take an active leadership role in managing a statewide branding and visioning process.
 - 1.2** Analyze existing regional identities and brands, and their contributions toward a statewide economic development brand.
 - 1.3** Launch an expanded statewide brand recognition campaign (that acknowledges the state's unique regional characteristics) to support targeted recruitment of companies, entrepreneurs, and talent.
- 2.** Promote regional collaboration in both marketing and service delivery as a means to better leverage important economic and community development assets.
 - 2.1** Foster regional branding, product development, and product marketing initiatives that engage networks of small businesses in industries that need to collaborate to build scale (e.g., agricultural products and local foods, viticulture, recreation and tourism, etc.).
 - 2.2** Facilitate regional collaboration of travel and tourism marketing to better utilize funding and increase impact.
- 3.** Provide direct assistance to existing businesses in becoming more globally competitive.
 - 3.1** Coordinate business services across multiple programs and help North Carolina small businesses to become more innovative and proficient in competing for global business.
 - 3.2** Integrate and actively market business assistance program services from a variety of organizations (including financing, exporting, management planning, site selection, workforce development, and other services) as an integrated and seamless network that helps companies access any type of assistance through "no wrong door."

Performance Measures:

Milestones:

- Completed regional brand analysis
- Established statewide brand campaign
- Ongoing collaborative marketing campaigns for key industries (e.g., agricultural and local foods, viticulture, recreation and tourism, etc.)

Metrics

- Proportion of business executives in targeted industries that recognize revitalized NC brand
- Revenue growth for key industries
- Number of collaborations within key industries
- Number of existing firms receiving business services



Clusters of statewide significance

- » Defense and homeland security/aerospace,
- » Tourism (e.g., art, entertainment, outdoor recreation and related industries),
- » Transportation equipment, industrial machinery, machining
- » Electronics and instruments,
- » Financial and information services,
- » Energy,
- » Life sciences (including pharmaceutical manufacturing) and related health informatics
- » Food processing and value-added agribusiness

Challenge 2: North Carolina's regions require more information about their unique areas of proficiencies and innovation and how best to exploit their competitive advantages. Support for these unique areas of proficiencies and innovation often occurs in an *ad hoc* manner.

Embracing a fact-based, data driven approach for strategic planning, many policy makers are embracing data-driven regional economic analysis approaches as the foundation for strategic planning process because this approach provides fact-based information about a region's unique competitive advantages. As indicated in the 2011 State of North Carolina Workforce Report,¹⁰ North Carolina's regions vary greatly in their economic drivers and workforce characteristics. For instance, the US Census employment data used in this report showed the recent job growth in the Research Triangle primarily came from the expansion of medical device and electronic equipment manufactu-

ring in the region. Fort Bragg, on the other hand, was a winner in the Base Realignment and Closure (BRAC) process and benefited due to historical growth in defense spending and activities that were relocated to the state from other parts of the country. Meanwhile, the greater Hickory area has undergone a major transformation in its traditional industries. The remaining furniture and textile manufacturers are no longer engaged in labor intensive manufacturing, but are now more driven by innovating high-quality, customized products. It is critical for policy makers to understand the breadth of geographic disparities in North Carolina's economic structure and workforce as they require in completely different strategies from place to place.

Motivation for a new strategic direction: With limited resources available for economic development investment, North Carolina must focus its attention on helping industries grow faster than they might otherwise. This means understanding in a systematic and con-

tinuous way which ones are most likely to prosper given current development trajectories and to assess what those industries may require to ensure they grow as rapidly as possible. Furthermore, this emphasis on identifying targeted growth clusters cannot ignore the opportunities to leapfrog development by embracing new technologies that could result in new products, services, or even business models that would provide North Carolina firms with a competitive advantage. North Carolina must develop regionally significant initiatives for each of its eight targeted industry clusters while also identifying investment plans to help those industries take full advantage of key technology opportunities (such as video modeling and gaming, nanomaterials, pervasive computing, digital design, advanced materials and rapid prototyping) that could potentially transform those industries.

¹⁰ <http://www.nccommerce.com/workforce/about-us/plans-policies-reports-initiatives/reports/2011-state-of-the-workforce-report>

GOAL 1 / CHALLENGE 2

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Invest in on-going development of selected clusters or unique technologies.
 - 1.1** Design and deploy an information system through the regional data centers to provide insights for leaders and stakeholders about key industry shifts, emerging economic trends, or potential project opportunities related to clusters of statewide significance.
 - 1.2** Devise regional plans to help companies understand and adapt to the most important disruptive technologies through innovation and improved proficiencies.
- 2.** Establish a more evidence-based process for making investments in economic and community development.
 - 2.1** Provide cutting-edge analytical tools to the state's local and regional leaders (including economic developers, decision makers, elected officials, etc.).

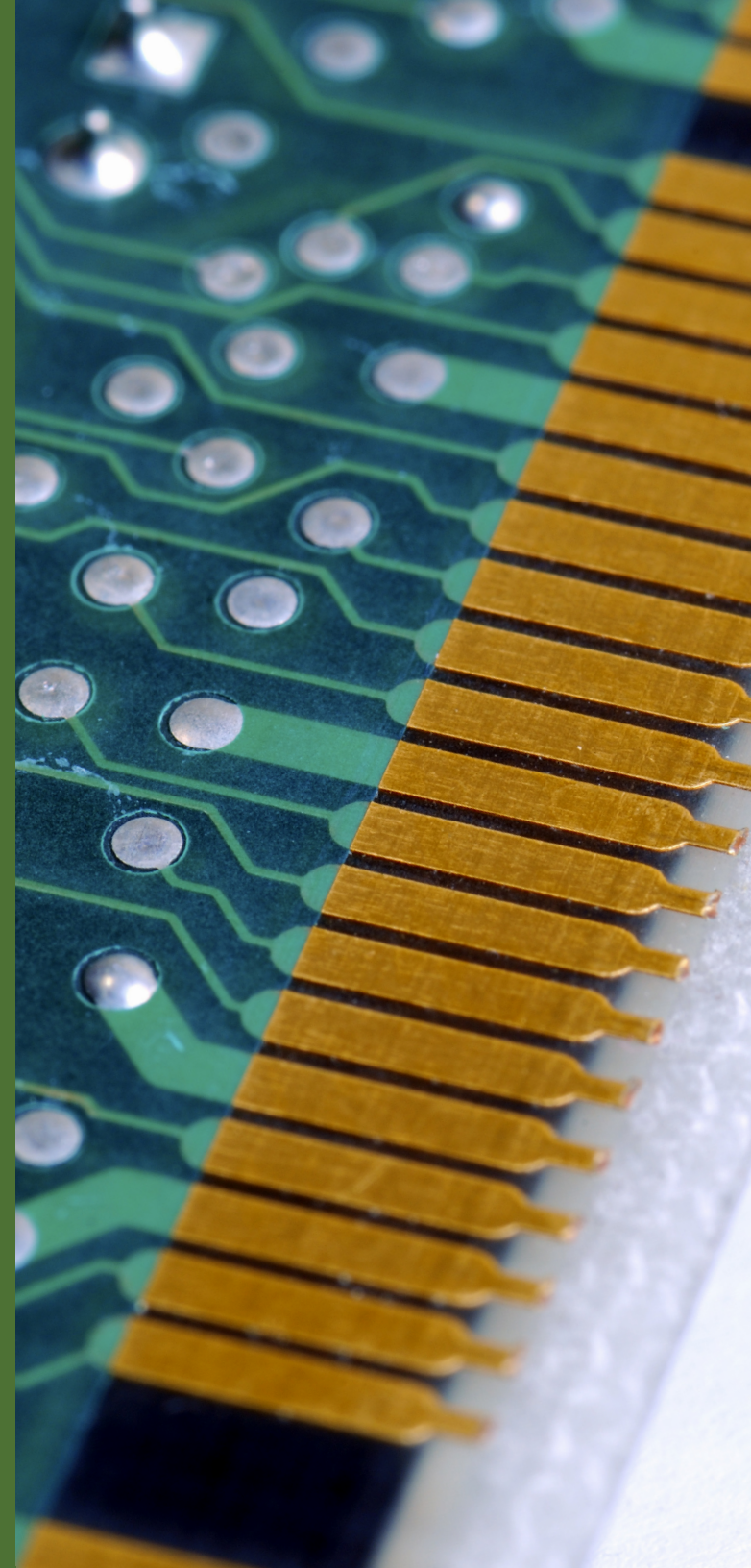
Performance Measures:

