SUGGESTED AGENDA
Work Session in the
Armory Civic Center
501 US Hwy 158 Business E., Warrenton, NC

6:00 PM
October 18, 2023

Call to Order Work Session – Chairman or Designee
Moment of Silence, Prayer & Pledge

Work Session Agenda

1. ADOPT SUGGESTED AGENDA

Conflict of Interest Disclosure Statement

"Members of the Warren County Board of Commissioners are advised, hereby, of their duty under the State Government Ethics Act to avoid conflicts of interest and the appearance of such conflict; and, further, are instructed to refrain from participating in any matter coming before this Board of County Commissioners with respect to which there is a conflict of interest or appearance of such conflict".

- In accordance with the State Government Ethics Act, it is the duty of every Board member to avoid both conflicts of interest and appearances of conflict.
- Does any Board member have any known conflict of interest or appearance of conflict with respect to any matter coming before this Board today?
- If so, please identify the conflict and refrain from any undue participation in the particular matter involved.

2. BI-ANNUAL REPORTS

A. Animal Control Bi Annual Report (written only)

B. Tax Administration (written only)

C. Community and Economic Development

3. DISCUSSION ITEMS

A. Small Business and Entrepreneur Support Services - Commissioner Davis

B. 429 W. Ridgeway Street Design Plan - Crystal Smith, Senior Assistant to the County Manager

C. 1st Quarter Financial Report - Nikki Dickerson, Finance Director

D. Review of Upcoming Policy Changes - County Manager Vincent Jones

1. Consider Approval of Amendment to the Board of Commissioners Rules of Procedure to Allow a Commissioner to Attend Meetings Virtually - County Attorney Shiekel Richardson

2. Tuition Reimbursement Policy - Sierra Thomas, Human Resources Manager

3. Telework Policy Amendments - Sierra Thomas, Human Resources Manager

E. EMS 24/72 Schedule Policy - Chris Tucker, Interim Director and Chris Pegram, EMS Division Chief

F. Consider Appointment of Deputy Finance Director - Nikki Dickerson, Finance Director

G. Review of Warren County Opioid Settlement Plan - Health Director, Dr. Margaret Brake and County Manager Vincent Jones

H. 2024 Meeting and Holiday Schedules - Paula Pulley, Clerk to the Board

1. 2024 Board of Commissioners Meeting Schedule

2. 2024 Holiday Schedule

4. ADJOURN October 18, 2023 BOARD MEETING

TO: Warren County Board of Commissioners

THROUGH: Vincent Jones, County Manager

FROM: Dani Bowen, Animal Control Director

DATE: September 8, 2023

SUBJECT: Animal Control Bi-Annual Report

Background

Warren County Animal Control
Bi-Annual Report 2022-2023

The Warren County Animal Control and Animal Ark Department remained busy these last two years. Reports were handled in a timely manner despite only having one officer for most of 2022. We saw an increase in reports from the previous two years but had a decrease in animal intakes. The department was given one new position and one position was reclassified. We continued to offer many programs benefiting both low-income residents and the general public. The shelter continued to operate in compliance with the NC Animal Welfare Act.

During 2022, the department only had one Animal Control Officer due to a lack of qualified applicants. Regardless of that fact, reports were handled in a timely manner with the department only having to limit setting traps to remove stray cats from residents due to it being classified as a low priority. The other position was filled and things returned to normal. One officer position was reclassified from an ACO I to an ACO II giving the department an animal control supervisor as well as one when the director is absent. We saw a 27% increase in reports from the previous two years and a 19% decrease in animal intakes. Stray animals continue to be the number one citizen complaint and those complaints increased by 23% over the past two years. We had 33% increase in citation written with most of them being abatements to keep their animals off other people's property and notifications to update rabies vaccinations. All of the seats on the Potentially Dangerous Dog Appeals Board were filled last year so we can use this important resource for strengthening protections against aggressive dogs. Mobile radios were added to the animal control trucks as an added safety measure.

Through our continued partnership with Community Partnership for Pets Inc, the shelter received l grants totaling $150,000 to maintain our current spay and neuter programs which in turn has shown a measurable decrease in animal intakes. The past two years 1633 animals entered the shelter which is 19% less than 2008 the previous two years. These grants along with the money budgeted by the county has allowed 1,431 pets to be spay or neutered. The total cost of our spay and neuter programs for the past two years was $131,381.00. The county budgeted money covered the cost of preadoption surgeries for 87 cats and dogs adopted to county residents and the surgeries for our cats in the Barn Cat Program, 70 feral cats found new homes, 63 more than the previous two years. Our Low-Income Spay Neuter Program provided surgeries for 59 cats and dogs whose owners receive government assistance and can have the surgery done at no cost to them. We had two successful free rabies clinics with 892 dogs and cats receiving a one-year rabies vaccination.

The department added another Shelter Technician position to be able to divide the duties of that position that became too much for one tech to be able to handle. With this position we were able to add new programs such as the Orphan Kitten and Puppy Foster Program that allows participants to care for orphans in their home until old enough for adoption or rescue is found and the Community Cat Program that allows citizens to borrow traps to have unsocial cats living on their property spayed and neutered and returned to their home.

One of our Shelter Technician, Kaila Sykes, received a $2,500 grant through a mentorship with Best Friends Animal Society, a national animal welfare organization, to begin a Doggie Day Out Program. This program allows volunteers to take a shelter dog to a park, business or pet store to allow the adoptable dog to be seen by the public, gives the dog much needed social interactions and gives the shelter more exposure to potential adopters. We were able to resume off-site adoptions at pet stores and local businesses which helps to increase our adoption rates as well.

Currently, the department is fully staffed with no open positions. The staff continues to receive online and in person training to keep everyone up to date with current animal control and shelter operation practices. The shelter passed both yearly inspections in compliance with the NC Animal Welfare Act and no major repairs were needed on the building.

Grants:

Community Partnership for Pets Inc.	$50,000
Community Partnership for Pets Inc.	$90,000
Petco Love Foundation	$10,000
Best Friends Animal Society	$2,500

Bi-Annual Reports Statistics Comparison

	FY 2020-2021	FY 2022-2023	% (+/-)
REPORTS	807	1024	+27%
CITATIONS ISSUED	240	319	+33%
INTAKE	2008	1633	-19%
EUTHANASIA	493	229	-54%
ADOPTION	235	325	+39%
RESCUE PULLS	1045	938	-10%
GRANTS RECEIVED	$85,000	$152,500	+79%
BARN CAT RELEASED	7	70	+100%

Citizen's Reports

Comparison	**2020/2021**	**2022/2023**	
911	196	153	-21%
ABANDONED	21	13	-38%
BITES	30	12	-60%
CRUELTY/NEGLECT	92	126	37%
DEAD ANIMAL	5	2	-60%
LAW ENFORCEMENT ASST	8	3	-63%
LIVESTOCK	15	22	46%
NUISANCE-OWNED	191	180	-58%
POTENTIALLY DANGEROUS	18	28	56%
RABIES CONTROL	5	11	50%
SICK/INJURIED	42	42	0%
STRAY-OWNER UNKNOWN	754	926	23%
SURRENDER	273	332	22%
WILDLIFE	13	14	-7%
TOTAL	**807**	**1024**	27%

Fiscal Impact

No fiscal impact

Recommendation

No recommendations

John Preston
Tax Administrator

117 S. Main Street
Post Office Box 240
Warrenton, N. C. 27589
Phone: (252) 257-4158
Fax: (252) 257-9369

COUNTY OF WARREN
OFFICE OF THE TAX ADMINISTRATOR

October 12, 2023

To: Warren County Board of Commissioners

Re: Bi-Annual Report

The Warren County tax office has been very busy these past two years. Here is a brief overview of our achievements.

- Achieved a 97% collection rate for 2021 and 98% for 2022.
- Installed a new GIS mapping server to replace our old server with expired support.
- Contracted with BI-Tek to create a new CAMA system for the tax office, prior to revaluation.
- Contracted with Turner Business Appraisers to conduct business personal property audits for the county.
- Increased the number of online payments by 10% over prior years.
- Over the past two years, we have received and processed, two thousand one hundred and eighty-eight, senior, disabled, veteran, and circuit breaker exemption/exclusion applications.

Sincerely,

John Preston

Community & Economic Development, October 2023 Report

New and Existing Industries:
- Project Bridge (BridgeTech Global)
- Project Y.E.P. (Glen Raven expansion)
- Project White Oak

Projects and Partnerships:
- Continued participation with Tri-COG FEEDS advisory committee
- EPA Brownfields program
- Attended RPO meetings at the COG
- Triangle North quarterly meeting

Business Assistance:
- Ongoing marketing through social media and Visit NC
- Met with multiple property owners and interested start-ups in the Soul City community

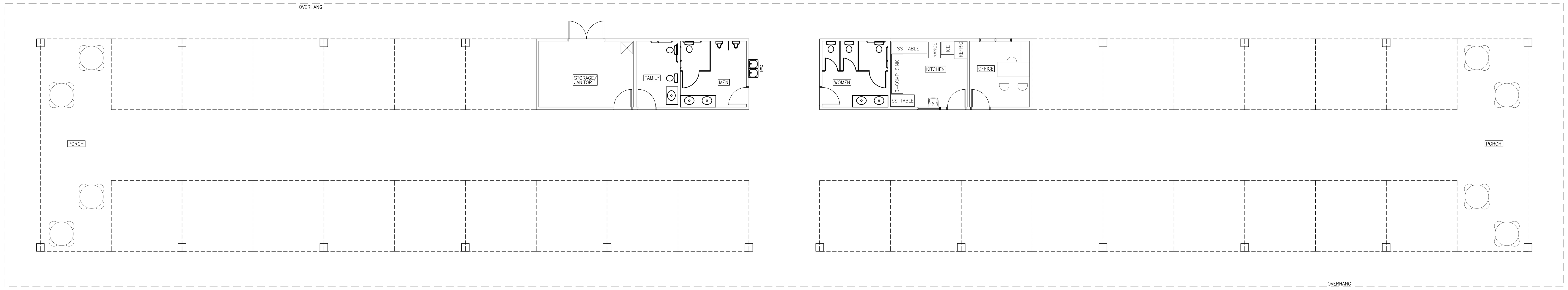
Strategy and Planning:
- Golden LEAF Site Identification program
- NC Commerce Creating Outdoor Recreation Economies (CORE)
- Planning and feasibility work for greenways & trails initiative
- Met with planning and zoning staff regarding land use for breweries, medical, solar, and IOD
- Met with housing developer

Grants in Progress:
- NC DOT Paved Trails and Sidewalks Feasibility Study Grant Program- $175,000
- Partner with NC DOT RAISE grant (mobility hub planning; $190,000 match from county)
- OneNC grant- $1,000,000 (Glen Raven)
- Building Reuse grant- $500,000 (Glen Raven)
- EPA Brownfields Assessment grant- $500,000
- Rural Transformation Grant- $300,000

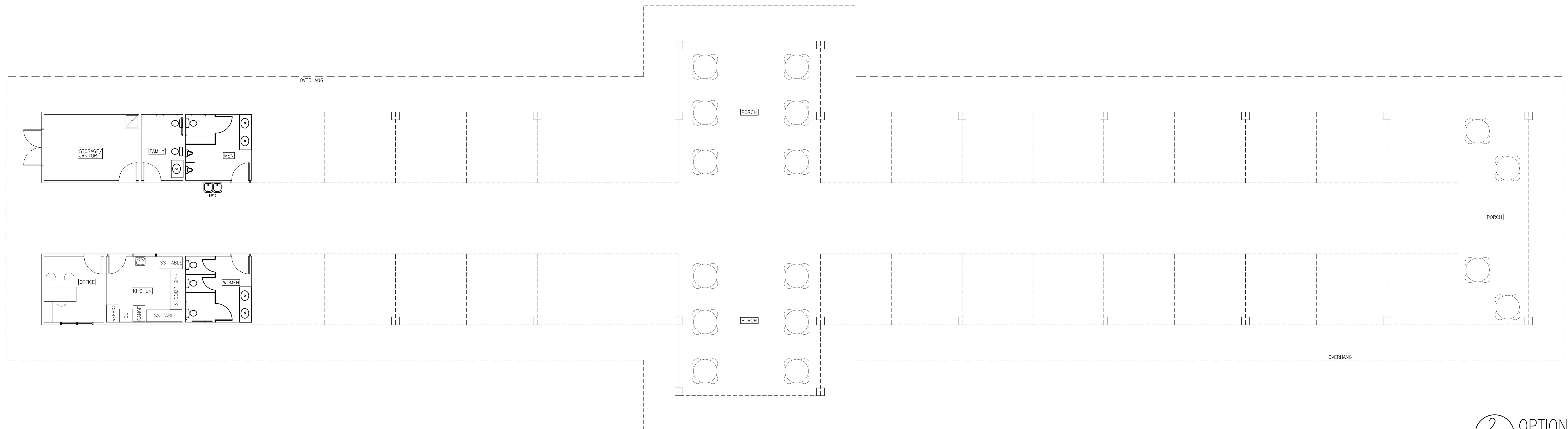
Workforce Development:
- Continued work around VGCC transportation hub/CDL training facility in Warren County

Other:

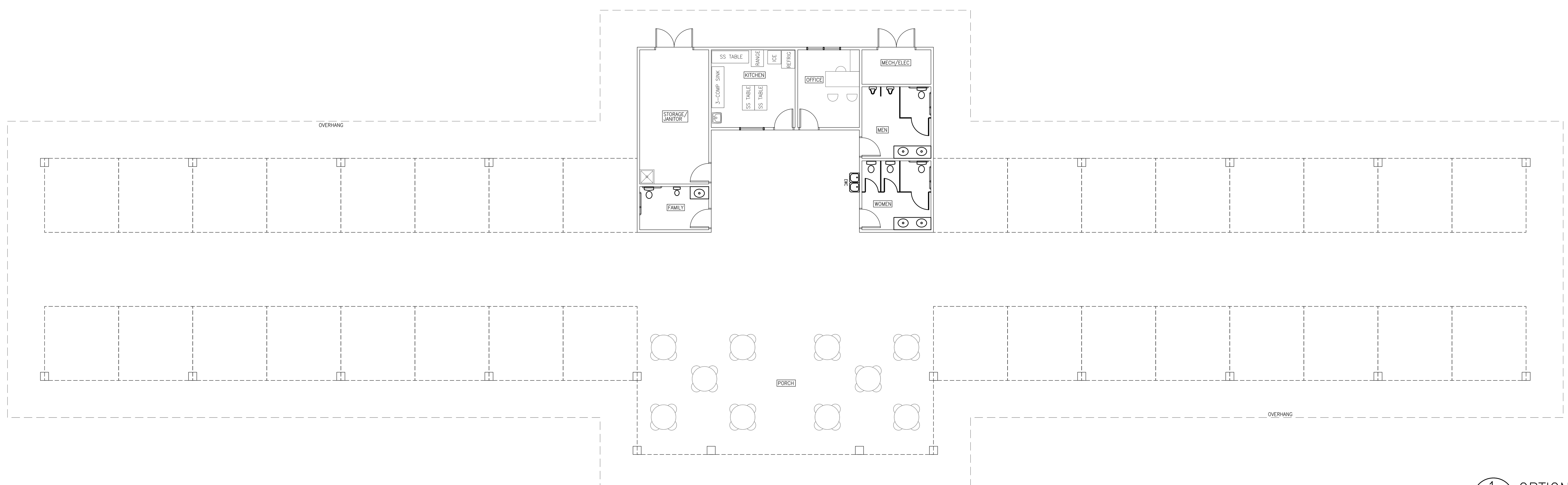
- Hired new Community Development Division Manager
- Finished course on Retail as an Economic Catalyst
- Continued work with Wooten on fairgrounds site and farmers market plans
- ARPA match program for small business marketing campaign with Capital B Studios/WRAL
- Continued in ECU/NC EDA Certified Economic Developer coursework
- Continued work in county's broadband expansion efforts



3 A101 OPTION 3
SCALE: 3/32" = 1'-0"



2 A101 OPTION 2
SCALE: 3/32" = 1'-0"



1 A101 OPTION 1
SCALE: 3/32" = 1'-0"

REVISIONS

Wooten
120 North Boylan Avenue • Raleigh, NC 27603-1423
(919) 828-0531 • thewootencompany.com
License Number : F-0115