Milestones:

- Development of a research agenda to support economic development planning and implementation
- Creation of a sustainable business model to provide planners and economic developers with access to ongoing analysis of state economic development data and analysis
- Completed plans for promoting the use of advanced and innovative technologies

Metrics

- Job creation in targeted clusters
- Private and public sector investment in support of disruptive technologies
- Number of organizations using available data and research tools





Challenge 3: Most areas of the State lack an effective “entrepreneurial ecosystem” to encourage the development of new start-ups and other entrepreneurial initiatives. In some cases, that deficiency results from entrepreneurial programs that are not well coordinated and poorly marketed.

North Carolina has seen the creation of more than 1,800 high-growth firms during the past two decades, creating more than 40,000 jobs and attracting nearly \$8 billion in private capital during the past 15 years.¹¹ The state has been particularly successful in attracting investment from large technology and life science companies during that period. While the state built its future on entrepreneurial success, North Carolina also endured some of the most significant losses of companies as a result of the recession. The state lost a net 6,755 firms according to the US Census’s Longitudinal Business Database, an 11 percent decrease

since 2009. This decline ranked North Carolina as 43rd lowest in net new entrepreneurial activity among the 50 states.¹²

Of all jobs in the state in 2012, 20.3 percent represented sole proprietorships, a figure that has increased from 15.7 percent in 2001.¹³ Many of these entrepreneurs lack the network, resources, and personal relationships that are generally necessary for turning their fledgling enterprises into successful new businesses. Although there exist many private organizations and government resources intended to assist small dynamic businesses, many entrepreneurs find it difficult to connect to the organization best suited to meet their needs because they (1) don’t typically look externally for help in any proactive way or (2) are bewildered by the number and are confused by the variety of organizations that offer assistance. Entrepreneurs looking to connect to seasoned mentors may find that mentor

networks are not present in their community, especially if they operate in an underserved community.¹⁴

Motivation for a new strategic direction: New business formation lies at the heart of a dynamic economy. Consequently, fostering greater entrepreneurial behavior is imperative to sowing the seeds for future growth. North Carolina will need to create new businesses and support small existing businesses looking to expand. Over the next five years, North Carolina must seek to create hundreds of “very high-growth” companies (i.e., companies that double from their current size in terms of employment or sales). Doing so will require increasing opportunities for entrepreneurs to overcome impediments such as limited capital, lack of management expertise, an inadequately trained workforce, and an underutilized entrepreneurial and business support service network.

¹¹ “Starting Something: The State of the Entrepreneurial Economy of North Carolina, 1992-2011”, CED <http://www.cednc.org/?page=Resources>

¹² “State of Small Business and Entrepreneurship 2012”, Small Business and Technology Development Center <http://www.sbtcd.org/pdf/ssb.pdf>

¹³ US Bureau of Economic Analysis Regional Economic Information System

¹⁴ “Startup America: Reducing Barriers: Recommendations from High-Growth Entrepreneurs on Smarter Regulations, Process Simplification, and Bold New Ideas for Lean Government”, Small Business Administration

¹⁴ <http://www.sba.gov/sites/default/files/Startup%20America%20Reducing%20Barriers%20Report.pdf>

GOAL 1 / CHALLENGE 3

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Increase entrepreneurial activity across the state.

- 1.1** Expand access to equity and risk capital through micro-lending, crowd funding and angel investment activity.
- 1.2** Expand the network of business accelerators, incubators, pop-up-shops or other shared services/space as part of broader downtown revitalization, redevelopment, and Main Street improvement efforts.
- 1.3** Support and expand entrepreneurial education and training programs in high schools and at local community colleges.
- 1.4** Coordinate the activities of entrepreneurial service providers (e.g., small business centers, small business technology development centers, incubators, economic development, financial assets, and other business support organizations).
- 1.5** Aggressively market entrepreneurial support services to area companies and individuals.
- 1.6** Organize networking events for entrepreneurs and their support intermediaries.

Performance Measures:

Milestones:

- Inventory of available equity and risk capital (including angel as well as venture capital)
- Completed marketing plan for promoting entrepreneurial service providers
- Routine organized regional entrepreneurial networking sessions

Metrics

- Volume of equity/risk capital available and invested
- Amount of incubator space available and occupied
- Number of new entrepreneurs (businesses)
- Number of very high growth firms (doubling employment or sales during the past five years)





GOAL 2:

ESTABLISH AND MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE

To remain competitive in a growing global economy, North Carolina makes the revitalization and improvement of state and local infrastructure a priority for funding.

Challenge 1: Water and sewer systems are poorly integrated and insufficiently regional in organization. Better targeted investment in more regional systems would reduce costs and increase efficiencies in the State's water and sewer systems.