WARREN COUNTY, NORTH CAROLINA
WARRENTON NORTH CAROLINA
WARREN COUNTY FARMER'S MARKET

FARMER'S MARKET PLAN OPTIONS

PRELIMINARY
DO NOT USE FOR CONSTRUCTION

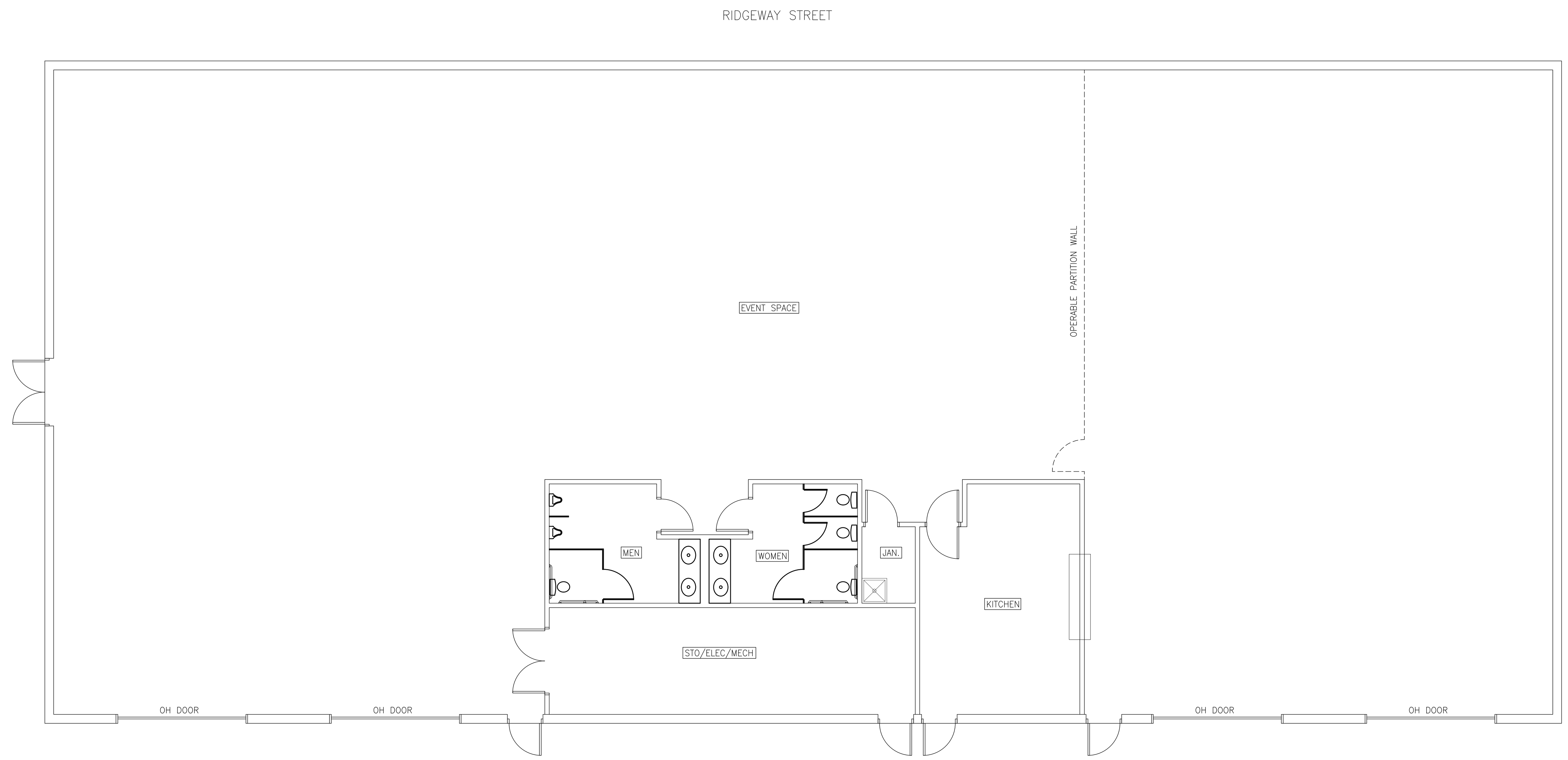
ISSUED FOR:

REVIEW

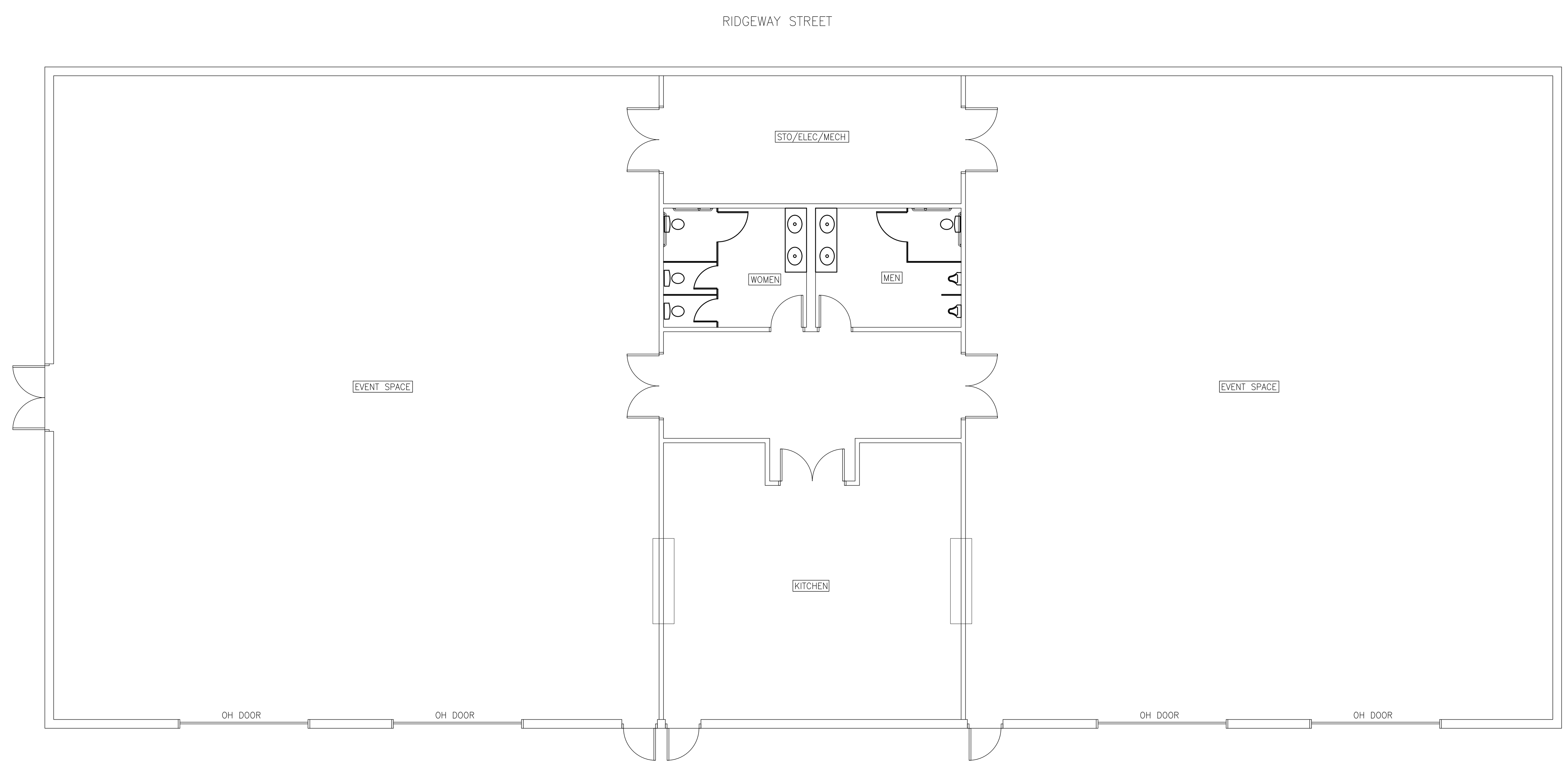
DATE: 09/20/23

DESIGNED BY:	TSM/RDP
DRAWN BY:	TSM
CHECKED BY:	RDP
PROJECT NO.:	3467-E

A101



2 OPTION 2
A102 SCALE: 1/8" = 1'-0"



1 OPTION 1
A102 SCALE: 1/8" = 1'-0"

REVISIONS

Wooten
120 North Boylan Avenue • Raleigh, NC 27603-1423
(919) 828-0531 • thewootencompany.com
License Number : F-0115

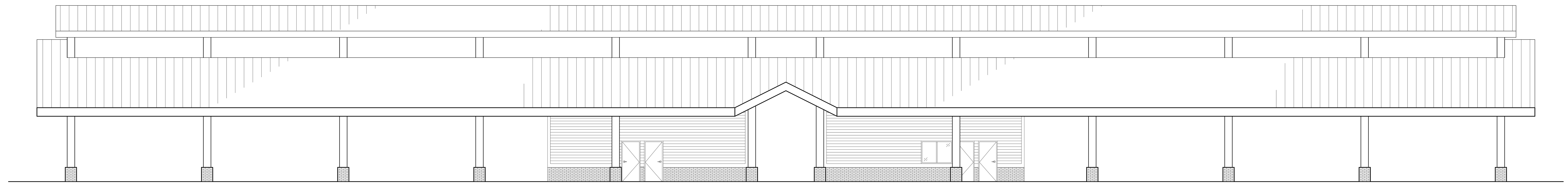
WARREN COUNTY, NORTH CAROLINA
WARRENTON NORTH CAROLINA
WARREN COUNTY FARMER'S MARKET
LION'S CLUB PLAN OPTIONS

PRELIMINARY
DO NOT USE FOR CONSTRUCTION

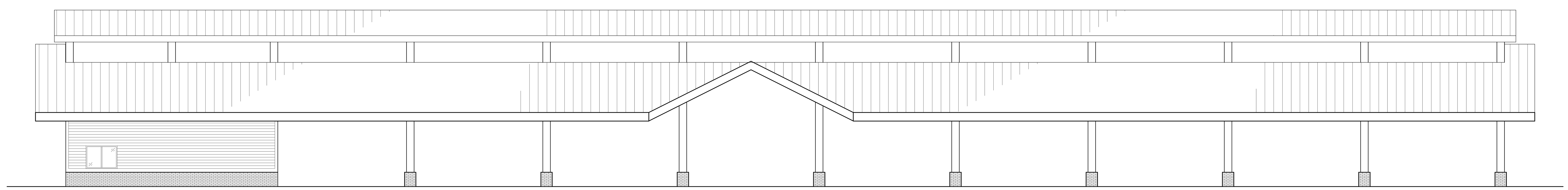
ISSUED FOR:
REVIEW
DATE: 09/20/23

DESIGNED BY: TSM/RDP
DRAWN BY: TSM
CHECKED BY: RDP
PROJECT NO.: 3467-E

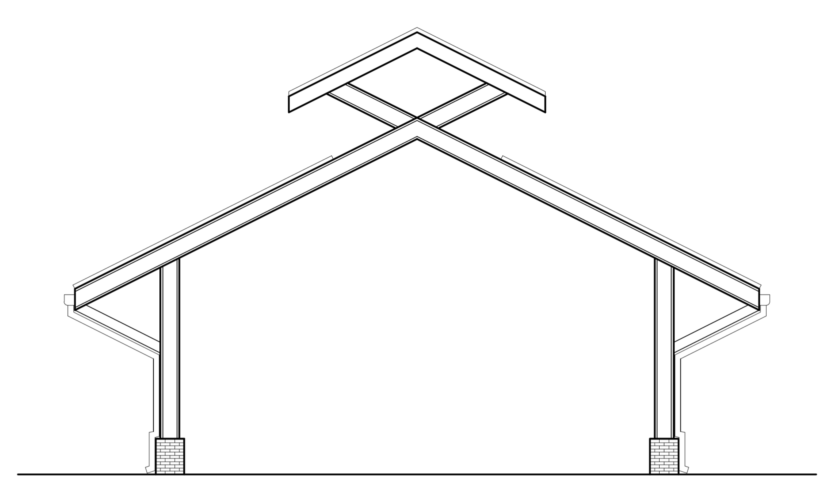
A102



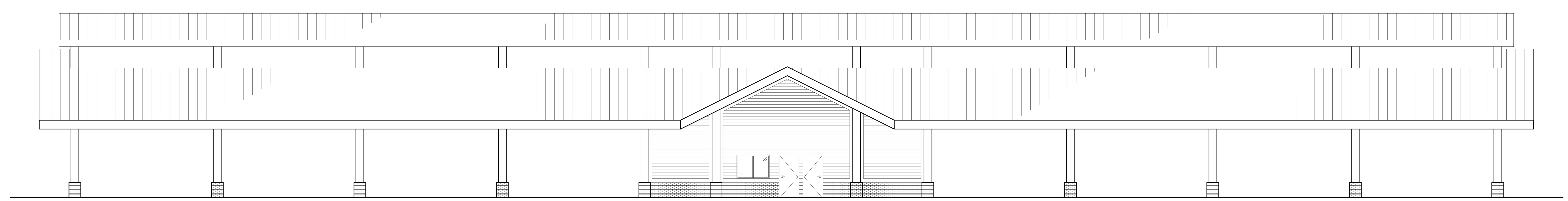
3 OPTION 3
A201 SCALE: 3/32" = 1'-0"



2 OPTION 2
A201 SCALE: 3/32" = 1'-0"



4 TYPICAL SIDE
A201 SCALE: 3/32" = 1'-0"



1 OPTION 1
A201 SCALE: 3/32" = 1'-0"

REVISIONS

Wooten

120 North Boylan Avenue • Raleigh, NC 27603-1423
(919) 828-0531 • thewootencompany.com
License Number : F-0115

WARREN COUNTY, NORTH CAROLINA
WARRENTON
NORTH CAROLINA
WARREN COUNTY FARMER'S MARKET
FARMER'S MARKET ELEVATIONS

PRELIMINARY
DO NOT USE FOR CONSTRUCTION

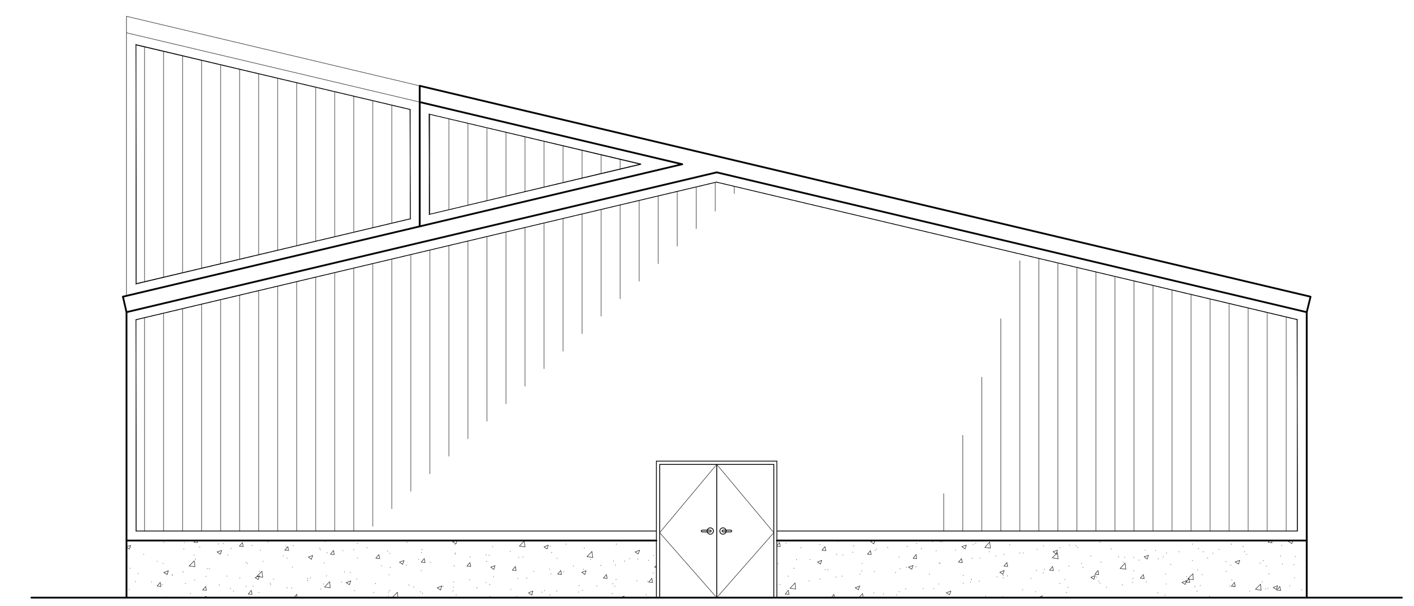
ISSUED FOR:

REVIEW

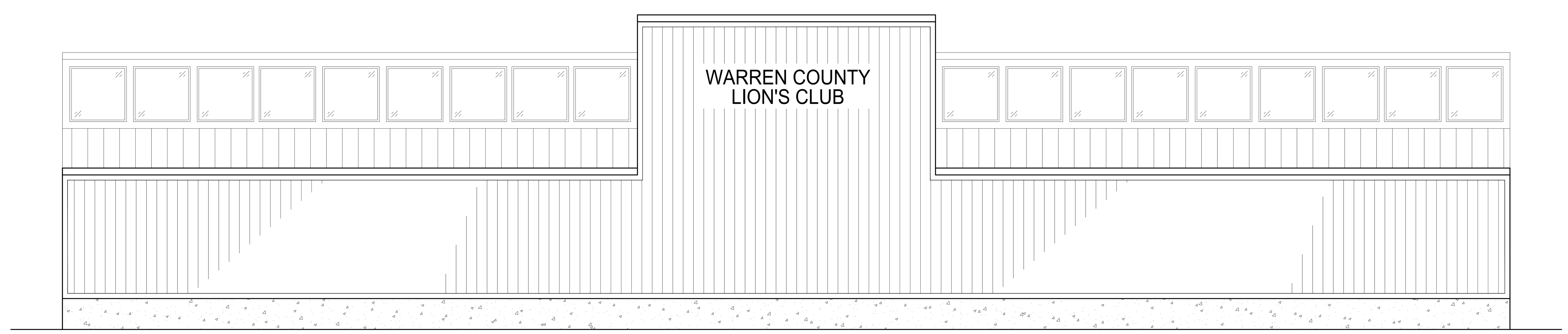
DATE: 09/20/23

DESIGNED BY:	TSM/RDP
DRAWN BY:	TSM
CHECKED BY:	RDP
PROJECT NO.:	3467-E

A201



2 A202 SIDE ELEVATION
SCALE: 1/8" = 1'-0"



1 A202 FRONT ELEVATION
SCALE: 1/8" = 1'-0"

REVISIONS

Wooten
120 North Boylan Avenue • Raleigh, NC 27603-1423
(919) 828-0531 • thewootencompany.com
License Number : F-0115

WARREN COUNTY, NORTH CAROLINA
WARRENTON NORTH CAROLINA
WARREN COUNTY FARMER'S MARKET

LION'S CLUB ELEVATIONS

PRELIMINARY
DO NOT USE FOR CONSTRUCTION

ISSUED FOR:

REVIEW

DATE: 09/20/23

DESIGNED BY:	TSM/RDP
DRAWN BY:	TSM
CHECKED BY:	RDP
PROJECT NO.:	3467-E

A202

MEMORANDUM

TO: Warren County Board of Commissioners

FROM: Nikki Dickerson, Finance Director

DATE: October 11, 2023

RE: 1Q Financial Update and Audit Update

Audit Schedule

- July closing out the FY and beginning to gather audit information. Auditors do walk throughs of the departments to observe their processes.
- August providing 101 requests for information to auditors.
- October auditors work to meet 10/31 deadline for audit per general statutes.
- November 30 is the deadline that does not require an amended contract.

Audit Update

- 100% of requested information has been provided to the auditors.
- At the end of September, the auditors were 50% complete. The October 31 deadline per general statutes will not be met based on some state level confirmations the auditors are waiting on.
- November 30 is the deadline that does not require an amended contract. Auditors feel good that they will be able to meet this deadline if the confirmations from the state come back timely. If they can not meet this deadline, the contract will need to be amended to extend the deadline.
- DSS Audit has a few open items they are resolving and then the exit conference can be held.

1Q Financial Update

Revenue

Ad Valorem collections are at 22% which is slightly below the 25% we would like to see at the end of the 1Q however, most of the revenue will be recognized in the 2Q with the escrow payments due in November.

Sales Tax revenue looks low at 9.5% but sales tax is received for 2 months prior therefore, the only payment received for this fiscal year in the 1Q was July that was received in September. This 9.5% is higher than the 8.3% estimated for one month possibly helping to exceed the sales tax projections for the fiscal year.

Expenses

Court Facilities is at 9.5% spent with $122,000 in major building repair unencumbered.

IT is at 30% spent with 71% spent in professional services.

E911 is 48% spent after the 1Q with 93% spent in professional services and 93% spent in equipment/capital. There was a budget amendment done in 2Q that will change the numbers slightly. The budget amendment was for the equipment/capital (radios) that were not correctly budgeted originally.

Buildings and Grounds is 19% spent with $97,000 in equipment/capital and $40,000 in paving unencumbered.

Planning is 40% spent with 97% in professional services, 55% in contracted services and 31% in salaries.

EDC is 11.6% spent with $322,000 in business incentives unencumbered.

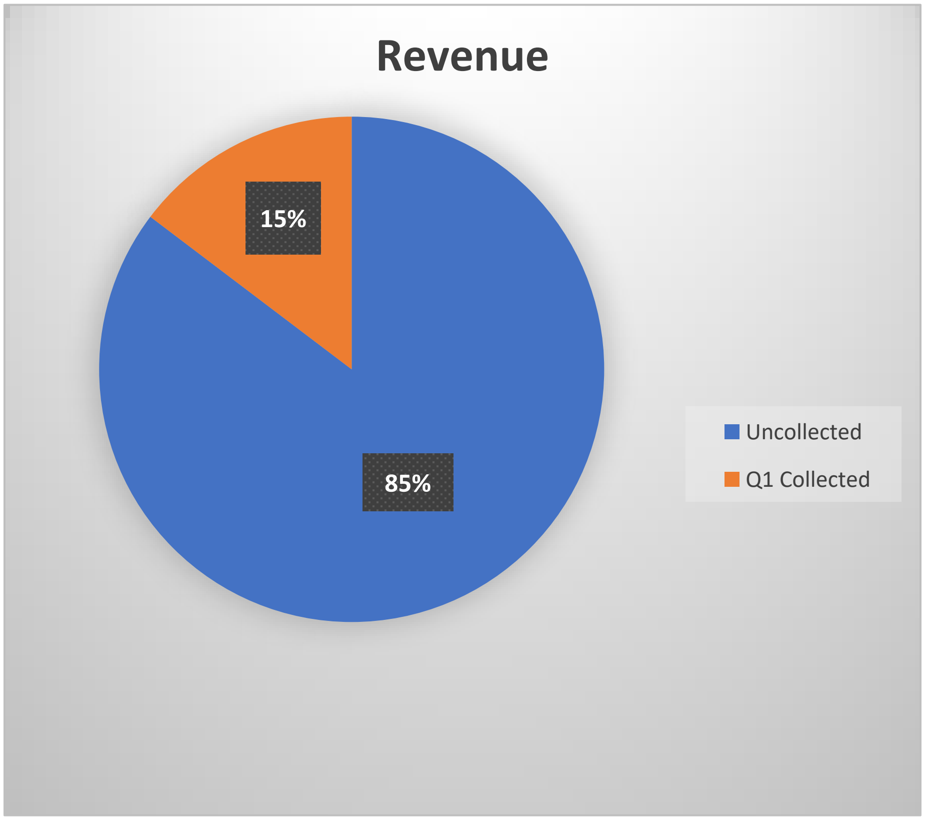
Cooperative Extension is 12% spent with $230,000 in capital outlay and $41,800 in program expenses unencumbered. 4-H is at 5.2% spent.

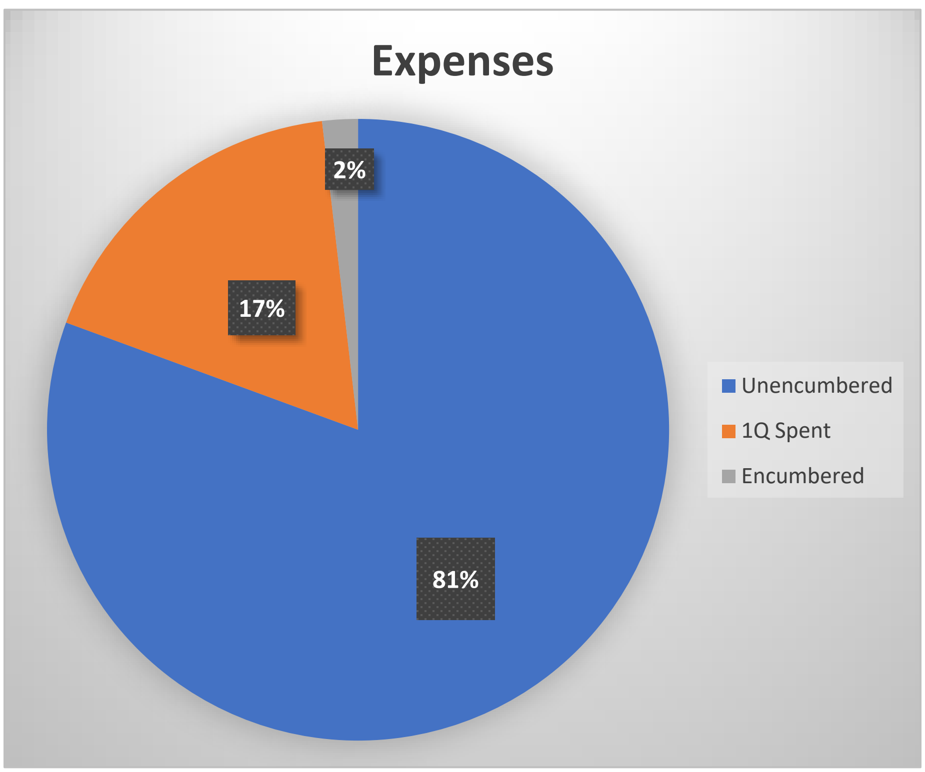
Senior Center is at 15.5% spent. There is $154,000 in meals, $35,000 in transportation and $25,000 in HCCBG transportation unencumbered.

Recreation is 31.5% spent with 70.5% in computer/equipment and 67.7% in software. Utilities are 84% spent, maintenance is 77% spent and pool maintenance is 84.7% spent. Other notables are $71,000 in capital and $20,000 in satellite site unencumbered.

Solid Waste is 17.2% spent with $237,000 in equipment/capital unencumbered.

All other departments are near the expected 25% spending for the 1Q.


Revenue
15%
85%
Uncollected
Q1 Collected


Expenses
2%
17%
81%
Unencumbered
1Q Spent
Encumbered

WARREN COUNTY BOARD OF COMMISSIONERS

602 WEST RIDGEWAY STREET
POST OFFICE BOX 619
WARRENTON, NORTH CAROLINA 27589

TO: Warren County Board of Commissioners

FROM: Vincent Jones, County Manager

DATE: October 13, 2023

Subject: Upcoming Policy Updates

Background

The County Admin team has a few policy updates that we'd like to bring to the Board's attention for your future consideration. The updates are as follows:

1) Update to the Rules of Procedure for the Warren County Board of Commissioners – The update would allow a member to attend a meeting virtually. The authority to conduct meetings in a virtual format only, we rescinded once the COVID-19 pandemic reached endemic status and the State of Emergency in North Carolina as lifted.

2) Tuition Reimbursement Policy – The County does not have a tuition reimbursement policy. This is a tool that we hope current and future employees will use to enhance their on the job abilities.

3) Telework Policy Updates – With the September 2022 updates to the County's Personnel Manual a Telework Policy was included. The policy did not provide any limits on the use of telework options. The proposed updates would provide a maximum amount of telework allowed. That limit is 3 days.

Fiscal Impact

These policy updates will not require any additional funding during the current Fiscal Year. Going forward, if approved, the County will budget annually for tuition reimbursement. For the remainder of this current fiscal year, the program will only be available, if departments have funds within their existing budge to cover reimbursement.

Recommendation

It is recommended that the Board of Commissioners provide staff with feedback and provide direction to finalize updated policies for consideration during the Board's November meeting.

Phone: (252) 257-3115
Fax: (252) 257-5971
www.warrencountync.com

WARREN COUNTY HUMAN RESOURCES
602 WEST RIDGEWAY STREET
POST OFFICE BOX 619
WARRENTON. NORTH CAROLINA 27589

MEMORANDUM

TO: Board of Commissioners

THROUGH: Vincent Jones, County Manager

FROM: Sierra Thomas, Human Resources Manager

DATE: October 17, 2023

RE: Personnel Manual Revisions Review

Sierra Thomas
Human Resources
Manager
sierrathomas@warrencountync.gov

Background

Warren County's Personnel Manual was lasted updated in 2022. Based on changes in technology, process and organizational structure, revisions are necessary. It is important that the Manual continue to be the foundation for the organization and accurately reflect current needs and challenges faced by the organization.

Recommendation

The following revisions have been recommended and reviewed with the Board of Commissioners Personnel Committee.

- Tuition Reimbursement Policy
- Telework Policy
  - Allow up to 3 days of telework

It is recommended that the Board approve the revisions to the Personnel Manual as presented. I appreciate your consideration of this request.

Phone:(252)257-3574
Fax: (252) 257-5971
www.warrencountync.com

Rules of Procedure
for the
Warren County Board of Commissioners

Contents

I. Applicability

Rule 1. Applicability of Rules

These rules apply to all meetings of the Board of Commissioners of Warren County. For purposes of these rules, a meeting of the board occurs whenever a majority of the board's members gather, whether in person or simultaneously by electronic means, to conduct hearings, deliberate, vote, or otherwise transact public business within the board's real or apparent jurisdiction. The term "majority" as used here and elsewhere in the rules, means, unless otherwise specified, a simple majority, that is, more than half.

II. Quorum

Rule 2. Quorum

The presence of a quorum is necessary for the board to conduct business. A quorum consists of a majority of the board's membership. Vacancies do not reduce the number of members necessary to establish a quorum. A member who withdraws from a meeting of the board without being excused by majority vote of the remaining members present is deemed present is deemed present for quorum purposes. The board may compel an absent member to attend by ordering the sheriff to take the member into custody.

Part III. Open Meetings

Rule 3. Remote Participation in Board Meetings

If a board member is unable to physically attend a meeting, they may participate via conference call or electronic means, and this shall be considered as their attendance for that meeting. However, it is essential to emphasize that remote attendance should only be utilized when no other viable options are available, and it should not be regarded as a substitute for in-person attendance. Virtual participation shall not be factored into the determination of meeting quorum.

Rule 4. Meetings to Be Open to the Public

Except as permitted by Rule 5, all meetings of the board shall be open to the public, and any person may attend its meetings.

Rule 5. Closed Sessions

(a) **Motion to Enter Closed Session.** The board may enter a closed session from which the public is excluded only upon a motion duly made and adopted in open session. The motion to enter closes session must cite one or more of the permissible bases for closed session listed in paragraph (b) of this rule. A motion to enter closed session under subparagraph (b)(1) or (b)(2) must contain the additional information specified in those provisions.

(b) **Bases for Closed Session.** A closed session is permissible under the following circumstances and no others:

(1) To prevent the disclosure of information that is privileged or confidential pursuant to the law of the State of North Carolina or of the United States, or not considered a public record within the meaning of Chapter 132 of the General Statutes. The motion to enter closed session must name or cite the law that renders the information confidential or privileged.

(2) To prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award.

(3) To consult with the county attorney or another attorney employed or retained by the county in order to preserve the attorney-client privilege. If the board

expects to discuss a pending lawsuit with its attorney, the motion to enter closed session must name the parties to the lawsuit.

(4) To discuss matters relating to (a) the location or expansion of industries or other businesses in the area served by the county or (b) the closure or realignment of a military installation. The board may reach agreement in closed session on a tentative list of economic development incentives to be offered in negotiations, but the approval of the signing of any economic development contract or commitment and the authorization of the payment of economic development expenditures must take place in open session.

(5) To establish or to instruct staff or agents concerning the county's position in negotiating the price or other material terms of an agreement to acquire real property by purchase, exchange, or lease.

(6) To establish or instruct staff or agents concerning the amount of compensation or other material terms of an employment contract.

(7) To consider the qualifications, competence, performance, character, fitness, or conditions of appointment or employment of a public officer or employee or prospective employee, except when the individual in question is a member of the board or other public body or is being considered to fill a seat on the board or other public body. Final action to appoint or employ a public officer or employee must take place in open session.

(8) To hear or investigate a charge or complaint by or against a public officer or employee. Final action discharging an employee or removing an officer must occur in open session.

(9) To plan, conduct, or hear reports concerning investigations of alleged criminal misconduct.

(8) To formulate plans by a local board of education relating to emergency response to incidents of school violence or to formulate and adopt the school safety components of school improvement plans by a local board of education or a school improvement team.

(9) To discuss and take action regarding plans to protect public safety as it relates to existing or potential terrorist activity and to receive briefings by staff members, legal counsel, or law enforcement or emergency service officials concerning actions taken or to be taken to respond to such activity.

(10) To view a recording released pursuant to G.S. 132-1.4A.

(11) On any other basis permitted by law.

(c) **Closed Session Participants.** Unless the board directs otherwise, the county manager, county attorney, and clerk to the board may attend closes sessions of the board. No other person may attend a closes session unless invited by a majority vote of the board.

The board may go into closed session only upon motion made and adopted at an open meeting. A motion to go into closed session must cite one or more of the permissible purposes listed in subsection (a) of this rule. In addition, a motion to go into closed session pursuant to Rule 3(a)(l) must state the name or citation of the law that renders the information to be discussed privileged or confidential, and a motion to go into closed session pursuant to Rule 3(a)(2) must identify the parties in each existing lawsuit, if any, concerning which the board expects to receive advice during the closed session. (delete; covered by this section)

(d) **Motion to Return to Open Session.** Upon completing its closed session business, the board shall end the closed session by adopting a duly made motion to return to open session.

Rule 6. Meeting Minutes

(a) **Minutes Required for All Meetings.** The board must keep full and accurate minutes of all of its meetings, including closed sessions. To be "full and accurate," minutes must record all actions taken by the board. They should set out the precise wording of each motion and make it possible to determine the number of votes case for and against each motion. The minutes need record discussions of board members, though the board in its discretion may decide to incorporate such details into the minutes.

(b) **Record of "Ayes" and "Noes."** At the request of any member, the minutes shall list each member by name and record how each member voted on a particular matter.

(c) **General Accounts of Closed Sessions.** In addition to minutes, the board must keep a general account of each closed session. The general account must be sufficiently detailed to provide a person not in attendance with a reasonable understanding of what transpired. The board may combine the minutes and general account of closed session into one document, so long as the document contains both a complete record of actions taken and the level of detail required for the general account.

(d) **Sealing Closed Session Records**. Minutes and general accounts of closed sessions shall be sealed until unsealed by order of the board or, if the board delegates the authority to unseal to one or more staff members, in accordance with guidelines adopted by the board. The sealed minutes and general account of any closed session may be withheld from public inspection, so long as public inspection would frustrate the purpose(s) of the closed session.