Water and sewer systems represent one of the most significant local government fiscal requirements and the investment in these systems is inadequate. According to the American Society of Civil Engineers (ASCE) infrastructure report card, North Carolina has an estimated \$830 million in annual water and wastewater investment requirement over the next 20 years.¹⁵ Morikawa *et al.*, of the Pacific Institute, identified 11 industries throughout the country that are extremely reliant on water resources or susceptible to water risk. These 11 industries are especially prominent in North Carolina and include: apparel, automotive, beverage, biotech/ pharmaceutical, chemical, forest products, high tech/ electronics, metal/mining, refining, and utilities.¹⁶ If upgrades

are not made to the water system, this could ultimately result in impediments to growth (or even potential job losses) in these 11 industries before spreading to other industries.¹⁷

Motivation for a new strategic direction: To date, water and sewer system development has been implemented on an *ad hoc*, local basis. This means that every city and town has fended for itself to access the water and sewer resources required. This competition for very limited resources has resulted in a misalignment of investment with state or regional economic development needs. Furthermore, this parochial approach to decision making provides few, if any, incentives to leverage existing under-utilized systems for economic growth. The reality is that the state needs to provide a mechanism for prioritizing water and sewer system needs based on their likely broader economic impact – despite any individual community's ability to pay. This approach focuses on fostering collaboration among municipalities and ensuring data are available to help better frame water/sewer investment choices in much the same way that regional transportation needs are assessed to determine major regional infrastructure priorities.

¹⁵ American Society of Civil Engineers, 2013 Report Card for America's Infrastructure, http://www.infrastructurereportcard.org/north_carolina/north-carolina-overview/

¹⁶ Morikawa, Mari, Jason Morrison, and Peter Gleick. 2007. *Corporate reporting on water: A review of eleven global industries*. Oakland: Pacific Institute

¹⁷ American Society of Civil Engineers. Failure to Act: The Economic Impact of Current Investment Trends in Water and Wastewater Treatment Infrastructure.

http://www.asce.org/uploadedFiles/Infrastructure/Failure_to_Act/ASCE%20WATER%20REPORT%20FINAL.pdf

GOAL 2 / CHALLENGE 1

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Establish water resources management, planning and coordination to ensure a long-term water supply.
 - 1.1** Coordinate planning to encourage strategic, regionally important water and sewer infrastructure investments.
 - 1.2** Incentivize planning and implementation of strategic regional investments.
- 2.** Build technical capacity within local water and sewer utility providers.
 - 2.1** Provide technical assistance to water and sewer utility systems through the North Carolina Water Information Network (WIN) to help address substantial fiscal and operational challenges.
 - 2.2** Ensure digital access to up-to-date service availability maps, diagrams and capacity attributes to improve water and sewer planning activities statewide.

Performance Measures:

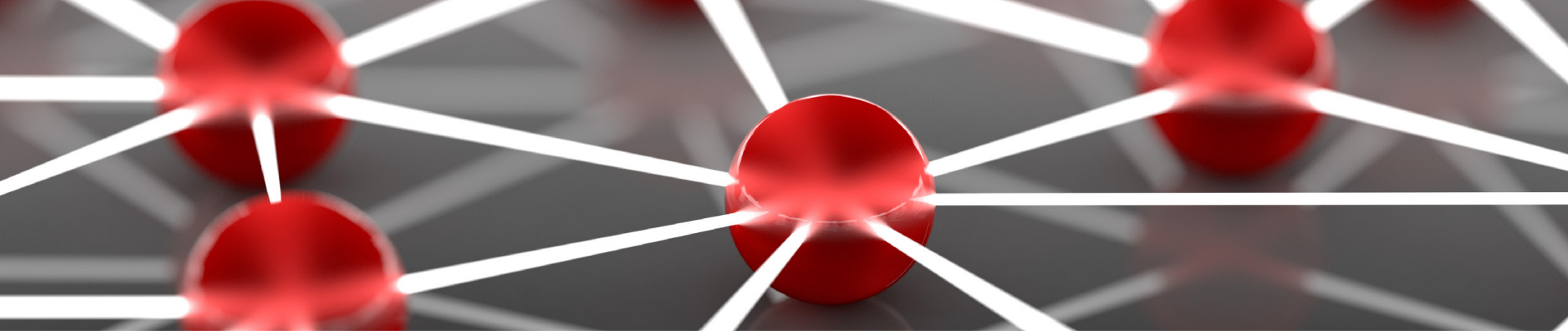
Milestones:

- Completed inventory of water/sewer capacity
- Completed regional water resource plans that influence state, regional, and local water/sewer infrastructure investments

Metrics

- Number of linked water and sewer systems
- Volume of water and sewer capacity that is integrated through linked water and sewer systems
- Reduction in the number of systems with Special Order of Consent being issued





Challenge 2: Many areas lack adequate broadband access, particularly “last-mile” broadband, and underserved areas, in turn, are less attractive to businesses, entrepreneurs, and new residents. Improved broadband is the minimal baseline for existing businesses to thrive and ultra-high speed broadband is absolutely critical to become globally competitive in research and innovation.

The Public Policy Institute of California demonstrated that the overall relationship between broadband expansion and employment growth is positive. The study found that all else being equal, that companies moving from regions with no broadband providers to places with between one and three broadband providers grew 6.4 percent faster than other firms between 1999 and 2006.¹⁸

Broadband access is a vital utility for all places, but it is especially important in rural areas. Rural communities in particular rely on sole proprietors and entrepreneurs more so than more densely populated places, and broadband represents a basic utility for these very small companies that help them become more competitive.¹⁹ For instance, high speed broadband can help companies manage more efficiently, implement business-to-business economic transactions cheaply, compete in a cost-effective and more productive way for customers with services that once were only available through face-to-face interaction, widely expand

opportunities for direct sales and provide customer support in a more interactive way. For individuals, this connectivity is also vital because it makes teleworking a viable option for knowledge-intensive occupations that once could only be implemented at a traditional worksite.

As of June 2012, only 3.0 percent of North Carolinians lacked broadband providers in their community, as compared with 3.5 percent nationwide.²⁰ The Broadband Statistics Report furthermore indicates that broadband is not available to almost 300,000 rural North Carolinians.²¹

While access to broadband is necessary, it may not be sufficient to support development in this day and age. While a few areas have no access, the real challenge for North Carolina may be to ensure that new residents have access to next generation broadband technologies. This requires modifying our outdated definition of broadband to accurately capture the coverage rate in North Carolina of broadband that is useful to increasingly sophisticated customer markets. Internet access for businesses is critical, but regions must offer companies of all types of access to increasingly higher bandwidths of service capable of deploying products or services employing potentially disruptive technologies. For too many communities, the most commonly used broadband vehicles are

cable and DSL; however, newer technologies utilizing “very-high-bit-rate” digital subscriber services have become more prevalent as well as necessary for business in their day-to-day operation. These ultra-high speed access rates allow consumers to access technologies such as high-definition television or voice over internet protocol (VOIP) telephone services. For rural areas, Wi-Fi networks that utilize 4G technology standards can provide access to important business services such as mobile web, VOIP, high-definition videoconference, and cloud computing that are only possible through ultra-high speed broadband.