Rule 7. Broadcasting and Recording Minutes.

(a) **Right to Broadcast and Record.** Any person may photograph, film, tape-record, or otherwise reproduce any part of a board meeting that must take place in open session.

Except as provided in paragraph (c) of this rule, any radio or television station may broadcast any such part of a board meeting.

(b) **Advance Notice.** Any radio or television station that plans to broadcast any portion of a board meeting shall notify the county manager no later than twenty-four hours before the meeting. The failure to provide notice is not, by itself, grounds for preventing the broadcast of a board meeting.

(c) **Equipment Placement.** The county manager may regulate the placement and use of camera or recording equipment in order to prevent undue interference with a board meeting, so long as he or she allows the equipment to be placed where it can carry out its intended function. If the county manager determines in good faith that the equipment and personnel necessary to broadcast, photograph, or record the meeting cannot be accommodated without the undue interference to the meeting, and an adequate alternative meeting room is not readily available, the county manager may require the pooling of the equipment and the personnel operating it.

(d) **Alternative Meeting Site.** If the news media request an alternative meeting site to accommodate media coverage, and the board grants the request, the news media making the request shall pay the costs incurred by the county in securing and alternative meeting site.

III. Organization of the Board

Rule 8. Organizational Meeting; Selection of Chair and Vice Chair

(a) **Requirement to Hold Organizational Meeting.** The board shall hold an organizational meeting each December to take the actions set out in this rule.

(b) Scheduling Organizational Meeting

(1) *Even-numbered Years.* The board shall hold an organizational meeting at its regular meeting place at 5:45 pm on the first Monday in December of each even-numbered year. The organizational meeting shall be convened and concluded before the regular December meeting is convened.

(2) *Odd-numbered Years.* The board shall hold an organizational meeting during its first regular meeting in December.

(c) Order of Business

(1) Even-numbered years

(A) As the first order of business at the organizational meeting, all persons elected or reelected to the board at the most recent county election must take and subscribe the oath of office set out in Article VI, Section 7 of the North Carolina Constitution unless they did so earlier in the day. They must then take the General Oath prescribed by G.S. 11-11. Each member's constitutional oath must be filed with the clerk of the board. Although a newly elected or reelected member who has not yet been sworn and who is not present for the organizational meeting may be sworn in later, the member must take, subscribe, and file the constitutional oath and take the G.S. 11-11 oath before he or she begins performing any of the duties of the member's office.

(B) As the second order of business, the board shall elect a chair and vice chair from among its members.

(C) As the third order of business, the board shall approve the bonds of the sheriff and register of deeds and induct any other newly elected county officials into office.

(D) As the fourth order of business, the board may appoint the clerk to the board and the county attorney.

(2) *Odd-numbered Years.* As the first order of business, the board will elect the chair and vice-chair. As the second order of business, the board will vote on the appointment of the clerk to the board and county attorney.

(d) Presiding Officer. The outgoing chair shall call the organizational meeting to order and preside until the board elects a new chair. If the organizational meeting takes place during an even-numbered year in which the outgoing chair has lost his or her seat on the board, the county attorney shall fill the role of presiding officer until a new chair is elected. Once elected, the new chair shall preside.

Rule 9. Terms of the Chair and Vice Chair

The member selected as chair at the organizational meeting shall serve for the ensuing year unless removed by the board for cause. The vice chair shall serve at the board's pleasure.

V. Types of Meetings

Rule 10. Regular Meetings

(a) **Regular Meeting Schedule.** The board shall hold a regular meeting on the first Monday of each month, except that if a regular meeting day is a holiday on which county offices are closed, the meeting shall be held on the next business day (or such succeeding day as may be specified in the motion adjourning the immediately preceding regular meeting.) Regular meetings shall be held at the Warrenton Armory Civic Center Commissioner's Meeting Room and shall begin at 6:00 pm. The board shall adopt a resolution establishing the meeting schedule each year consistent with this rule.

(b) Notice of Regular Meeting Schedule. The Board must ensure that a copy of its current regular meeting schedule is filed with the clerk to the board and posted on the county's website. At least 10 days before the first regular meeting held pursuant to the schedule, the board must cause the schedule to be published as required by law and posted on the courthouse bulletin board. (is there an ordinance designating a more appropriate or convenient location?)

(c) Change to Regular Meeting Schedule. The board may adopt a resolution altering the time or place of a particular regular meeting or all regular meetings within a specified period. The board must ensure that the resolution is filed with the clerk to the board at least seven (7) calendar days before the first meeting held pursuant to the revised schedule. The board must also have the revised schedule posted on the county's website. Additionally, the board must cause notice of the temporary change to be posted at or near its regular meeting place and to be sent to everyone who has submitted a written request for notice of its special meetings.

Rule 11. Special Meetings

(a) **Calling Special Meetings.** The chair or a majority of the members of the board may call a special meeting of the board by signing a written notice stating the date, time and place of the meeting and the subjects to be considered.

(b) **Notice to the Public.** At least forty-eight hours before a special meeting, the board shall cause the written notice to be (1) posted on the board's principal bulletin board or, if the board has no such bulletin board, at the door of the board's usual meeting room and (2) delivered, emailed, or mailed to each newspaper, wire service, radio station, television station, and person who has filed a written request for notice with the clerk to the board. If the board's website is maintained by one or more county employees, the board must also have notice posted there prior to the special meeting. Furthermore, the member or members who call a special meeting are responsible for ensuring that the notice is posted on the courthouse bulletin board at least forty-eight (48) hours before the meeting.

(c) **Notice to Members.** At least forty-eight hours before a special meeting, the chair or the members who called the meeting shall have the written notice of the meeting delivered to the other members of the board or left at their usual dwelling places.

(d) **Transacting Other Business.** Unless all members present or any absent member has signed a written waiver of notice, only those items of business specified in the notice to members may be taken up at a special meeting. Even when all members are present or any absent member has signed a waiver, the board may take up an item of business not covered by the notice only if the board first determines in good faith that the item must be discussed or acted upon immediately.

Rule 12. Emergency Meetings

(a) **Calling Emergency Meetings**. The chair or a majority of the board's members may call an emergency to address generally unexpected circumstances that demand the board's immediate attention.

(b) **Notice of Emergency Meetings.** The member or members who call an emergency meeting must take reasonable action to inform the other members of the board and the public of the meeting. In addition, notice of the meeting must be given to each local newspaper, local wire service, local radio station, and local television station that has filed with the clerk of the board a written request to be notified of emergency meetings. To be valid, the request must include the newspaper's, wire service's, or station's telephone number. Notice may be given by telephone, email, or the same method used to notify board members. Notice must be provided immediately after members have been notified and at the expense of the media organization notified.

(c) **Transaction of Other Business Prohibited.** Only business connected with the emergency may be discussed or otherwise considered at an emergency meeting.

Rule 13. Recessed Meetings

(a) **Calling Recessed Meetings.** When conducting a properly called regular, special, or emergency meeting, the board may recess the meeting to another date, time, or place by a procedural motion made and adopted in open session, as provided in Rule 32 (Motion 3). The motion must state the time (including the date, if the meeting will resume on a different day) and place at which the meeting will reconvene.

(b) **Notice of Recessed Meetings.** If the board's website is maintained by one or more county employees, notice of the recessed meeting's date, time, and place must appear on the webpage prior to the meeting. No further notice of a properly called recessed meeting is required.

Rule 14. Limited Authority to Meet Outside the County.

The board must hold all of its meetings within the county except for the following:

- a joint meeting of the board with another public body, if the joint meeting is held within the political subdivision represented by the other public body;

- a retreat, forum, or similar gathering held solely to provide board members with general information relating to the performance of their duties, so long as members do not vote or otherwise transact business during the event;

- a meeting between the board and the local legislative delegation during a session of the General Assembly, provided board members do not vote or otherwise transact public business during the meeting except with regard to matters pertaining directly to legislation proposed to or pending before the General Assembly; and

- a convention, association meeting, or similar gathering but only if board members confine their deliberations to event-related issues that are not legally binding on the board or its constituents, such as convention resolutions and the election of association officers.

VI. Agenda

Rule 15. Agenda.

(a) Draft Agenda

(1) *Preparation.* The clerk to the board shall prepare a draft agenda in advance of each meeting of the board. For a regular meeting, a request to have an item of business placed on the draft agenda must be received by the clerk at least five (5) working days before the date of the meeting. The clerk must place an item on the draft agenda in response to any board member's timely request.

(2) Supplemental information/materials. The agenda packet shall include the draft agenda document, any proposed ordinances or amendments to ordinances, and supporting documentation and background information relevant to items on the agenda.

(3) Delivery to board members. Except in the case of an emergency meeting, each member shall receive a paper or electronic copy of the draft agenda and agenda packet at least forty-eight (48) hours before the meeting.

(4) Pubic Inspection. The draft agenda and agenda packet will be available to the public when they are ready to be circulated.

(b) Adoption of the Agenda.

(1) Adoption. As its first order of business at each meeting, the board shall review the draft agenda, make whatever revisions it deems appropriate, and adopt the agenda for the meeting.

(2) Amending the agenda. Both before and after it adopts the agenda, the board may add or subtract agenda items by majority vote of the members present and voting, except that

- the board may not add to items stated in the notice of a special meeting unless the requirements of Rule 11(d) are satisfied and
- only business connected with the emergency may be discussed or otherwise considered at an emergency meeting.

(c) **Consent Agenda.** The board may designate part of an agenda for a regular meeting as the *consent agenda.* Items may be placed on the consent agenda by the person(s) charged with preparing the draft agenda if they are judged to be noncontroversial and routine. Prior to the board's adoption of the meeting agenda, the request of any member to have an item moved from the consent agenda to unfinished business must be honored by the board. All items on the consent agenda must be voted on and adopted by a single motion, with the minutes reflecting the motion and vote for each item.

(d) **Informal Discussion of Agenda Items.** The board may informally discuss an agenda item even when no motion regarding that item is pending.

Rule 16. Acting by Reference to Agenda or Other Document.

The board shall not deliberate, vote, or otherwise take action on any matter by reference to the agenda or any other document unless copies of the agenda or document are available for public inspection at the meeting and so worded that people at the meeting can understand what is being deliberated or acted upon.

Rule 17. Agenda Items from Members of the Public

If a member of the public wishes to request that the board include an item on its regular meeting agenda, he or she must submit the request to the clerk of the board by the deadline specified in Rule 15(a)(1). The board is not obligated to place an item on the agenda merely because such a request has been received.

Rule 18. Order of Business.

Items shall be placed on a regular meeting agenda according to the order of business. The usual order of business for each regular meeting shall be as follows:

- adoption of the agenda,
- public comments,
- approval of the consent agenda,
- approval of the previous meeting,
- public hearings,
- administrative reports,
- committee reports,
- unfinished business, and
- new business.

Without objection, the chair may call agenda items in any order most convenient for the dispatch of business.

VII. Role of the Presiding Officer

Rule 19. The Chair

(a) Presiding Officer. The chair shall preside at meetings of the board.

(b) Voting by the Chair. The chair has the same duty to vote as other members, though in no event may the chair break a tie on a motion on which he or she has already voted.

(c) Recognition of Members. A member must be recognized by the chair or other presiding officer in order to address the board, but recognition is not necessary for an appeal pursuant to Rule 32 (Motion 1).

(d) **Powers as Presiding Officer.** As presiding officer, the chair is to enforce these rules and maintain order and decorum during board meetings. To that end, the chair may

1. rule on points of parliamentary procedure, including the right to rule out of order any motion clearly offered for obstructive or dilatory purposes;
2. determine whether a member or other speaker has gone beyond reasonable standards of courtesy in his or her remarks and to entertain and rule on objections from other members on this ground;
3. entertain and answer questions of parliamentary procedure;
4. call a brief recess at any time; and
5. adjourn in an emergency.

(e) **Appeals of Procedural Rulings.** A member may appeal a decision made or answer given by the chair under subparagraph (d)(1), (2), or (3) in accordance with Rule 32 (Motion 1).

Rule 20. Presiding Officer in the Chair's Absence

The vice chair shall preside over meetings of the board in the chair's absence. If both the chair and vice chair are absent, the members present may choose a temporary chair from among themselves. The vice chair or other member presiding in the place of the chair has the powers listed in Rule 19(d). Service as presiding officer does not relieve the vice chair or other member of the duty to vote on all questions except as excused from voting pursuant to Rule 29.

Rule 21. Presiding Officer When the Chair Is in Active Debate. If the chair becomes active in debate on a particular proposal, he or she may have the vice chair preside during the board's consideration of the matter. If the vice chair is absent or is also actively debating the matter, the chair may designate another member to preside until the matter is concluded. Similarly, if while presiding, the vice chair or temporary chair wishes to join in debating a topic, he or she may designate another member to preside for the duration of the board's consideration of the matter.

Part VIII. Motions and Voting

Rule 22. Action by the Board

Except as otherwise provided in these rules, the board shall act by motion. Any member may make a motion.

Rule 23. Second to Motion

Although a motion does not require a second, this governing body shall require a second to all motions.

Rule 24. One Motion at a Time

A member may make only one motion at a time.

Rule 25. Withdrawal of Motion

The member who introduces a motion may withdraw the motion unless the motion has been amended or put to a vote.

Rule 26. Debate

The presiding officer shall state the motion and then open the floor to debate, presiding over the debate according to these general principles:

1. The member making the motion or introducing the ordinance, resolution, or order is entitled to speak first.
2. A member who has not spoken on the issue shall be recognized before someone who has already spoken.
3. To the extent possible, the debate shall alternate between opponents and proponents of the measure.

Rule 27. Adoption by Majority Vote

A motion is adopted if supported by a simple majority of votes case, a quorum being present, except when a larger majority is required by these rules or state law.

Rule 28. Changing a Vote

A member may change his or her vote on a motion at any time before the presiding officer announces whether the motion has passed or failed. Once the presiding officer announces the result, a member may not change his or her vote without the unanimous consent of the remaining members present. A member's request for unanimous consent to change a vote is not in order uncles made immediately following the presiding officer's announcement of the result.

Rule 29. Duty to Vote

(a) **Duty to Vote.** Every board member must vote except when excused from voting as provided by this rule.

(b) **Grounds for Excusal.** A member may be excused from voting on a matter involving the member's own financial interest or official conduct, though not if the proposal in question is one to alter the compensation or allowances paid to board members. Members may also be excused from voting when prohibited from voting under G.S. 14-234 (contract providing direct benefit to member), G.S. 153A-340(g) (legislative zoning decision likely to have a direct, substantial, and readily identifiable financial impact on member), or G.S. 160A-388(e)(2) (member's participation in quasi-judicial decision would violate affected person's right to an impartial decision maker). Questions about whether a basis for excusal exists should be directed to the county attorney.

(c) Procedure for Excusal.

(1) *At the member's request.* Upon being recognized at a duly called meeting of the board, a member who wishes to be excused from voting shall so inform the presiding officer, who must then submit the matter to a vote of the remaining member present. If a majority of the remaining members present vote to excuse the member, the member is excused from voting on the matter.
(2) *On the board's initiative.* Even when a member has not asked to be excused from voting on a matter, a majority of the remaining members present may by motion and vote excuse the member from voting if the member is prohibited form voting under paragraph (b).

(d) **Consequences of Non-Excused Failure to Vote.** If a member who has not been excused from voting fails to vote on a matter, the member's failure to vote shall be recorded as an affirmative vote, provided

(1) the member is physically present in the meeting room or

(2) the member has physically withdrawn from the meeting room without being excused by majority vote of the remaining members present.

Rule 30. Voting by Written Ballot

(a) Secret Ballots Prohibited. The board may not vote by secret ballot.

(b) Rules for Written Ballots. The board may decide by majority vote or unanimous consent to vote on a motion by written ballot. Each member must sign his or her ballot, and the minutes must record how each member voted by name. The ballots must be made available for public inspection in the office of the clerk to the board immediately following the meeting at which the vote took place and remain there until the minutes of that meeting are approved, at which time the ballots may be destroyed.

Rule 31. Substantive Motions

A substantive motion is not in order if made while another motion is pending. Once the board disposes of a substantive motion, it may not take up a motion that presents essentially the same issue at the same meeting, unless it first adopts a motion to reconsider pursuant to Rule 32 (Motion 14). A defeated motion may not be renewed at the same meeting.

Rule 32. Procedural Motions.

(a) **Certain Motions Allowed**. The board may consider only those procedural motions listed in this rule. Unless otherwise noted, each procedural motion may be debated and amended and requires a majority votes cast, a quorum being present, for adoption.

(b) **Priority of Motions**. The procedural motions set out in this paragraph are listed in order of priority. A procedural motion is not in order so long as another procedural motion of higher priority is pending, except that

- any procedural motion other than an appeal under Motion 1 is subject to amendment as provided in Motion 12, and
- a motion to call the question (end debate) may be made with regard to any procedural motion in accordance with Motion 9.

When several procedural motions are pending, voting must begin with the procedural motion highest in priority, except that a motion to amend or end debated on the highest priority motion must be voted on first.