Motivation for a new strategic direction: New business formation lies at the heart of a dynamic economy. Consequently, fostering greater entrepreneurial behavior is imperative to sowing the seeds for future growth. North Carolina will need to create new businesses and support small existing businesses looking to expand. Over the next five years, North Carolina must seek to create hundreds of “very high-growth” companies (i.e., companies that double from their current size in terms of employment or sales). Doing so will require increasing opportunities for entrepreneurs to overcome impediments such as limited capital, lack of management expertise, an inadequately trained workforce, and an underutilized entrepreneurial and business support service network.

¹⁸ Kolko, Jed. Does Broadband Boost Local Economic Development? http://www.pplic.org/content/pubs/report/r_1101kr.pdf

¹⁹ *Rural Broadband at a Glance, 2009 Edition*. US Department of Agriculture, Economic Research Service. <http://www.ers.usda.gov/media/183629/eib47.pdf>

²⁰ <http://www.broadbandmap.gov/summarize/state/north-carolina>

²¹ <http://www.broadbandmap.gov/download/reports/national-broadband-map-broadband-availability-in-rural-vs-urban-areas.pdf>

GOAL 2 / CHALLENGE 2

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Implement last-mile broadband access and next generation ultra-high speed broadband.

1.1 Under the Governor's leadership, convene a state-sponsored telecommunications summit of the telecom companies and other key state leaders (e.g., key legislators, local elected officials, etc.) to develop possible approaches to implementing last mile broadband and expanding access to ultra-high speed broadband.

1.2 Monitor and report on progress in improving broadband access and addressing gaps.

1.3 Identify incentives (e.g., grants, loans, tax programs) to encourage greater private investment by the telecoms in the broadband infrastructure.

1.4 Identify and implement innovative programs that leverage public and private investment in last mile broadband.

Performance Measures:

Milestones:

- Organization of Governor-sponsored state summit to increase broadband deployment throughout the state
- Identification of best practices for delivering broadband to rural areas

Metrics

- Extent of ultra-high speed broadband coverage throughout the state





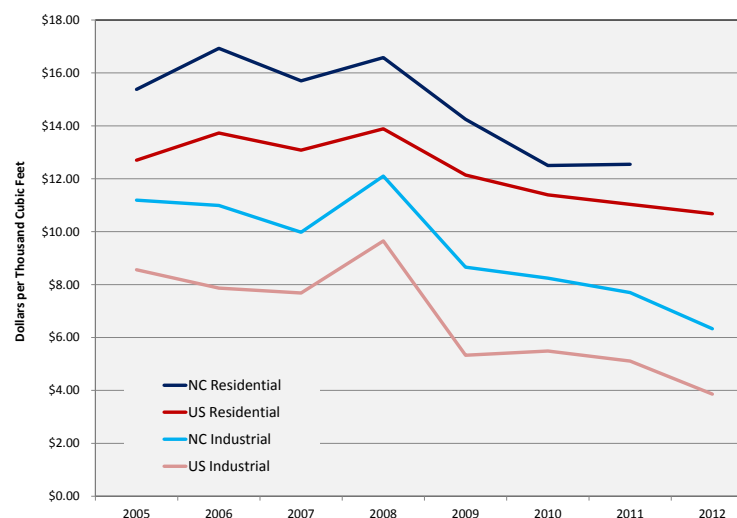
Challenge 3: There is insufficient availability and/or access to natural gas, especially in rural areas, therefore creating an unnecessary barrier to recruitment efforts across the state.

Natural gas is the second largest source of fuel in the USA, and the International Energy Agency predicts natural gas to be the most used fuel in the USA by 2030.²² The US Energy Information Administration- Annual Energy Outlook 2013 forecasts that reliance on natural gas is projected to increase over the next 27 years in all sectors except residential. The prices of both natural gas and oil depend on a variety of supply and demand factors, as well as the stability of the region from where the resource comes. Therefore the price of natural gas depends on the stability of North America, while the price of oil relies heavily on the stability of the rest of world.²³ This makes natural gas a relatively attractive energy source.

As domestic drilling has increased, the price of natural gas has declined, making it a more attractive energy source to consumers. Much of this drilling activity has taken advantage of the natural gas reserves found in the Bakken Shale region in North Dakota, and the Marcellus Shale reserves in large parts of Appalachia. Although the drilling activity is largely taking place elsewhere, the natural gas boom has the potential to benefit North Carolina companies utilizing this lower cost fuel option. Declining natural gas prices have created a competitive advantage for large natural gas users in industries such as steel, foundries, and chemical production. Lower utility costs can also lower the overall cost of living for a location, and make a more attractive destination for new residents. Figure 3 shows industrial and residential natural gas prices for the US and North Carolina. In both cases, natural gas prices are higher in North Carolina than the US overall. As a result, making natural gas more accessible can be important to both industrial and residential development.

Motivation for a new strategic direction: North Carolina has not been actively involved in promoting natural gas as an alternative energy source. However, as natural gas prices have declined, companies are increasingly

FIGURE 3: COMMERCIAL AND INDUSTRIAL NATURAL GAS PRICES



Source: US Energy Information Administration

seeking access to this low-cost energy source as a way to remain competitive. In North Carolina, the availability of information about where exactly accessible natural gas pipelines are located has been limited. Furthermore, most gas distributors restrict the public release of information about their existing pipelines (or their plans for growth), citing proprietary interests or security concerns. Without information about major natural gas infrastructure investments, however, economic development leaders have found it difficult to proactively market these assets or focus land use planning or infrastructure investment resources to areas that could benefit most. North Carolina must become better informed about this critical infrastructure and leverage it to promote economic growth.

²² Carr, Mathew. <http://www.bloomberg.com/news/2012-11-12/natural-gas-to-become-largest-fuel-in-u-s-by-2030-iea-says.html>

²³ Market Trends- Natural Gas. http://www.eia.gov/forecasts/aeo/MT_naturalgas.cfm

GOAL 2 / CHALLENGE 3

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Make low-cost, clean-burning natural gas accessible to communities throughout the state.

1.1 Facilitate collaboration between private natural gas providers and local and regional planners and economic developers.

1.2 Incentivize investment in the development of appropriate natural gas infrastructure and related facilities.

Performance Measures:

Milestones:

- The development of an inventory of major natural gas pipelines and planned future pipeline corridors
- Developed incentives to increase use and access to natural gas

Metrics

- Percentage of homes and industries with access to natural gas options
- Percentage of firms using alternative fuel sources including natural gas





Challenge 4: The State's transportation system has an inadequate maintenance funding allocation as well as a number of unfinished or inadequate infrastructure investments in strategic transportation corridors. Moreover, North Carolina has only limited multi-modal transportation options particularly in rural areas.