(c) In order of priority (if applicable), the procedural motions are:

1. **Motion 1. To Appeal a Ruling of the Presiding Officer.** Any member may appeal the presiding officer's ruling on whether a motion is in order or on whether a speaker has violated reasonable standards of courtesy. The presiding officer's response to a question of parliamentary procedure may also be appealed by any member. An appeal is in order immediately after the disputed ruling or parliamentary response and at no other time. The member who moves to appeal need not be recognized by the presiding officer, and if timely made, the motion may not be ruled out of order.

2. **Motion 2. To Adjourn.** This motion may be used to close a meeting.

3. **Motion 3. To Take a Recess.** This motion may be used to call a recessed meeting as permitted under Rule 13. The motion must state the time (including the date, if the meeting will reconvene on a different day) and place at which the meeting will resume. The motion is not in order if the board is in closed session.
4. **Motion 4. To Take a Brief Recess.** This motion may be used to pause a meeting for a few minutes.

5. **Motion 5. To Call to Follow the Agenda.** This motion must be made at the time an item of business that deviates from the agenda is proposed; otherwise, the motion is out of order as to that item.

6. **Motion 6. To Suspend the Rules.** To be adopted, a motion to suspend the rules must receive affirmative votes equal to at least a quorum of the board. The board may not suspend provisions in these rules that are required under state law.

7. **Motion 7. To Divide a Complex Motion.** This motion is in order whenever a member wishes to consider and vote on parts of a complex motion separately. The member who makes this motion must specify how the complex motion will be divided.

8. **Motion 8. To Defer Consideration**. The board may defer its consideration of a substantive motion, and any proposed amendments thereto, to an unspecified time. A

motion that has been deferred expires unless the board votes to revive it pursuant to Motion 13 within 100 days of deferral. A new motion having the same effect as a deferred motion may not be introduced until the latter has expires.

9. **Motion 9. To End Debate (Call the Previous Question)**. The motion is not in order until there has been sufficient debate and every member has had one opportunity to speak on the pending motion.

10. **Motion 10. To Postpone to a Certain Time or Day**. This motion may be employed to delay the board's consideration of a substantive motion, and any proposed amendments thereto, until a designated day, meeting, or hour. During the period of postponement, the board may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6.

11. **Motion 11. To Refer to Committee**. The board may vote to refer a substantive motion to a committee for study and recommendations. While the substantive motion is pending before the committee, the board may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6. If the committee fails to report on the motion within [60] days of the referral date, the board must take up the motion if asked to do so by the member who introduced it.

12. **Motion 12. To Amend.**

    (a) Germaneness. A motion to amend must concern the same subject matter as the motion it seeks to alter.

    (b) Limit on Number of Motions to Amend. When a motion to amend is under consideration, a motion to amend the amendment may be made; however, no more than one motion to amend and one motion to amend the amendment may be pending at the same time. Any amendment to a proposed ordinance shall be reduced to writing.

13. **Motion 13. To Revive Consideration.** The board may vote to revive consideration of any substantive motion that has been deferred pursuant to Motion 8, provided it does so within [100] days of its vote to defer consideration.

14. **Motion 14. To Reconsider**. The board may vote to reconsider its action on a matter, provided the motion to reconsider is made (a) at the same meeting during which the action to be reconsidered was taken and (b) by a member who voted with the prevailing side. For purposes of this motion, "the same meeting" includes any continuation of a meeting through a motion to recess to a certain time and place (Motion 3). The motion is not in order if it interrupts the board's deliberation on a pending matter.

15. **Motion 15. To Rescind.** The board may vote to rescind an action taken at a prior meeting provided rescission is not forbidden by law.

16. **Motion 16. To Prevent Reconsideration for [Six] Months.** This motion may be used to prevent the reintroduction of a failed substantive motion for a time, but it is in order only when made immediately following the substantive motion's defeat. To be adopted, this motion must receive affirmative votes equal to at least a quorum of the board. If this motion is adopted, the ban on reintroduction remains in effect for [six] months or until the board's next organizational meeting in an even-numbered year, whichever occurs first.

Part IX. Ordinances and Contracts

Rule 33. Introduction of Ordinances

For purposes of these rules, the "date of introduction" for a proposed ordinance is the date on which the proposed ordinance appears on the agenda for a board meeting, regardless of whether it is actually considered by the board and its introduction shall be recorded in the minutes.

Rule 34. Adoption, Amendment, and Repeal of Ordinances

(a) **Form of Proposed Ordinances.** The board may not adopt a proposed ordinance unless it has been reduced to writing and distributed to members before the vote is taken.

(b) **Adoption of Ordinances Not Subject to Public Hearing Requirements.**

(1) *Approval on date of introduction.* To be adopted at the meeting where first introduced, an ordinance or any action having the effect of an ordinance must receive the affirmative votes of all members of the board. If the measure receives a majority of votes case on the date of introduction but not the unanimous support of all members, the board must take it up again at its next regular.

(2) *Approval after date of introduction.* At its first regular meeting following the date of introduction or at any meeting thereafter within 100 days of the date of introduction, the board may adopt the proposed ordinance or action having the effect of an ordinance by a majority of votes cast, a quorum being present.

(c) **Adoption of Ordinances Subject to Public Hearing Requirements.**

(1) *The budget ordinance or budget amendments.* Rule 35 governs the approval of the budget ordinance and amendments thereto.

(2) *Other ordinances.* Following a required public hearing on a proposed ordinance, the board may adopt the measure by a majority of votes cast, a quorum being present, regardless of whether the vote occurs on the date of introduction.

(d) **Amendment and Repeal of Ordinances.** The same voting requirements that govern the adoption of proposed ordinances also apply to the amendment or repeal of an ordinance.

Rule 35. Adoption of the Budget Ordinance

(a) **Special Rules for the Adoption or Amendment of the Budget Ordinance.** Notwithstanding any provision in general law or any local act,

(1) the board may adopt or amend the budget ordinance at a regular or special meeting of the board by a majority of those members present and voting, a quorum being present;
(2) no action taken with respect to the adoption or amendment of the budget ordinance need be published or is subject to any other procedural requirement governing the adoption of ordinances or resolutions by the board; and
(3) the adoption or amendment of the budget ordinance and the levy of taxes in the budget ordinance are not subject to the provisions of any local act concerning initiative or referendum.

(b) **Notice Requirement for Budget Meetings.** During the period beginning with the submission of the budget to the board and ending with the adoption of the budget ordinance, the board may hold any special meetings that may be necessary to complete its work on the budget ordinance. Except for the notice requirements of the open meetings law, which continue to apply, no provision of law or these rules concerning the call of special meetings applies during that period, so long as

(1) each member of the board has actual notice of each special meeting called for the purpose of considering the budget and
(2) no business other than consideration of the budget is taken up.

(c) **No Authority for Closed Sessions.** This rule shall not be construed to authorize the board to hold close sessions on any basis other than the grounds set out in Rule 5.

Part X. Public Hearings and Comment Periods

Rule 36. Public Hearings

(a) **Calling Public Hearings.** In addition to holding public hearings required by law, the board may hold any public hearings it deems advisable. The board may schedule hearings or delegate that responsibility to county staff members, as appropriate, except when state law directs the board itself to call the hearing. If the board delegates scheduling authority, it must provide adequate guidance to assist staff members in exercising that authority.

(b) **Public Hearing Locations.** The board may hold public hearings anywhere within the county.

(c) **Notice of Public Hearings.** Any public hearing at which a quorum of the board is present shall be considered part of a regular or special meeting. Consequently, the relevant notice and related requirements of the open meetings law, as set out in Rules 10 through 13, apply to such hearings. Some statutes mandate additional notice required for particular types of hearings, and such notice must be provided together with the notice required by the open meetings law.

(d) **Rules for Public Hearings.** The board may adopt reasonable rules for public hearings that, among other things,

- fix the maximum time allotted to each speaker,
- provide for the designation of spokespersons for groups of persons supporting or opposing the same positions,
- provide for the selection of delegates from groups of persons supporting or opposing the same positions when the number of persons wishing to attend the hearing exceeds the capacity of the meeting room (so long as arrangements are made, in the case of a hearing subject to the open meetings law, for those excluded from the meeting room to listen to the hearing), and
- provide for the maintenance of order and decorum in the conduct of the hearing.

(e) **Continuing Public Hearings.** The board may continue any public hearings without further advertisement to a time and place certain, provided the time (including the date, if the hearing will resume on a different day) and place of the continued hearing are announced in open session. Except for hearings conducted pursuant to paragraph (g), if a quorum of the board is not present for a properly scheduled public hearing, the hearing must be continued until the board's next regular meeting without further advertisement.

(f) **Conduct of Public Hearings.** At the time for the hearing, the chair shall call the hearing to order and proceed to allow public input in accordance with any rules adopted by the board for the hearing. Unless the board votes to extend the hearing, when the time allotted for the hearing expires, or when no one wishes to speak who has not done so, the chair shall declare the hearing closed, and the board shall resume the regular order of business.

(g) **Public Hearings by Less Than a Majority of Board Members.** Nothing in this rule prevents the board from appointing a member or members to hold a public hearing on the board's behalf, except when state law requires the board itself conduct the hearing.

Rule 37. Public Comments Period

(a) **Frequency of Public Comments Period.** The board must provide at least one opportunity for public comment each month at a regular monthly meeting.

(b) **Rules for Public Comment Period.** The board may adopt reasonable rules for public comment periods that, among other things,

- fix the maximum time allotted to each speaker,
- provide for the designation of spokespersons for groups of persons supporting or opposing the same positions,
- provide for the selection of delegates from groups of persons supporting or opposing the same positions when the number of persons wishing to attend the public comment period exceeds the capacity of the meeting room (so long as

arrangements are made for those excluded from the meeting room to listen to the public comment period), and

- provide for the maintenance of order and decorum in the conduct of the public comment period.

(c) **Content-Based Restrictions Generally Prohibited.** The board may not restrict speakers based on subject matter, as long as their comments pertain to subjects within the board's real or apparent jurisdiction.

Part XI. Appointments and Appointed Bodies

Rule 38. Appointments

(a) **Appointments in Open Session.** The board must consider and make any appointment to another body or, in the event of a vacancy on the board, to its own membership in open session.

(b) **Nomination and Voting Procedure for Appointed Bodies.** The board shall use the procedure set forth in Warren County's existing policy for Board and Committee Appointments and/or Reappointments Policy if applicable. Otherwise, the board shall use the following procedure to appoint individuals to bodies over which it has power of appointment. The chair shall open the floor for nominations, whereupon board members may put forward and debate nominees. When debate ends, the chair shall call the roll of the members, and each member shall cast a vote for his or her preferred nominee. The voting shall continue until a nominee receives a majority of votes case during a single balloting.

(c) **Nomination and Voting Procedure to Fill a Vacancy on the Board.** The procedure described in paragraph (b) shall be used to fill a vacancy on the board, except as superseded by the provisions of G.S. 153A-27 or -27.1. If the county is divided into electoral districts, the person selected to fill the vacancy must reside in the same electoral district as the member being replaced. If the member being replaced was elected as the nominee of a political party, then his or her replacement must belong to the same party.

(d) **Procedure for Commissioner Appointment to Boards and Commissions.** Biennially, Board of Commissioners members are appointed to serve on the various Boards and Commissions on which they are entitled to serve. While the preference of the members of the Board of Commissioners will be taken into consideration, the Chairman of the Board of Commissioners has the ultimate power to appoint Board of Commissioners members to the various Boards and Commissions.

(e) **Multiple Appointments.** If the board is making more than one appointment to a body, each member shall have as many votes in each balloting as there are slots to be filled, and the votes of a majority of the total number of members voting shall be required for each appointment. No member may case more than one vote for the same candidate for the same position during a single balloting.

(f) Vote by Written Ballot. The board may vote on proposed appointments by written ballot in accordance with Rule 30.

(g) Appointments of Specific County Officials

- Warren County has adopted the county-manager plan of government and has chosen to appoint a county manager to serve at its pleasure based solely on his or her executive and administrative qualifications. N.C.G.S. § 153A-81. The County Manager shall appoint with the approval of the board of commissioners and suspend or remove all county officers, employees, and agents except those who are elected by the people or whose appointment is otherwise provided for by law. N.C.G.S. § 153A-82.

- The County Attorney is appointed by the board to serve as its legal advisor and serves at the board's pleasure and all oversight of the County Attorney belongs to the board. N.C.G.S. § 153A-114

- The board appoints the Clerk to serve at its pleasure and to "perform any duties that may be required by law or the board." N.C.G.S. § 153A-111

- The Warren County Tax Administrator is also the Warren County Tax Assessor and Tax Collector. The board appoints this position for a term of not less than two nor more than four years. The initial term of such office is two years, but such assessor who has completed a two-year term and has been certified by the NCDOR may be reappointed for a four-year term at the discretion of the board. The board may remove the assessor during a term only for good cause after giving notice in writing and an opportunity to be heard at a public session of the board. There are no term-limits for Tax Collectors. N.C.G.S. § 105-294 and N.C.G.S. § 105-349.

- The Finance Officer holds his or her office at the pleasure of the appointing board or official. N.C.G.S. § 159-24. The Finance Officer reports directly to the Board of Commissioners.

Rule 39. Committees and Boards

(a) **Establishment and Appointment.** The board may establish temporary and standing committees, boards, and other bodies to help carry out the work of county government. Unless otherwise provided by law or the board, the power of appointment to such bodies lies with the board.

(b) **Open Meetings Law.** The requirements of the open meetings law apply whenever a majority of an appointed body's members gather in person or simultaneously by electronic means to discuss or conduct official business.

(c) **Procedural Rules.** The board may prescribe procedures by which the county's appointed bodies operate, subject to any statutory provisions applicable to particular bodies. In the absence of rules adopted by the board, the appointed body may promulgate its own procedural rules, so long as they are in keeping with any relevant statutory provisions and generally accepted principles of parliamentary procedure.

Rule XII. Miscellaneous

Rule 40. Amendment of the Rules

The rules may be amended at any regular meeting or at any properly called special meeting for which amendment of the rules is one of the meeting's stated purposes. Any amendment to these rules must be consistent with any relevant statutes and generally accepted principles of parliamentary procedure. To be adopted, a motion to amend these rules must be approved by a majority of the board's members.

Rule 41. Reference to Robert's Rules of Order. The board shall refer to *Robert's Rules of Order Newly Revised* for guidance when confronted with a procedural issue not covered by these rules of state law. Having consulted *Robert's* the chair shall make a ruling on the issue subject to appeal to the board under Rule 32 (Motion 1).

Tare "T" Davis, Chairman

Angelena Kearney-Dunlap, Clerk

1st Adoption: April 3, 2000
Revised: April 6, 2015
Revised: March 19th, 2018
Revised: March 11th, 2019

Appendix H: Tuition Reimbursement

Purpose: It is the purpose of this policy to establish a procedure for approving and providing educational financial assistance in the form of tuition reimbursement to eligible employees who wish to further their knowledge and/or improve their skills.

Policy: The County, by means of tuition reimbursement program, shall encourage employees to enroll in formal courses of study intended to improve their skills and job performance or to prepare them for promotional opportunities within the County organization.

Definitions:

Approved Course: An approved course is a course for academic credit which will either improve the employee's ability to perform his/her present job, will promote the employee's accomplishment of departmental goals, or can reasonably be expected to prepare that individual for promotion to a county position requiring a higher level of knowledge, responsibility, or skill, or for transfer to another position requiring a different field of knowledge.

Approved Institution: Any college, university, technical institute, community college, trade school, or correspondence school accredited by the Southern Association of Colleges and Schools (or equivalent agency) shall be considered an approved institution.

Eligible Expenses: Tuition, required books, laboratory fees, certification feeds and registration fees shall be eligible for reimbursement. No reimbursement shall be made for late fees, activity and/or health fees, parking fees, special equipment, tools, meal, travel, or miscellaneous supplies such as pencils, paper, diskettes, etc.

Limited of Reimbursement: An employee may be reimbursed the full amount of eligible expenses up to a total of $1,200.00 in any fiscal year (July 1st through June 30).

Successful Course Completion: Successful course completion shall mean the attainment of a grade of "C" or better in each course taken. For a course in which a grade of "Pass/Fail" or "Satisfactory/Unsatisfactory" is given, a grade of "Pass" or "Satisfactory" must be attained. Reimbursement will not be approved for auditing a course.

Eligibility and Restrictions

a) Only regular full-time employees in any County department shall be eligible to apply for the tuition reimbursement benefits under this policy.
b) An employee who is receiving educational financial assistance from a grant, scholarship, Veterans Administration benefits, or other sources shall not be eligible for duplicate benefits by receiving tuition reimbursement from the County.
c) Part-time or temporary employees, or those employees serving their probationary periods, shall not be eligible for the tuition reimbursement program.
d) An employee who is enrolled in approved courses under the guidelines of this policy must be actively employed by the County at the time of enrollment and at the time reimbursement is requested. Should an employee leave the County within one year after receiving a reimbursement for tuition expense, he/she must repay the County the full amount of the reimbursement through a signed agreement of final paycheck

deduction.

Scheduling of Classes: All courses taken under this program will be taken on the employee's own time and not during regular work hours. Any request to take a course during the workday must be authorized by the County Manager. Consideration will be given to the workload and staffing requirements of the department/division to which the employee is assigned in determining whether time off can be granted to take the course. If time off is authorized, arrangements must be made between the employee and supervisor for making up an equal amount of work time.