It has been long known that key infrastructure investments can be critical in creating economic benefits for the economy. According to a 2012 study by the U.S. Department of the Treasury, infrastructure investments can have both long-term economic benefits and short-term job creation benefits that exceed the investments made.²⁴ Furthermore, the study indicates a strong demand from the public and businesses for additional transportation capacity. However, the American Society of Civil Engineers' Report Card for America's Infrastructure reports that approximately 45 percent of North Carolina's roads are in poor or mediocre condition, costing motorists approximately \$1.6 billion dollars per year in vehicle repairs.²⁵ Approximately 12 percent of the bridges in North Carolina are considered structurally deficient and 18 percent of the bridges are functionally obsolete. The Treasury Department study also suggests that traditional infrastructure funding techniques cannot meet the need, nor do these approaches leverage non-traditional resources (such as private sector investment in highway and transit systems).

Motivation for a new strategic direction: In the past, North Carolina's transportation investment decisions were made using a priority setting process that did not necessarily recognize overall statewide transportation needs. Governor McCrory has proposed a restructure mobility planning process that would help overcome this limitation. Yet, we must also recognize the unique needs of certain regions of the state that may have larger statewide consequences.

Furthermore, it appears that emphasis of the Governor's proposal has been largely on moving people – a critically important goal for the state's transportation system. From an economic development standpoint, North Carolina must also develop a comprehensive approach to moving goods that complements the Governor's people mobility strategy – recognizing the importance of rail and water as complements to the state's roadway network.

²⁴ U.S. Department Of The Treasury with The Council Of Economic Advisers, "A New Economic Analysis Of Infrastructure Investment," March 23, 2012

²⁵ American Society of Civil Engineers, 2013 Report Card for America's Infrastructure, http://www.infrastructurereportcard.org/north_carolina/north-carolina-overview/

GOAL 2 / CHALLENGE 4

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Implement a mobility plan designed to reinforce the importance of moving goods and people.
 - 1.1 Improve freight access options to and from key port facilities.
 - 1.2 Establish regional multi-modal distribution/transportation hub facilities.
 - 1.3 Plan for multimodal transportation options that ensure choice for workers seeing alternatives to private vehicles to get to and from their jobs.
2. Increase collaboration in State and regional transportation planning to ensure that critical statewide transportation corridors are completed.
 - 2.1 Align transportation funding geographies with planning regions.

Performance Measures:

Milestones:

- Identification of priorities in a statewide mobility plan

Metrics

- Volume of freight movement in state
- Cost of freight movement in state
- Miles of roads in adequate condition
- Number of bridges in adequate condition
- Miles of non-freight rail
- Number of transit services for workers
- Number of miles of bike and pedestrian transportation options





Challenge 5: Many areas of the State have an inadequate supply of workforce housing in proximity to their employment centers.

Housing costs have risen faster than wages, creating an increasing strain on the availability of affordable housing options for working families and young workers.²⁶ This challenge has been highlighted by a number of groups, including the Brookings Institution, the North Carolina Realtors Association, the North Carolina Housing Coalition, and the National Housing Conference. Brookings maintains that fewer middle-income families exist, creating pressures for housing providers to tip either toward higher or lower income households.²⁷

According to data generated by the University of North Carolina at Chapel Hill, more than one in three (or 1.2 million) households have housing costs that are greater than 30 percent of their household income.²⁸ The highest rate of “housing-cost-burdened” households are outside Mecklenburg and Wake Counties, with especially large numbers in Eastern North Carolina and in rural Piedmont counties. The proportion of these burdened households rose by 11.5 percent between 2005 and 2010.²⁹

According to the National Housing Conference, 21 percent of North Carolina “working families” are “severely housing-cost-burdened” – meaning those families spend more than 50% of their income on housing.³⁰ That share represents nearly 300,000 families burdened by housing costs across the state, growing by 3 percent between 2008 and 2011 despite the recovery. The Center defines “working families” as those employed at least 20 hours per week and earning no more than 120 percent of the average median income. They represent about one-third of all homeowners and 60 percent of all renters. The North Carolina Housing Coalition contends that a family must earn at least \$60,000 per year to afford the average home in the state.³¹

Motivation for a new strategic direction: The heavy financial burden that housing costs incur on so many of North Carolina’s working families can translate into lower productivity – as workers spend an inordinate amount of time seeking out appropriate housing or commuting to far-flung job locations. For many, the issue is the limited choice for those who cannot afford new market-rate housing located near their work but instead, must choose between older, deteriorating housing that does not meet the basic requirements of a family or far-flung housing that requires long commutes. To address this challenge, North Carolina must proactively re-focus housing programs on meeting the needs of those who work hard to manage their family responsibilities and pay taxes, but otherwise cannot find adequate, affordable housing near where they work and wish to live.

²⁶ Diane Greene Workforce Housing in North Carolina Backgrounder, Homes4NC, North Carolina Association of REALTORS Housing Opportunity Foundation, <http://www.homes4nc.org/workforcehousingbackinfo.pdf>.

²⁷ Jason C. Boozza, Jackie Cutsinger, and George Galster, “Where Did They Go? The Decline of Middle-Income Neighborhoods in Metropolitan America,” Brookings Institution, June 2006.

²⁸ The U.S. Department of Housing and Urban Development defines an affordable home as one that requires families to spend no more than 30 percent of household annual income on housing. Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care.

²⁹ University of North Carolina at Chapel Hill Center for Urban and Regional Studies

²⁹ <http://www.unc.edu/~kapark/CURS/hcost.html>

³⁰ Janet Viveiros and Maya Brennan, “Housing Landscape 2013,” Center for Housing Policy, National Housing Conference, May 2013, May 201 <http://www.nhc.org/media/files/Landscape2013.pdf>.

³¹ North Carolina Housing Coalition, <http://www.nchousing.org/advocacy/campaign/faqs>

GOAL 2 / CHALLENGE 5

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Expand and diversify the workforce housing stock in areas near employment centers and existing infrastructure.
 - 1.1 Define and identify areas of deficiency within the workforce housing stock.
 - 1.2 Coordinate existing housing programs and financial incentives to reduce redundancy and create greater efficiencies in workforce housing investments.

Performance Measures:

Milestones:

- Completed survey of quality housing stock affordable to workers making 120% or less of the average wage
- Assessment of affordability gap in North Carolina metros

Metrics

- Number of net new quality housing units made available to workers earning less than 120% of the average wage





GOAL 3:

CREATE REVITALIZED, HEALTHY AND VIBRANT COMMUNITIES

To meet the needs of employers and residents alike, North Carolina strives to increase the number of healthy and dynamic communities.

Challenge 1: Development patterns should facilitate healthy and safe outdoor activities. Many of the State's downtowns and urban areas offer few choices for individuals seeking to engage in natural exercise, contributing to unhealthy lifestyles, increased healthcare costs, and degraded quality of life.