Application Procedure

a) The employee shall obtain and complete a Course Approval Form (Appendix I) before registering and enrolling in the course.
b) The completed form shall be submitted to the employee's Department Head for approval. If the Department Head does not approve the application, they will discuss with the employee the reasons for the rejection.
c) Upon the Department Head's initial approval of the course and institution, the form shall be forwarded to the Human Resources Manager for approval. For each request, consideration will be given to its potential for career development of that particular employee; the employee's current position, performance record, education and experience relative to the County's needs; and the availability of County funds for tuition reimbursement.

[Note: this program is offered on a first come, first served basis. When funds for the program are depleted, all applications for reimbursement will be rejected whether they qualify for the program or not.]

d) Upon the Human Resources Manager's approval of the course(s), the employee should keep receipt and documentation for all eligible expenses.
e) Department Heads, with the approval of the County Manager, may require employees who have purchased books under this program to turn them over to the department following completion of the course for the use of the other employees.

Reimbursement Procedure

a) Once the course has been successfully completed, the employee will provide the Human Resources Department with a completed Tuition Program Reimbursement Application (Appendix J) along with the required documentation.
b) The employee has met the criteria of the Tuition Reimbursement Program, the Human Resources Department will send a check request to the Finance Department on behalf of the employee for an amount up to and not exceeding $600.

Appendix

Warren County Tuition Reimbursement Program
Course Approval Form

Name ________________________________ Emp. ID #_________________

Position________________________________ Dept/Div. ________________

Date__________________________________

I hereby submit the following course(s) to be taken at ____
for approval under the guidelines of the Tuition Reimbursement Policy.

Course Title	Beginning Date	Ending Date

State briefly how course(s) will help you in your present job or prepare you for greater responsibility within Warren County Government:

____

____

Is this course part of a degree or certificate program? If so, state what degree or certificate you are seeking.

____

Provide information on the financial resources that will be used to pay for the course and related expenses.

____

____

I understand that if I leave the County within one year after receiving reimbursement for tuition expenses, I must repay the County the full amount of the reimbursement through payroll deduction. All receipts, transcripts, or other documentation validating course attendance under the employee's identification must be provided upon completion of the course(s).

_____________________________________ _______________________________

Applicant's Signature **Date**

Approved by: _____________________________________ _______________________________

Department Head **Date**

Approved by: __________________________ _______________________________

Human Resources Manager **Date**

Max Eligible Reimbursement __$1,200____

Prior Amount Received this FY ____________

Remaining Eligible for Current FY ____________

Appendix G. Telework Policy

Purpose: There may be situations where it is mutually beneficial for Warren County and the employee to enter into a Teleworking Agreement in order to best meet the departmental service demands. Warren County has an obligation to ensure that the service needs of our customers are being met with maximum efficiency and productivity. Teleworking may be appropriate for some employees and jobs, but not for others. Teleworking is not an entitlement, nor available to all employees as a countywide benefit.

This policy permits departments to designate employees to work at alternate work locations for all or part of the workweek in order to promote general work efficiencies. This arrangement can be permanent, temporary or need-based. Warren County has established these rules so that teleworking may be offered as a work option to ensure competitive advantages with other employers and to meet the environmental and budgetary challenges of the future. Warren County has established the following rules to provide assistance to departments in developing teleworking programs.

Definitions:
Alternate Work Location- a worksite other than a central workplace can include employees' homes

Central Workplace- an employee's assigned place of work or duty station owned or operated by the County or a site that is the primary workstation for field-based employees. Typically, a central workplace is a duty station from which an employer along with employees in the same work unit perform the functions of their job.

Telework/Teleworking/Telecommute- a flexible work arrangement in which Department Heads direct or permit employees to perform their job duties away from their central workplace, in accordance with their same performance expectations and other approved or agreed-upon terms.

Teleworker- an employee engaged in teleworking

Teleworking Agreement- a written agreement that details the terms and conditions by which an employee is allowed to engage in teleworking

Work Schedule- the employee's hours of work in the central workplace and/or in alternate work locations

Eligibility: Teleworking is not appropriate for every position. The employee and supervisor will discuss the job responsibilities and determine if the job is appropriate for a teleworking arrangement up to 3 days. The decision whether to allow a position or an employee to telework is wholly within management discretion and is not a determination able to be grieved. Eligibility will be determined by the Department Head and approved by the County Manager, or designee.

Specific eligibility requirements include:

(a) Only full-time employees are eligible to participate in this program. Probationary employees are eligible to telework at the discretion of the Department Head.
(b) The employee must maintain a minimum satisfactory score on performance evaluations with no unsatisfactory personal conduct or performance issues, unless otherwise approved by the County Manager.
(c) The essential functions and job duties must all lend themselves well to teleworking with no negative impact to the team, customers or clients.

(d) The supervisor must have a well-developed work plan with clear and measurable objectives which ensure full performance accountability.
(e) Information security must be maintained with no or negligible cost to the County.
(f) All needs of customers/clients and co-workers must be met and maintained.
(g) The employee must be available to attend onsite staff meetings and other business meetings, including meetings with little or no advance notice. The supervisor should provide as much advance notice as possible.
(h) The employee must be willing to revert to working at the office to cover for absenteeism, vacations, leaves, and other business needs. The Supervisor may not always be able to provide advance notice of such needs but should provide as much advance notice as possible.
(i) The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of a home-based office. Responsibility for fulfilling all obligations in this area rests solely with the employee.
(j) During work hours, the teleworking employee is required to have the same childcare as they would if working at the office, so that with limited or no notice, the employee can be called upon to come to the office to meet the needs of the team and/or the County. Employees working at home will be required to manage dependent care and all personal responsibilities in a manner that allows them to perform all job duties as though they were working at a County office.
(k) Any situations which will involve the employee being away from their home office work site, other than normal, agreed upon breaks and lunches, must be approved in advance by the Supervisor the same as if the employee were working at a County office.
(l) Warren County reserves the right to afford special consideration to those employees with permanent situations covered by the Americans with Disabilities Act, and/or temporary, physician-documented medical conditions.

An appropriate level of communication between the teleworker and supervisor will be agreed upon as part of their regular communication plan. Evaluation of teleworker should include regular interaction by phone and email between the employee and the supervisor, and weekly discussions regarding work outcomes and problems. The supervisor may elect to video conference regularly to include the teleworking employee in business communication.

The Teleworking Agreement will be resigned and reviewed at each mid-year and annual evaluation. Performance evaluations will be provided consistent with that received by employees working at the office in both timing, content and frequency.

Guidelines:

1. The policies and procedures that normally apply to the central workplace shall remain the same for teleworking employees. This shall include but not be limited to performance management. Teleworking assignments do not change the conditions of employment or required compliance with policies and rules.
2. Each Department that permits teleworking must establish internal policies and procedures that identify the criteria for jobs that are designated as telecommutable and shall identify the criteria for selecting employees who are eligible to engage in teleworking.
3. The Department and employee shall mutually agree upon teleworking arrangements; however, if business necessity dictates, an agency may require an employee to telework or not to telework.

4. The employee must sign a teleworking agreement prior to beginning the teleworking arrangement. The agreement will be maintained in the employee's personnel file and will outline the responsibilities the employee and County have for expectations in accounting for work hours, liabilities and any other special requirements. This agreement will be resigned and reviewed every 6 months during the mid-year and annual evaluation.
5. Employees are required to perform their work during the designated work hours and not engage in activities that are not work related. All employees are required to have overtime work approved in advance in writing by their supervisor. Teleworking employees who are not exempt from the overtime requirements of the Fair Labor Standards Act will be required to accurately record all hours worked using Warren County's timekeeping system. Hours worked in excess of those scheduled per day and per workweek require the advance approval of the teleworker's supervisor. Failure to comply with this requirement may result in disciplinary action and/or in the immediate termination of the teleworking agreement.
6. The employee must agree to pay for and use personal internet/phone services as needed for work purposes.
7. Employee agrees on the days they are not in the office, that they will be on an on-call basis and available to come to work within two hours unless otherwise approved by the Department Head.
8. Any teleworking arrangement may be discontinued "at will" and at any time at the request of the County and/or Department Head. Every effort should be made by the Department Head to provide reasonable, advance notice of any suspension, modification, or termination of a teleworking arrangement. There may be instances, however, when limited or no notice is possible.
9. On a case-by-case basis, Warren County will determine, with information supplied by the employee and the supervisor, the appropriate equipment needs (including hardware, software, modems, phone and data lines and other office equipment) for each teleworking arrangement. The supervisor and Information Technology departments will serve as resources in this matter. Equipment supplied by the organization will be maintained by the organization. Equipment supplied by the employee, if deemed appropriate by the organization, will be maintained by the employee. Warren County accepts no responsibility for damage or repairs to employee-owned equipment. Warren County reserves the right to make determinations as to appropriate equipment, subject to change at any time.
10. Equipment supplied by the organization is to be used for business purposes only. All County computer hardware and software will be used solely by the County employee and only for official County business. County equipment may not be used for personal activities either on or off the clock.
11. Warren County will not be responsible for costs associated with the setup of the employee's home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space. Warren County will also not reimburse employees for supplies purchased without prior approval, unless otherwise permitted by the County Manager
12. Employees are required to follow all Information Security and Workplace Safety policies while teleworking.

Procedure to Request Teleworking Arrangement:

1. Department Heads need to submit the following to Human Resources to have employees considered for teleworking arraignments:
    a. Detailed Work Plan including job duties and measurable objectives
    b. Telework Schedule
    c. Signed Computer Use Agreement
    d. Signed Teleworking Agreement
2. Upon receipt, Human Resources will review and make a recommendation to the County Manager.
3. After approval from the County Manager, employee may start teleworking.

4. The Teleworking Arrangement will be reviewed every 6 months for re-approval.

EMS Pay Information for 24/72

- Annual Salary Pay will be paid at a rate of (Hourly Rate x 2080) / 24 (number of pay period in a year)
  - Example:
    - *Annual Salary Pay = 41600/24 = $1,733.33*
    - *Annual Salary Pay = $1,733.33 per pay period*
  - Employee receives annual base pay as long as he or she works within the dates of pay for that particular pay period.
    - If this pay period includes days August 21st thru August 27th (Mon-Sun) and August 28th thru Sept. 1st (Mon-Sun), that will be considered the pay period.
      - This annual salary pay is not guaranteed, and WILL be with held in the event of:
        - *Leave without pay situation.*
        - *FMLA leave once Accrued leave is exhausted*
        - *Vacation or Medical leave when no accrued leave is available (leave must be approved by Dept Head)*
      - *Should the employee be on leave without pay for any reason (discipline, medical, etc.) the following method will be used to deduct annual salary pay.*
        - *All regularly scheduled days on shift will be broken down into hours (3 shifts = 72 hours)*
        - *The annual salary pay will be divided between the hours scheduled for that pay period to determine the amount per hour.*
        - *In the example above, If annual salary pay equals $1,733.33 and the scheduled hours was 72, then the per hour would equal (1733.33/72 = 24.07) $24.07.*
        - *If the employee is on leave without pay for two shifts (48 hours), then he/she would have (48x24.07 = $1,155.36) deducted from the annual salary pay for that check.*
- If an employee takes one day off, and it is not in their "short week", the employee will only be required to use enough hours of that leave to equate to 40 hours (as base pay is based off of 40 hours per week).
  - Example: Employee scheduled to work Mon and Fri this week.
    - *Employee works 24 hours Monday*
    - *Employee takes vacation Friday*
    - *Employee only uses Vacation for 16 hours on Friday.*
  - Example: Employee works Tues and Saturday this week.
    - *Employee goes home sick at 1am (worked 7a-1a – 18 hours)*
    - *Employee still sick and calls out Sat*
    - *Employee only uses 22 hours sick*
  - Example:
    - *Employee scheduled to work sun and Thursday*
    - *Employee takes vacation both days*
    - *Employee uses 24 hours vacation Sunday, and 16 hours on Thursday*
- Special Duty Shifts are considered training or con ed, member of an interview panel, member of an assessment center, crew assist (assisting a crew with an emergency call while off duty), and paid in addition to the annual salary pay.
    - *These hours will be paid at 1.5 x hourly salary.*
    - *Out of county Con Ed will not be compensated.*
    - *Out of county training (ie. Schools, conferences, etc. will be paid as hours worked, and not be considered 1.5 x hourly rate unless 40 hours are exceeded).*
- Vacation and Sick Time are paid at the hourly rate but are not calculated as hours worked, and can not be used to equate overtime pay (no use beyond the 40-hour mark). No additional compensation is earned with accrued leave time is taken.

- All hours worked in excess of 40 hours per week, will be paid at 1.5 x hourly rate.
- All extra shifts worked or call back shifts worked, will be paid at 1.5 x hourly rate.
- Holidays begin at 00:01 and end at midnight on approved holiday.
  - *Department head will determine approved holidays based off the county holiday schedule.*
  - *Holiday hours worked are paid at 1.5 x hourly rate.*
  - *Any employee that works no hours on a holiday date, will receive 8 hours of holiday pay (8 hours at hourly rate).*
- Birthday Off, Bereavement, and Admin Time off will not be calculated as hours, and as such, will not result in any extra pay.
  - *The use of this time, would not cause you to lose annual salary pay.*
- Sick Leave accrual = 12 hours per month.
- Vacation Leave accrual = Per County Policy 6-2 (Vacation Leave Regular FTE's working a 40-hour work week, see table below.)

Regular and probationary full-time employees working a 40 hour work week shall accumulate vacation according to the following schedule:

Length of Service	Monthly Earnings (Hours)	Annual Earnings (Hours)
Less than 2 years	7.83	94
2 years but less than 5 years	9.17	110
5 years but less than 10 years	11.17	134
10 years but less than 15 years	13.17	158
15 years but less than 20 years	15.17	182
20 or more years	17.17	206

Warren County
Emergency Medical Services

890 US Hwy 158 Bypass
Warrenton, NC 27589
(252) 257-1191

To:	Warren County Board of Commissioners
Through:	Vincent Jones, County Manager
From:	Chris Tucker, Interim Emergency Services, Director
	Chris Pegram, Emergency Medical Services, Division Chief
Date:	October 13th, 2023
Subject:	EMS Pay Policy for 24/72

Attached: Copy of the Written Pay Policy for proposed schedule change

Background

The Warren County Board of Commissioners approved funding in FY 22-23 for Emergency Services to proceed with the schedule change for EMS field staff. This change would convert our current "Kelly" schedule of (3) 24-hour shifts on duty, then (4) 24-hour days off duty to the 24/72 schedule (24 hours on duty, followed by 72 hours off duty). This change was needed due to several safety concerns that were identified as well as an effort by the County to assist the department in recruitment efforts.

Due to staffing challenges, the agency has not been able to safely switch to the schedule, as it requires the addition of another shift. Thankfully, we have hired several new FTE's, and are now at a point where we are able to transition to the new schedule in a much more comfortable status.

The County Manager asked the Department to develop a written policy to outline a policy for scheduling and pay, in order to implement the 24/72 with clear procedures. When we were preparing for the transition, we traveled to our neighboring counties to review their pay policy on this schedule, only to find that none had a written policy. When reaching out to other EMS Directors across the state, we still found none. A written pay policy is essential to fair and consistent operations moving forward. After meeting with other EMS agencies, we developed the attached pay policy which we present to you for your consideration.

Fiscal Impact

This schedule change does not present an additional fiscal impact on the County as it will require no additional funding to implement.

Recommendation

It is recommended that the Board review and consider approving this pay policy and authorize the Department to move forward with the implementation of the 24/72 schedule change for EMS provider staff. We feel that not adopting this policy and implementing the schedule change would have adverse effects on not only recruitment, but retention as well.

MEMORANDUM

TO: Warren County Board of Commissioners

FROM: Nikki Dickerson, Finance Director

DATE: October 13, 2023

RE: Recommendation for Deputy Finance Director Appointment

Background

Upon the appointment of Nikki Dickerson as Finance Director, the Deputy Finance Director position became vacant. An appointment of Deputy Finance Director is necessary for signature authority in the event the Finance Director is unable per North Carolina General Statutes §159-24.

Recommendation

It is recommended that the Board approve the appointment of Stevelyn Riggan as Deputy Finance Director with a salary of $ 51,500 effective October 16, 2023.

Context

Opioid Settlement Litigation and the NC Memorandum of Agreement

Since 2021, North Carolina Attorney General Josh Stein has announced national settlements with opioid companies that will help bring desperately needed resources to communities harmed by the opioid epidemic.

A Memorandum of Agreement (MOA) between the State and local governments directs how opioid settlement funds are distributed and used. The MOA allocates 15% of settlement funds to the State and sends the remaining 85% to NC's 100 counties and 17 municipalities.

Local county governments are responsible for determining how and when the settlement funding for their county is spent. County government leaders are strongly encouraged to engage with their communities to make funding decisions that will be sustainable, impactful, and transformative for their communities.

Through Option A of the MOA, counties can choose from 12 evidence-based strategies selected based on their efficacy at addressing the opioid epidemic. Option B of the MOA includes 112+ additional strategies that target opioid use, substance use in general, as well as social determinants of health. To access Option B strategies, counties must engage in and report on a Collaborative Strategic Planning Process that engages diverse stakeholders within their communities.