North Carolinians, moving from an agricultural tradition to suburban development have little opportunity for natural exercise, creating significant health consequences. First, the state's urbanized areas are consuming land at a faster rate than denser development would require, leading North Carolinians to drive more and resulting in ever poorer air quality.³² Commuting to work is primarily through single-occupancy automobiles, and commute rates for public transit and walking/biking are among the nations' lowest. About 2 percent of North Carolina commuters either bike or walk to work, compared with a 3.5 percent rate nationally.³³ Furthermore, inadequate infrastructure for walking and biking has become an important safety issue for pedestrians and bicyclists.

Moreover, at the heart of this issue are suburban development patterns that provide few sidewalks, limited common space for outdoor exercise, and limited choices for individuals seeking to bike, run, or even walk. These development patterns have dominated the North Carolina landscape, but they discourage healthy living. As a recent Brookings Institution report contends, "The willingness to walk isn't just about the distance. Certainly no one is inspired to stroll from one end of a super-regional mall parking lot to the other. People will walk 1,500 feet or more only if they

have an interesting and safe streetscape and people to watch along the way—a mix of sights and sounds that can make a pedestrian forget that he/she is unintentionally getting enjoyable exercise."³⁴ Poor diets combined with lack of exercise have led to major health issues in the state.³⁵ Heart disease and stroke are among the leading causes of death. Almost one in three North Carolina adults report high blood pressure and nearly two-thirds of adults have a body mass index that indicates that they are either overweight or obese. Furthermore, these health issues are affecting North Carolina children who have poor diet and exercise regimens. These habits contribute to increased healthcare costs for workers and their families, adding to the rationale for ever-rising health insurance premiums paid by businesses and workers alike.

Motivation for a new strategic direction: Recent research suggests that citizens are demanding new lifestyle choices and there is a tremendous public interest in providing options that offer a healthier lifestyle. As North Carolina continues its transformation to a service-based economy, the "natural opportunities" for exercise that many agricultural and manufacturing jobs once provided are available to fewer and fewer workers in the state. At the same time, young educated adults – the types of talent that North Carolina can and must attract/retain – are increasingly interested in lifestyles that offer opportunities for exercise that is integrated into their daily lives – through their commutes or readily available recreational activities. North Carolina's leaders must take a more intentional approach to providing these healthy lifestyle options as a way to attract the best and brightest while also helping to minimize the costs of health insurance and medical care for North Carolina companies and citizens.

³² "The Impacts of Growth and Sprawl in North Carolina", University of North Carolina at Chapel Hill Center for Urban and Regional Studies, <http://curs.unc.edu/curs-pdf-downloads/curs-update/updatemay2003.pdf>

³³ WalkBike NC Plan: North Carolina Statewide Pedestrian and Bicycle Plan", NC Department of Transportation

³³ http://www.ncdot.gov/bikeped/download/WalkBikeNC_Summary_Draft.pdf

³⁴ Christopher B. Leinberger, "Turning Around Downtown: Twelve Steps to Revitalization," The Brookings Institution Research Brief, March 2005.

³⁵ Source: "From Farm to Fork: A Guide to Building North Carolina's Sustainable Local Food Economy", The Center for Environmental Farming Systems <http://www.cefs.ncsu.edu/resources/stateactionguide2010.pdf>

GOAL 3 / CHALLENGE 1

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Raise awareness about the importance of local planning in ensuring that residents have transportation, housing, and job center choices that could contribute to healthier, safer communities.
 - 1.1** Gather best practice examples of how local development plans can provide more opportunities for “natural exercise” (e.g., walking, biking, etc.) to improve community safety and health.
 - 1.2** Increase access to more outdoor public space, develop pedestrian and bikeway plans, and promote senior-friendly community initiatives designed to create a greater sense of community.
- 2.** Create new “impactful” recreational options that serve broader regional needs.
 - 2.1** Encourage continued state funding for the water and land resource investments in partnership with local governments.

Performance Measures:

Milestones:

- Completed best practices report on community walkability practices
- Assessment of affordability gap in North Carolina metros

Metrics

- Miles of bike paths and sidewalks established
- Number of people walking and biking to work





Challenge 2: A disconnect exists in many communities between local farmers and consumers for fresh, healthy, and affordable food. The state's food production and distribution networks are not coordinated or expansive enough to adequately and affordably provide local food options to many of the State's residents.

North Carolina remains one of the nation's most important agricultural states, ranking eighth in 2009.³⁶ Farm income exceeds \$8.6 billion, with more than \$3 billion associated with exports. North Carolinians spent \$35 billion on food in 2009, representing a tremendous market potential for the state's farms and food producers. Where row crops (including tobacco) once dominated the state's farming, today, broilers, hogs, and greenhouse/nursery products now outrank tobacco in terms of income.³⁷ With development pressures on much of the state's prime farmland combined with an aging farm workforce, prime farmland is being lost.³⁸ However, as demand for local and organic foods continues to increase, North Carolina's rural tradition may be tied directly to its growing population base.

According to the Centers for Disease Control and Prevention, 74.2 percent of Census Tracts in North Carolina have a healthy food retailer within a half a mile of its boundaries which was greater than the national rate of 72 percent.³⁹ Although healthy food options are at least proximate, many North Carolinians eat fewer fruits and vegetables than the nation overall. Only 10.8 percent of North Carolina's adults consume the recommended amount of fruits and vegetables, which lags behind the 14.0 percent of Americans overall. Similar patterns exist among adolescents, where 6 percent of North Carolina's adolescents consume the recommended amount of fruits and vegetables (as opposed to 9.6 percent nationally).⁴⁰

Motivation for a new strategic direction: North Carolina's citizens could be much healthier with better access to the very assets that are widely available in the state – a large agricultural base where fruits and vegetables could become an integral part of citizens' diets. As state residents continue to prosper, the demand for more nutritional foods will continue to increase – providing a wonderful opportunity for the state's agricultural sector. However, the state must demonstrate leadership in making early connections between market demand and market opportunities to seed the growth of the local foods movement.

³⁶ "From Farm to Fork: A Guide to Building North Carolina's Sustainable Local Food Economy", The Center for Environmental Farming Systems <http://www.cefs.ncsu.edu/resources/stateactionguide2010.pdf>

³⁷ "North Carolina Agriculture: Regional Perspectives", NC: Agricultural Advancement Consortium, N.C. Rural Economic Development Center http://www.ncruralcenter.org/images/PDFs/Publications/2009may_ag_regionalperspectives.pdf

³⁸ The Impacts of Growth and Sprawl in North Carolina, Center for Urban and Regional Studies Update, UNC Chapel Hill, Volume VIII, Number I, May 2003

³⁹ "State Indicator Report on Fruits and Vegetables, 2009" Centers for Disease Control and Prevention. <http://www.cdc.gov/nutrition/downloads/StateIndicatorReport2009.pdf>

⁴⁰ "State Indicator Report on Fruits and Vegetables, 2009" Centers for Disease Control and Prevention. <http://www.cdc.gov/nutrition/downloads/StateIndicatorReport2009.pdf>

GOAL 3 / CHALLENGE 2

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Develop local food networks throughout the state.

- 1.1 Invest in model programs that encourage local growers and where possible appropriately link them to local market opportunities (e.g., farmers markets, "farm to fork", etc.).
- 1.2 Coordinate local food networks to encourage interaction between existing local networks.
- 1.3 Support pilot programs that provide processing capacity for those food and meat producers that are too small to serve commodity markets effectively, but too large to sell directly to consumers at a scale large enough to compete.
- 1.4 Connect local growers and food producers to the State's network of agricultural research stations

Performance Measures:

Milestones:

Established regional programs linking local food producers to markets

Metrics

- Volume of local foods produced and sold to regional markets
- Obesity rates
- Consumption rates of locally grown fruits and vegetables
- Jobs created in defined local food networks





Challenge 3: Many cities and towns are experiencing deteriorating core business districts. A large number of the state's downtowns and other urban centers are challenged in attracting new businesses, residents and/or visitors from other areas.

As once prosperous industries in North Carolina undergo significant transformations, many are shifting their production to lower cost places, leaving many smaller communities in distress.⁴¹ At the same time, development in more prosperous communities continues to consume lower-cost greenfield developments, reinforcing the disinvestment already underway in many small towns and urban areas. These factors are magnifying the distress affecting so many communities. Many residents of these communities are leaving to find jobs elsewhere. Those residents left behind tend to occupy lower income households or operate more marginal businesses that cannot afford to move. The result is that these communities are often in the state's areas with highest unemployment, lowest per capita income, greatest need for public assistance, largest share of non-English speaking households, and lowest home ownership rates. These characteristics, in turn, may in turn lead to a vicious cycle of further disinvestment in the very urban areas where significant and valuable public infrastructure investment is already in place.⁴²

Motivation for a new strategic direction: Many of North Carolina's smaller communities are struggling to find their way as their economic rationale has changed in a fast-changing economy. Public investments need to break the vicious cycle, but they rarely do when they are so modest and are spread *ad hoc* across a large number of locations with little strategic intent. Policy changes in the executive branch propose to align a variety of community assistance programs to invest significant resources in a targeted way in a few communities to create a tipping point of positive investment that will lead to the revitalization of those areas. This approach is on target as long as the program's intent is reinforced with the scale of resources truly required to leverage the needed private investment that will turn around the recipient communities, the effort is sustained over a long enough period to attract private investment, and the communities participating are selected to receive this type of incentive in a strategic, competitive, and transparent way that is designed to engage local public and private leadership.

⁴¹ Stacey Sutton, "Urban Revitalization in the United States: Policies and Practices," Columbia University, prepared for Seoul National University, June 2008.

⁴² "The State of North Carolina Urban Distressed Communities", University of North Carolina at Chapel Hill Center for Urban and Regional Studies http://research.unc.edu/files/2012/11/urban_distressed_communities.pdf

GOAL 3 / CHALLENGE 3

STRATEGIES/TACTICS + PERFORMANCE MEASURES

1. Revitalize downtowns throughout North Carolina.

1.1 Expand existing and successful state-sponsored programs such as the Main Street Program or the Small Town Economic Prosperity Program.

2. Invest in adaptive reuse of buildings for emerging economic activities.

2.1 Inventory and evaluate vacant buildings that could be used by entrepreneurs or growth industries.

Performance Measures:

Milestones:

- Inventory of vacant buildings for reuse in downtown areas
- Total public sector investments in revitalizing downtown areas

Metrics

- Vacancy rates of office/residential/retail space in downtown areas
- Total private sector investment leveraged as a result of public and private sector engagement in urban revitalization



GOAL 4:

DEVELOP TALENTED AND INNOVATIVE PEOPLE

Workforce is a key competitive asset for 21st Century businesses, and North Carolina strives to prepare the flexible, entrepreneurial, globally-oriented, and skilled workers sought by employers.

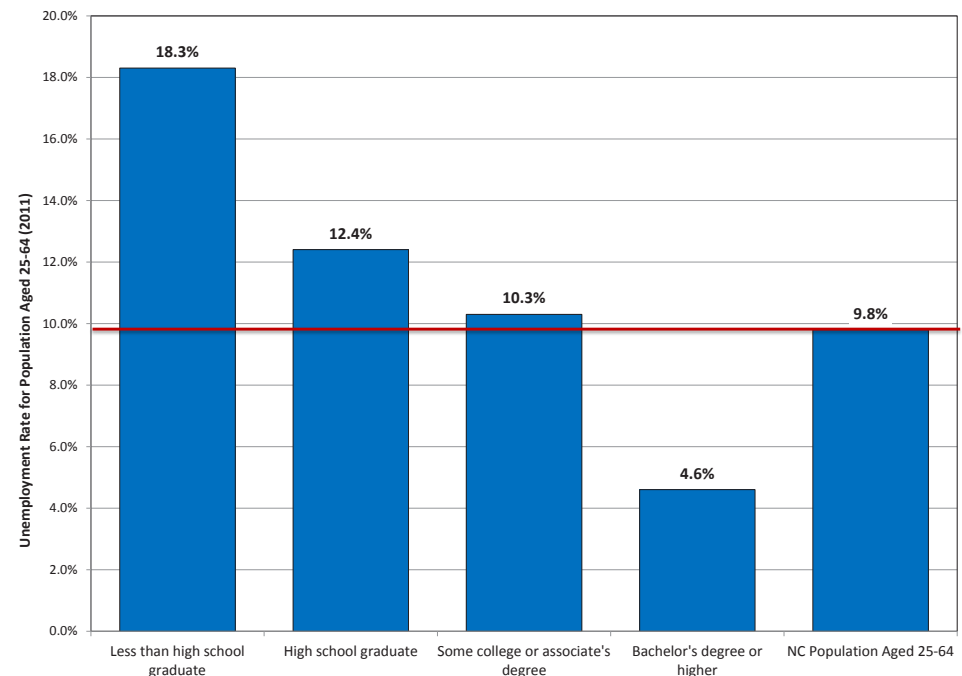
Challenge 1: Employers do not always have access to skilled workers. In many instances, workers lack the skill set and education required for today's jobs. In addition, many students and workers are unaware of available career opportunities and their requirements. They also lack information about the career pathways they could follow in order to attain their career goals.