Warren County Process

Warren County leadership opted to pursue Option A of the MOA and stakeholders assessed the 12 evidence-based strategies recommended. Though a collaborative strategic planning process was not required for this Option, decision-makers felt that the inclusion of stakeholder and public input would strengthen recommendations and ensure that the most impactful strategies were ultimately selected.

Warren County engaged in a collaborative strategic planning process by conducting three large-group meetings from June to October of 2023, facilitated by MDC Rural Forward. Warren County meetings included:

1. June 27, 2023 - Gap Analysis and Strengths Assessment
2. July 31, 2023 – Public Engagement
3. August 22, 2023 – Priority-Setting and Strategy Selection
4. October 4, 2023 – Strategy Discussion and Final Recommendations

Collaborative Strategic Planning Process

Stakeholders conducted a robust analysis of Warren County's existing resources and strengths, identified the most pressing substance use-related issues in the community, and came to consensus on a set of recommended strategies selected from Option A of the NC MOA. Documents and deliverables from the process can be found attached to the end of this packet.

It should be noted that, while these recommendations should hold significant weight, selections and recommendation were made based on an underlying emphasis on flexibility through the remaining 17 fiscal years of available funding. Effective behavioral health interventions are adaptive and responsive to emerging and changing community needs, and these recommendations stand to serve as a starting point rather than a long-term road map.

The group selected the final recommended strategies based on the decision-making criteria below.

Impact Potential

- How much impact will it have?
- Does it impact the population we need it to?
- Does it address timely or urgent issues?

Goodness of Fit

- Does it have a good cultural fit in Warren Co.?
- Does it have a solid foundation of complementary services or partners?

Logistics

- Is it possible with the funding we have ($70K/yr)?
- Is this the only funding route to this intervention?
- Will it be sustainable long-term?

1

Early Intervention

Investment into Early Intervention strategies are important to Warren County stakeholders because of their potential to interrupt a pattern of substance use among young people, reducing the likelihood of substance use and substance use disorders in adulthood.

MOA Definition of Early Intervention Strategies: Fund programs, services, or training to encourage early identification and intervention for children or adolescents who may be struggling with problematic use of drugs or mental health conditions, including Youth Mental Health First Aid, peer-based programs, or similar approaches. Training programs may target parents, family members, caregivers, teachers, school staff, peers, neighbors, health or human services professionals, or others in contact with children or adolescents.

Guidelines for Implementation

1. **Indicated Prevention:** The NC MOA allows for interventions that operate on a model of "indicated prevention" vs. "universal prevention," meaning that services should target children/youth with one or more pre-determined risk factors.
2. **Prevent Delinquency:** Effective early intervention programs offer models that focus on providing indicated youth with supports as an alternative to formal discipline or criminal justice involvement, thus reducing the likelihood of justice-involvement in adulthood.
3. **Individual and Systemic Intervention:** The specific gap that exists most notably in Warren County's early intervention system is around supports for individual youth and their families/support systems. Systemic interventions are vital, but receive existing support through the Juvenile Crime Prevention Council.
4. **Culture Shift:** According to Warren County EMS data, peer pressure is cited as a common reason for substance use. Youth-targeted programs should aim to reduce the likelihood of substance-related peer pressure and equip youth with tools to combat peer pressure they do encounter.
5. **Collaboration:** For biggest impact, collaboration with existing Warren County partners and the Warren County Substance Use Task Force is encouraged.

Desired Impacts

1. Reduce reported "peer pressure" among youth/young people as cause of substance use
2. Reduce rates of identified youth/youth who receive services that are justice-involved in adulthood
3. Increased youth that receive services that may not otherwise have been captured by existing programming

Promising models and ideas include, but are not limited to:

1. The Seeking Safety Model – "Seeking safety is an evidence-based, present-focused counseling model to help people attain safety from trauma and/or substance abuse. It can be conducted in a group of any size and/or individual modality, for all genders. It is an extremely safe model as it directly addresses both trauma and addiction, but without requiring clients to delve into the trauma narrative, thus making it relevant to a very broad range fo clients and easy to implement…"
2. Miss Kendra Programs – "Miss Kendra Programs equip teachers, counselors and other school personnel to build healthy, resilient schools for every child through open classroom conversations that weave together trauma-informed care, SEL and resiliency."
3. Youth Mental Health First Aid – "Youth Mental Health First Aid is an 8 hour public education program which introduces participants to the unique risk factors and warning signs of mental health problems in adolescents, builds understanding of the importance of early intervention, and teachers individuals how to help an adolescent in crisis or experiencing a mental health challenge."

2

Recovery Support Services

Investment into Recovery Support Services strategies are important to Warren County stakeholders as a potential pathway to creating a stronger recovery community with more supports that will interrupt cycles of addiction and create more opportunities for success in recovery.

MOA Definition of Recovery Support Services Strategies: Fund evidence-based recovery support services, including peer support specialists or care navigators based in local health departments, social service offices, detention facilities, community-based organizations, or other settings that support people in treatment or recovery, or people who use drugs, in accessing addiction treatment, recovery support, harm reduction services, primary healthcare, or other services or supports they need to improve their health or well-being.

Guidelines for Implementation

1. **Evidence-Based Addiction Treatment:** Recovery Support Services are seen as one half of the equation in the successful implementation of treatment programming. Support in navigating the system, addressing other social determinants of health, and a sense of belonging to a recovery community can be vital to the success of treatment programs (see strategy #3).
2. **Strengths-Based Framing:** Language used to describe recovery support services should have emphasis on participants' strengths, affirmation of recovery, and focus on stigma reduction.
3. **Social Determinants of Health:** If an individual is struggling to meet basic needs or facing barriers related to other social determinants of health, engagement with recovery can be more difficult or impossible, so addressing these needs should be a consideration for future support programming.
4. **Community and Connection:** A strong sense of community and support is often an important factor for those recovering from substance use disorders. These communities increase individual accountability to recovery and allow fewer individuals to "fall through the cracks," so programming should consider relationship building objectives in addition to service provision.
5. **Collaboration:** For biggest impact, collaboration with existing Warren County partners and the Warren County Substance Use Task Force is encouraged.

Desired Impacts

1. Increased rates of recovery and maintenance
2. Improved reporting on overall quality of life
3. Increased engagement of participants with other support services
4. Improved sense of community and connection in the recovery space

Promising models and ideas include, but are not limited to:

1. Outreach, Awareness, and Stigma Reduction Efforts – Individuals in Warren County report a lack of awareness of their treatment option and available recovery supports, so targeted outreach, awareness, and information-sharing efforts are needed, as well as efforts to reduce the stigma associated with substance use treatment.
2. Peer Support Positions – "Peer Support encompasses a range of activities and interactions between people who share similar experience of being diagnosed with mental health conditions, substance use disorder, or both. This mutuality between a peer support worker and person in or seeking recovery promotes connection and inspires hope."
3. Case Management/Navigation Supports – "Case Management is a coordinated, individualized approach that links patients with appropriate services to address their specific needs and help them achieve their stated goals. Case management for patients with substance use disorders has been found to be effective because it helps them stay in treatment and recovery. Also, by concurrently addressing other needs, it allows patients to focus on substance use disorder treatment."
4. Collaboration and Coordination - Collaboration across agencies providing support to those in recovery requires that agencies have time, resources, and staff to dedicate to those efforts, and this can be a challenge especially in rural communities. Approaches that center collaboration, information sharing, and inter-agency coordination can improve outcomes for those in recovery and ease the jobs of service providers.
5. Community Engaged Research/Survey - Data and information about substance use, recovery, and other social determinants of health can be hard to capture but is extremely valuable to practitioners. A well-resourced data collection effort that sources information directly from the community may fill in the blanks regarding barriers to recovery as well as other information that could be valuable for this and other community-change efforts.

3

Evidence-Based Addiction Treatment

Investment into Evidence-Based Addiction Treatment strategies is important to Warren County stakeholders because these services treat substance use disorders as an individual and public health concern, providing solutions and programs that offer support for recovery rather than punishment.

MOA Definition of Evidence-Based Addiction Treatment Strategies: Support evidence-based addiction treatment consistent with the American Society of Addiction Medicine's national practice guidelines for the treatment of opioid use disorder – including Medication-Assisted Treatment (MAT) with any medication approved for this purpose by the U.S. Food and Drug Administration – through Opioid Treatment Programs, qualified providers of Office-Based Opioid Treatment, Federally Qualified Health Centers, treatment offered in conjunction with justice system programs, or other community-based programs offering evidence-based addition treatment. This may include capital expenditures for facilities that offer evidence-based treatment for OUD. (If only a portion of a facility offers such treatment, then only that portion qualifies for funding, on a pro rata basis).

Guidelines for Implementation

1. **Recovery Support Services:** Evidence-Based Addiction Treatment methods are most effective when paired with robust complementary recovery support services (see strategy #2).
2. **Outreach, Awareness, and Stigma Reduction:** To increase the uptake of treatment services, outreach and relationship building are necessary elements of service provision. Individuals should be aware of available services and how to access them, and relationships and stigma reduction increase the likelihood of engagement.
3. **Strengths-Based Framing:** Language used to describe treatment options should have emphasis on patient strengths, affirmation of recovery, and focus on stigma reduction.

Desired Impacts

1. Increased number of participants in Medication Assisted Treatment programming
2. Increased rates of continuation and recovery in patients receiving Medication Assisted Treatment
3. Increased access to Medication Assisted Treatment in Warren County, including host sites that are accessible from many geographic locations.
4. Decreased overall rates of substance use

Promising models and ideas include, but are not limited to:

1. Medication Assisted Treatment – "Medication-Assisted Treatment (MAT) is the use of medications in combination with counseling and behavioral therapist, which is effective in the treatment of opioid use disorders and can help some people to sustain recovery." Expansion of these treatment options to in-county resources is a priority.
2. Access for Those in the "Medicaid Gap" – Though Medicaid expansion will take place in North Carolina, treatment options are sometimes available primarily through Medicaid-specific providers or agencies. Providing services or funding to cover costs for those who are not covered by Medicaid would provide opportunities for more individuals in recovery.

4

Criminal Justice Diversion Programs

Investment into Criminal Justice Diversion Programs strategies are important to Warren County stakeholders because the justice system is one of the key intervention points for many substance users. Diversion will reduce the number of individuals burdened with criminal records and increase the likelihood that those same individuals would instead engage with recovery supports.

MOA Definition of Criminal Justice Diversion Programs Strategies: Support pre-arrest or post-arrest diversion programs, or pre-trial service programs, that connect individuals involved or at risk of becoming involved in the criminal justice system to addiction treatment, recovery support, harm reduction services, primary healthcare, prevention, or other services or supports they need, or that provide any of these services or supports.

Guidelines for Implementation

1. Sequential Intercept Mapping - Sequential Intercept Mapping shows the various intervention points that exist for justice-involved individuals, and any number of those points could be a viable option to interrupt the cycle of substance use and justice involvement.
2. Intergenerational Impact - Justice involvement impacts not only individuals, but entire families. Disrupting the cycle of justice involvement stands to improve outcomes for those in recovery and also for their loved ones and families, and even reduce the impact of this intergenerational trauma.
3. Law Enforcement Engagement – Warren County law enforcement are interested, invested, and engaged in efforts to divert substance use-related cases. This momentum and energy should be leveraged to create a system where fewer individuals “fall through the cracks.”
4. Addressing Social Determinants of Health – Justice involvement is often co-occurring with barriers to meeting basic needs, as is substance use disorder. Addressing these basic needs before, during, and after intervention points stands to reduce the number of individuals that enter the justice system, and reduce the rates of recidivism.

Desired Impacts

1. Increased number of "touchpoints" with mental health/substance use support services for justice-involved individuals
2. Increased sense of community support
3. Increased engagement with other social support services
4. Reduced rates of re-entry to the justice system

Promising models and ideas include, but are not limited to:

1. Stepping Up Initiative – "Stepping Up is a data-driven framework that assists counties through training, resources, and support that are tailored to local needs" toward the goal of reducing overincarceration. The Stepping Up Initiative is an existing effort within Warren County.
2. Social Work Co-Responders – The co-response model is one where a social worker or other mental health clinician is paired with police response in "cases where training in mental health and trauma can help officers resolve distressing situations, get folks into treatment when needed, and keep everyone safe." Co-responder models also decrease the lethality of some crisis situations.
3. Recovery Court – Recovery Courts are specialty courts available to justice-involved individuals with substance-use related charges. The goals of the programs are to assist individuals to engage with treatment and recovery, reduce the changes that people will re-offend, reduce social and health costs to the community, and increase the safety of the community.
4. Discharge Planning – When individuals are discharged from post-arrest holding, they may have a need for additional mental health/substance use or other supports. Discharge planning involves consultation with the individual being released and identifying those needs, then providing referrals and resources to help meet them. These interventions reduce the likelihood of recidivism and increases the likelihood of entering and staying engaged in treatment.

5

Implementation & Continued Support

Throughout implementation of the selected strategies, continued support will be integral to the success and sustainability of interventions.

Continued support should include:

1. **Staff Support** – At the County level, the reporting, oversight, and coordination for the delivery of opioid settlement funding should be specifically delegated to a staff person who will hold these responsibilities and communicate regularly with community partners, funding recipients, and engaged stakeholders. Accountability for this reporting and coordination will ensure the successful delivery of programming and timely compliance with MOA requirements.
2. **Task Force Formation and Collaboration** – The stakeholders that came together to offer these recommendations represent a combined perspective that encompasses decades of boots-on-the-ground experience, a wide array of education and training backgrounds, and a notable passion and concern for those impacted by substance use and for the Warren County community. Their continued engagement with chosen strategies will ensure that interventions are integrated into the existing recovery community and that programming remains ethical, intentional, and effective. Collaboration with these prepared experts will provide a solid foundation upon which a successful intervention can be more easily implemented and delivered.
3. **State and Local Resources** – Due to the statewide nature of the opioid settlement MOA, a number of organizations that serve the state and surrounding local communities have created many resources for technical assistance, facilitation, implementation support, and more. These resources exist for both the providers of services and the County employees and leaders. Continual engagement with these resources will give Warren County efforts access to material and intellectual resources to identify the most effective pathways to stated objectives.
4. **Cross-County Collaboration** – Warren County health professionals already have a strong presence in cross-county collaborations and strong relationships with parallel groups in other locations. The sharing of knowledge and experience cross-county will allow Warren County professionals to identify and respond to potential barriers earlier and adapt lessons learned by other efforts to make local efforts more successful and sustainable.

Appendix

Additional Resources & Materials

Attached Documents

1. Opioid Settlement Background One Pager
2. Warren County Substance Use Gap Analysis
3. Collaborative Strategic Planning Meeting Notes, sessions 1 and 2
4. Public Engagement Meeting Minutes
5. Requirements for Local Spending Authorization
6. NC Association of County Commissioners Resources for RFA/RFP Processes

North Carolina Opioid Settlement Overview

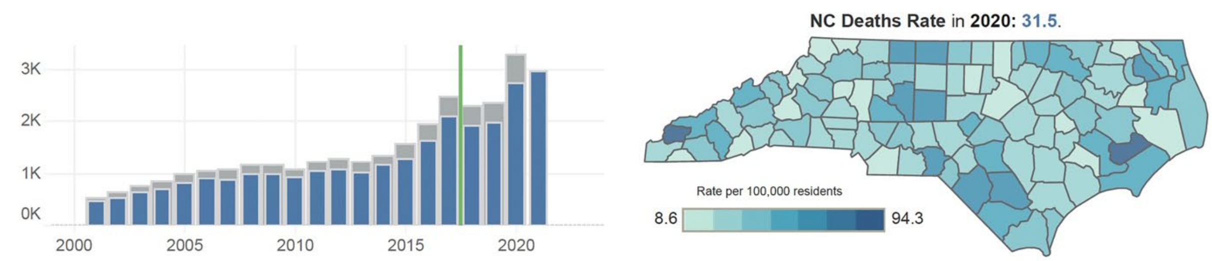
Prepared by MDC Rural Forward

In 2021, over 3,000 state and local governments sued opioid manufacturer Johnson & Johnson and major distributors Cardinal, McKesson, and AmerisourceBergen and won. **North Carolina will receive a transformational $850 million settlement** over the next 18 years to fight the effects of the opioid epidemic. These funds **could drastically improve the standard of living** and **advance equity** across the entire state.

WHY?

28,000 North Carolinians died from drug overdose from 2000-2020 (NCDHHS). Opioids, a class of drug used primarily for pain relief, have been a major contributor to these deaths. The corporations in the lawsuit were found to be at-fault for over-prescribing opioids and failing to disclose their riskiness, leading to greater drug dependency and preventable deaths.

Drug Overdose Deaths in North Carolina



*Over time, the severity of drug-related deaths has increased greatly, affecting the entire state. **These deaths would've been avoidable** had it not been for the marketing and over-prescription of opioids by these major corporations. This data is sourced from NCDHHS Opioid and Substance Use Dashboard, page 5.*

WHEN?

Over the next 18 years, North Carolina will receive $850 million in settlement money from the corporations, and further lawsuits could bring more money into the state. The funding will be divided in the following way:

- 15% of funds allocated to the General Assembly
- 85% of funds allocated to local and county governments, based upon the severity of the opioid epidemic in each area
    - 17 municipalities participated in the settlement; their population was *not* calculated in their county's severity, but multiple municipalities directed their settlement to the county instead.