Even in the context of some of the highest unemployment rates of the past generation, North Carolina companies consistently indicate that they cannot find the workers they require. The state consistently has higher rates of adults that have not earned their high school diploma (at nearly 16 percent) than the U.S. average of 14.7 percent. In addition, the proportion of North Carolina's adult population with at least a bachelor's degree has historically been slightly lower than the national average. This is an issue that requires sustained attention, especially since the state continues to emphasize technology-related industries as a path for creating future prosperity.⁴³

The challenge of finding good paying jobs is particularly acute for workers lacking any post-secondary educational experience. As shown in Figure 4, data from the American Community Survey, 18.3 percent of adult workers (age 25+) lacking a high school degree were unemployed. This figure is almost twice the state average (9.8 percent) during the same period. Even those workers with some college or an associate's degree had an unemployment rate that was around the state average. By contrast, the unemployment rate for adult workers with at least a 4-year degree was less than half the average for the all workers aged 25-64.

The premium placed on skills has put significant pressure on workers in "middle-skill jobs." Many of those jobs were lost during the recession. When they returned, they were no longer the same, and

FIGURE 4: NORTH CAROLINA UNEMPLOYMENT BY EDUCATIONAL ATTAINMENT (2011)



Source: U.S. Census, 2011 American Community Survey 1-Year Estimates

the people who filled them were no longer qualified for the new higher skills that employers were demanding. To illustrate, production-related occupations declined due to job losses in manufacturing over the first decade of this century, but those industries are now seeing significant demand for workers, but at a much higher skill level.⁴⁴ Another example is in allied health, business and financial operations, and other industries in which technical jobs are being added at a very rapid rate, but not enough workers have the skills required to meet their needs.

⁴³ University of North Carolina at Chapel Hill Center for Urban and Regional Studies <http://www.unc.edu/~kapark/CURS/hcost.html>

⁴⁴ "State of the North Carolina Workforce 2011-2020", The North Carolina Commission on Workforce Development

⁴⁴ <https://www.nccommerce.com/Portals/11/Documents/Reports/2011%20SOTW%20Full%20Final%20Report%2052311%20909am.pdf>

GOAL 4 / CHALLENGE 1

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Prepare youth , unemployed and underemployed individuals for high-skill, in-demand jobs.
 - 1.1** Increase innovative career pathway counseling and training that prepare workers for high-skill jobs.
 - 1.2** Expand career and technical education opportunities in promising new areas such as advanced manufacturing.
 - 1.3** Provide training support for those seeking to access jobs that provide more promising career opportunities.
 - 1.4** Examine barriers to licensure and reciprocity in NC.
- 2.** Conduct a coordinated marketing campaign that identifies and promotes middle-skill career opportunities that can be promoted to middle school-aged and high school-aged children.
 - 2.1** Increase promotion of education and training in Science, Technology, Engineering, and Math (STEM) disciplines.

Performance Measures:

Milestones:

- Established career pathway programs throughout the state
- Launched statewide marketing campaign to promote career awareness

Metrics

- Number of students in career and technical education programs that are linked to in-demand jobs
- Graduation from STEM degrees and completion of industry-demanded STEM certifications and badges
- Employment in STEM occupations of workers with degrees, certifications, or badges
- Number of military personnel that have been transitioned into the civilian workforce in NC
- Number of certificate issues for specific training programs in NC





Challenge 2: The state's workforce and educational systems are fragmented and lacking alignment.

A concern is sometimes expressed that the state's colleges and universities do not always offer programs that are directly relevant to business. This means that larger cohorts of graduates need to learn skills tied to business needs (such as management, marketing, sales, and related support activities), and/or more graduates need to learn skills more in line with the needs of businesses. These business expertise skills are relevant to every industry and represent a major area of growth for the state's universities and colleges.

Businesses are also increasingly demanding workers to have relevant skills in STEM-related programs (especially, biological and biomedical sciences, engineering, computer and information sciences, and support services).⁴⁵ Eighty (80) STEM-related occupations⁴⁶ accounted for 91,000 jobs in North Carolina in 2012.⁴⁷ Between 2012 and 2021, North Carolina's economy is projected to add another 10,000 net new jobs in these 80 occupations. Many of these jobs are relatively higher paying as well. Combined, these occupations pay average wages that are almost 60 percent higher than the state. As industries encounter continuous changes in market conditions, workers with STEM skills are often able to more quickly adapt to a dynamic economic environment.

Motivation for a new strategic direction: North Carolina has an extensive network of workforce education and training programs designed to meet many labor force skill requirements. They are frequently demand-driven and customer-focused, but they are also offered in an *ad hoc* manner with little emphasis on strategic economic development purposes. Past efforts to bring these systems into alignment have experienced only limited success. North Carolina must commit to developing more business-driven, strategic workforce initiatives – organized to emphasize the needs of the state's primary economic development targets first. North Carolina must also seek to strengthen the linkage between available education and training resources in ways that meet the continuously changing needs of regionally targeted industries. This strategy must also ensure that jobseekers understand these needs and receive incentives to obtain the knowledge and skills that these industry sectors require.

⁴⁵ "State of the North Carolina Workforce 2011-2020", The North Carolina Commission on Workforce Development

⁴⁶ <https://www.nccommerce.com/Portals/11/Documents/Reports/2011%20SOTW%20Full%20Final%20Report%2052311%20909am.pdf>

⁴⁶ These 80 Occupations are drawn primarily from computer and mathematical occupations, architecture and engineering occupations, and life, physical and social science occupations. There are obviously many other occupations that require or utilize STEM skills, but these occupations are the most directly STEM-related.

⁴⁷ Covered employment data provided by Economic Modeling Specialists International (EMSI).

GOAL 4 / CHALLENGE 2

STRATEGIES/TACTICS + PERFORMANCE MEASURES

- 1.** Launch statewide sector (or industry-related) workforce initiatives designed to align training and educational options to the skill demands for critical, in-demand occupations.
 - 1.1** Inventory statewide and local K-12 and community college programs that serve targeted industries.
 - 1.2** Design and deploy regional initiatives to align job skill requirements (especially in targeted industries) with education and training support under the leadership of the Workforce Development Boards, key employers, and other stakeholders.
 - 1.3** Help companies identify specific workforce shortages and the skills, certifications, or training required for hard-to-fill jobs.
- 2.** Improve efforts to prepare workers for available jobs.
 - 2.1** Promote Career Readiness Certificate (CRC) usage by employers, students, and incumbent workers.
- 2.** Address the unique challenges of adult workers seeking career transitions.
 - 2.1** Help veterans and service personnel exiting the military find jobs in North Carolina, especially those with in-demand technical skills.

Performance Measures:

Milestones:

- Organized employer-led workforce sector initiatives in each of the state's regions
- Coordinate initiatives in similar industry sectors across the state's regions

Metrics

- Number of workers trained, placed, or otherwise impacted by workforce sector initiatives
- Number of employers using Career Readiness Certificates as a part of their hiring process
- Number of workers receiving Career Readiness Certificates
- Proportion of the state's workforce in middle skill jobs that have earned industry-recognized certifications
- Unemployment rate among veterans