HOW?

County Commissioners will be responsible for final decisions about funding allocations. Governments will receive payments each summer to be directed into special revenue fund accounts to fund **strategies outlined in the settlement's memorandum of agreement**. Counties choose to fund strategies from a pre-determined list and report back to the **Community Opioid Resources Engine for North Carolina (CORE-NC)**, either participating in:

- **OPTION A:** funding one or more evidence-based, high-impact strategies to address the opioid epidemic.
- **OPTION B:** funding one or more evidence-based, high-impact strategies **from a longer list** to address the opioid epidemic **after hosting a collaborative strategic planning process**.

CONSIDER WHEN CHOOSING STRATEGIES

1. **Funding is flexible and long-term.** The settlement allows and even encourages counties to wait for multiple payments so that they can fund transformative actions.
2. The Memorandum of Agreement (MOA) heavily encourages and **rewards engaging with community-based organizations and those with lived experiences** by providing Option B. The collaborative process could strengthen relationships with local entities while providing long-term, non-competitive access to funding.
    a. **EXAMPLE:** Counties that choose **Option B will have increased options** – including money for housing, transportation, and food – and **strengthen community connections during their planning process**. Because of the way the MOA is structured, the counties will not be penalized for waiting and could even **make interest as payouts accumulate** in their special revenue fund account.
3. **There are existing coalitions and groups** across the state which collaborate with community to discuss needs and address gaps in services – **these would be a great fit for this funding**.

RESOURCES

The **Community Opioid Resources Engine for North Carolina (CORE-NC)** houses many of the resources needed for county governments, including:

- Information on the payout schedule
- Resources on the MOA strategies
- Financial reporting guidelines

To **understand the Memorandum of Understanding (MOA)**, visit the NC Department of Justice's frequently asked questions document here.

To **understand how other states are responding,** visit the National Opioid Settlement Tracker at https://www.opioidsettlementtracker.com.

STILL HAVE QUESTIONS?

For **technical assistance to support your community's effort to direct funding** and coordinate with County Commissioners in Beaufort, Bladen, Burke, Columbus, Edgecombe, Halifax, McDowell, Nash, Robeson, or Rockingham Counties, contact MDC Rural Forward's opioid settlement lead, Partnership Manager Sabrina Golling, sabrina.golling@mdcinc.org

For legal questions about the MOA or settlement, contact the **NC Department of Justice at opioidsettlement@ncdoj.gov**.

For questions about settlement strategies, contact the **NC Department of Health and Human Services at opioidsettlement@dhhs.nc.gov**.

Strategic Member Services at the NC Association of County Commissioners found at https://www.ncacc.org/staff/ are able to advise on Opioid Settlement Funding

Warren County, NC
Opioid Settlement: Strategy Selection
GAP ANALYSIS

SUMMARY

Warren County stakeholders conducted a meaningful assessment of the substance use related services available in their community. Overall, the strategies discussed can be broken down into 3 categories:

1. Existing, needs support/expansion
2. GAP, strong foundation
3. GAP, little foundation

A full list of the strategies and their designations can be seen below.

When selecting final strategies, Warren County stakeholders should consider:

1. **Amount of funding:** Warren County's opioid settlement allocations are generally under $100,000/year.
2. **Impact:** High-impact strategies reach more people.
3. **Population impacted:** Not all strategies serve all individuals, so final selections may consider which communities have highest needs.
4. **Foundation:** Strategies that build on existing resources and community interest may be more sustainable.

EXISTING, NEEDS SUPPORT/EXPANSION

1. Evidence-based addiction treatment
2. Early intervention
3. Naloxone distribution

GAP, STRONG FOUNDATION

1. Collaborative strategic planning
2. Recovery support services
3. Recovery housing support
4. Criminal justice diversion programs
5. Addiction treatment for incarcerated persons
6. Reentry programs

GAP, LITTLE FOUNDATION

1. Employment-related services
2. Post-overdose response team
3. Syringe service program

STRATEGIES AND GAPS

1. Collaborative strategic planning: GAP, STRONG FOUNDATION

GAP ANALYSIS: Warren County is a small county with active collaboration, interest in further development of collaboration, and shares desired outcomes. Currently, Warren County Collaborative and the Warren County Health Department hold the opioid settlement process, but their teams are tasked with other job duties. **Continuing collaborative strategic planning IS a gap, especially if Warren County would like to pursue Option B strategies in the future.**

Process recommendation: Warren County Collaborative leadership should consider their continuing capacity to support collaborative strategic planning processes by referencing the MOA's definitions. If further support is needed, the group may recommend to spend opioid settlement dollars on technical assistance or facilitation support.

2. Evidence-based addiction treatment: EXISTING, NEEDS SUPPORT/EXPANSION

GAP ANALYSIS: Existing local providers of evidence-based addiction treatment in Warren County pride themselves on collaboration and creativity as well as their willingness to serve their close-knit community. However, the success of these programs is limited by a lack of awareness of programming in the community and within other organizations, as well as stigma. The organizations that do exist face capacity issues, lack of providers, and infrastructure to support grant applications. Some services may only be offered by a single provider. **Evidence-based addiction treatment exists in Warren County but has notable needs for support.**

3. Recovery support services: GAP, STRONG FOUNDATION

GAP ANALYSIS: Despite the notable investment and passion of providers in the community, a lack of social support and a general lack of awareness of available resources is a major barrier to treatment. Additionally, individuals with substance use issues may not always recognize that they qualify for or are in need of services. Stigma and lack of access to basic needs contribute to the lack of community, peer support, and support groups around recovery and addiction. **Recovery support services ARE a major gap and a more robust recovery community would address several of the concerns raised by the planning group.**

4. Recovery housing support: GAP, STRONG FOUNDATION

GAP ANALYSIS: Lack of housing supports was named as an important need that gets in the way of individuals seeking the treatment that they need. Additionally, community or group-based recovery resources are not widely available and/or known about. Social determinants of health like transportation, housing, and lack of major infrastructure (hospital) in the community. **Recovery housing support IS a gap in basic needs that is seen as needed for long-term recovery, and several participants named this issue explicitly.**

5. Employment-related services: GAP, LITTLE FOUNDATION

GAP ANALYSIS: It is not clear based on initial conversations what employment-related resources are available in Warren County. **Based on this, employment-related services ARE a gap and there is little in the way of foundation to build on.**

6. **Early intervention: EXISTING, NEEDS SUPPORT/EXPANSION**

GAP ANALYSIS: Families in Warren County show care in approaching this issue, and several programs like the Stepping Up Initiative, Eastpointe's Mental Health First Aid Training, and support from the Juvenile Crime Prevention Council address early intervention. Some programs that once existed no longer do. **Early intervention exists in Warren County but more programs directed at youth and in schools would be beneficial.**

7. **Naloxone distribution: EXISTING, NEEDS SUPPORT/EXPANSION**

GAP ANALYSIS: The Warren County Sherriff's Department has done significant work in educating and training law enforcement on Naloxone and distribution is supported by several partners, including Rural Health Group, who has the infrastructure to provide support on this distribution. **Warren County has notable existing resources for Naloxone distribution.**

8. **Post-overdose response team: GAP, LITTLE FOUNDATION**

GAP ANALYSIS: **No post-overdose response team exists in Warren County. It is unclear if there is an existing foundation for such a program to be created on.**

9. **Syringe Service Program: GAP, LITTLE FOUNDATION**

GAP ANALYSIS: No syringe services program exists in Warren County, but one does exist in nearby Vance County that is accessible for residents with transportation. Harm reduction strategies such as this one are controversial and may not be accepted by the community. **Syringe services programs exist in nearby counties, but may or may not have a foundation and support to build on in Warren County.**

10. **Criminal justice diversion programs: GAP, STRONG FOUNDATION**

GAP ANALYSIS: Criminal justice diversion programs do not exist in Warren County, despite the willingness of the Sherriff's Department to offer additional supports. As such, **diversion programs ARE a gap, but have some foundation to build on.**

11. **Addiction treatment for incarcerated persons: GAP, STRONG FOUNDATION**

GAP ANALYSIS: Emergency Medical Services and the Sherriff's Department were named as major strengths in Warren County, and the Sherriff's Department does have resources related to mental health concerns. Providers in the community may be providing addiction treatment for non-incarcerated individuals already. **However, treatment for those who are incarcerated was explicitly named as a gap.**

12. **Reentry Programs: GAP, STRONG FOUNDATION**

GAP ANALYSIS: Similarly to diversion programs, no re-entry programs were discussed in initial conversations. **Reentry programs ARE a gap, with little foundation to build on.**

Warren County, NC

Opioid Settlement: Strategy Selection Process

June 27, 2023 | 2:30 PM – 4:00 PM | Warren County Emergency Services
890 US-158 Bypass, Warrenton, NC

OBJECTIVES

1. Convene stakeholders from a variety of backgrounds to represent differing perspectives on the substance use continuum of care in Warren County.
2. Complete an asset map and gap analysis identifying areas of strength and opportunities for improvement.
3. Based on existing strengths and gaps, identify key partners that may be missing from the decision-making process and plan to engage them.
4. Preliminarily discuss areas of high need for the Warren County community.

PARTICIPANTS

NAME	AFFILIATION	EMAIL
Ben Jackson	Warren County Sheriff's Office	benjackson@warrencountync.gov
Brittley Harris	Warren County Health Department	brittleyharris@warrencountync.gov
Cathy Alston-Kearney	Warren County Schools	cakearney@warrenk12nc.org
Chandler Briggs	MDC Rural Forward	chandler.briggs@mdcinc.org
Chris Pegram	Warren County EMS	chrispegram@warrencountync.gov
Jennifer Pierce	Whole Med, LLC	jpierce@wholemed.net
Kateisha Jones	Eastpointe	kateishajones@eastpointe.net
Kyle Smith	Insight Human Services	ksmith@insightnc.org
Margaret Brake	Warren County Health Department	margaretbrake@warrencountync.gov
Meredith Wester	Granville Vance Public Health	mwester@gvph.org
Paul McKenzie	NC Cooperative Extension	pgm@ncsu.edu
Philip Sharp	Warrenton Church of God	rngr1972@yahoo.com
Renea Martin	Rural Health Group	renea.martin@rhgnc.org
Rodney S. Harris	Whole Med, LLC	rharris@wholemed.net
Ronald Hughes	Rural Health Group	ronald.hughes@rhgnc.org
Sabrina Golling	MDC Rural Forward	sabrina.golling@mdcinc.org
T Alston	Eastpointe	talston@eastpointe.net
Tracey Neal	CPH Nash	tracey.neal@unchealth.unc.edu
Yolanda Outlaw	UNC Nash	yolanda_outlaw@med.unc.edu

NOTES

North Carolina and the Opioid Settlement

CONTEXT: In 2021, over 3,000 state and local governments sued opioid manufacturer Johnson & Johnson and major distributors Cardinal, McKesson, and AmerisourceBergen and won.

1. *North Carolina will receive $850 million settlement over the next 18 years to fight the effects of the opioid epidemic.*
2. *The Memorandum of Agreement (MOA) dictates the methods for disbursement, allocation, spending, and reporting.*
3. *85% of NC funds will go to counties and municipalities and 15% of funds go to the general assembly.*
4. *Counties are encouraged to do collaborative strategic planning and community engagement to determine allocations since the communities themselves know what they need most.*
5. *Governments can select between two options, and they can switch between options over time. Option A allows to allocate funds to one or more of 12 evidence-based strategies to address the opioid epidemic. Option B allows to allocate funds to a longer list of evidence-based strategies after hosting a collaborative strategic planning process.*

Warren County & the Process So Far

Warren County's process began in 2022 when notification of funding occurred. The County Manager convened a team consisting of the health department, EMS, and Cooperative Extension to determine how to engage stakeholders and make decisions about the funding.

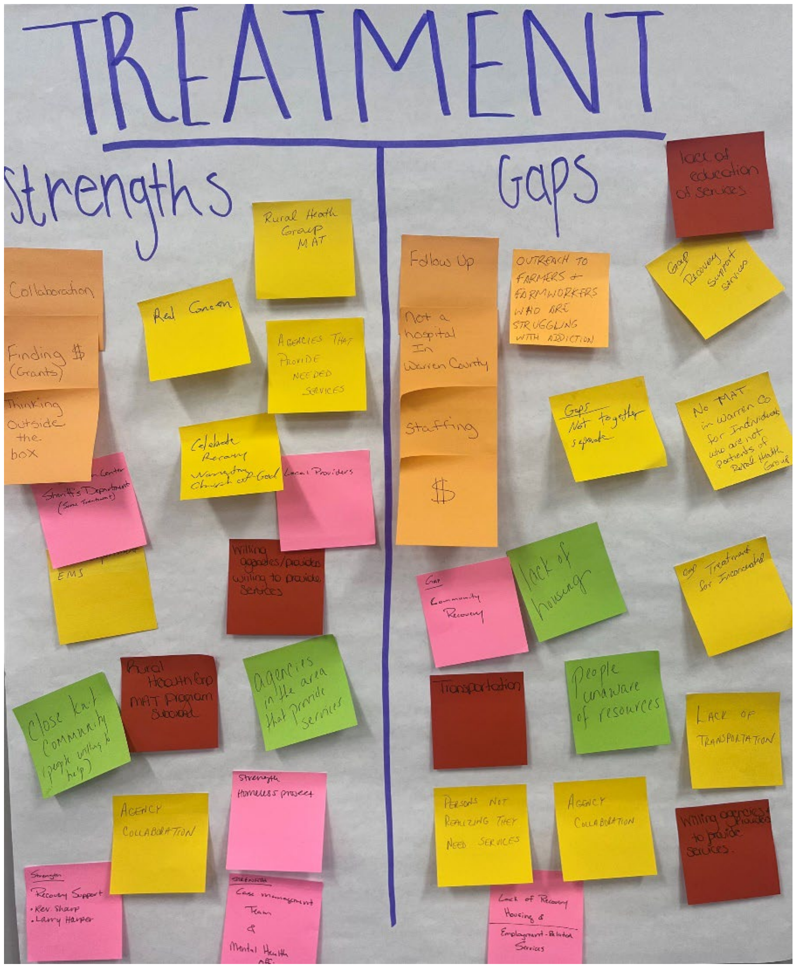
The team held three meetings and decided to expand the group and reach out to MDC Rural Forward to assist with facilitation, gap analysis, and strategic planning.

The plan for the expanded group is to hold three meetings with the first revolving around resource mapping, the second about strategy selection, and the third around work planning. Right now, Warren County plans to proceed with Option A.

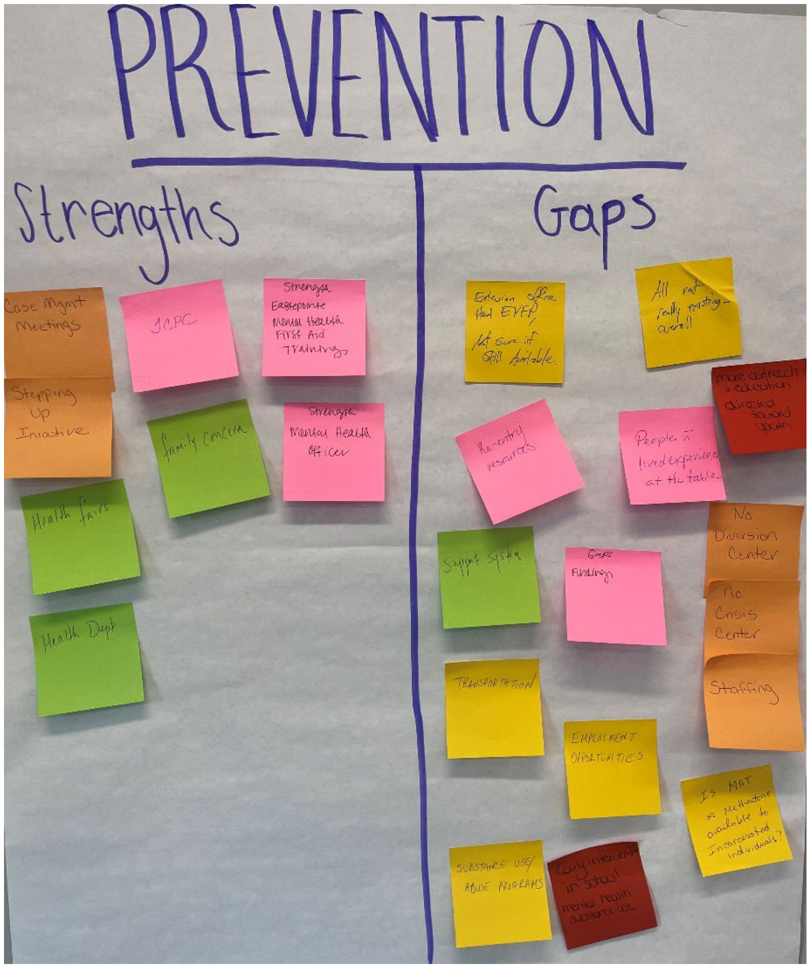
Strategy Mapping

CONTEXT: The group focused on 11 of the Option A strategies and divided them into three groups: Treatment, Prevention, and Harm Reduction. The group thought about the strengths and gaps present in each of these three categories in Warren County and placed sticky notes with their ideas onto the respective posters.

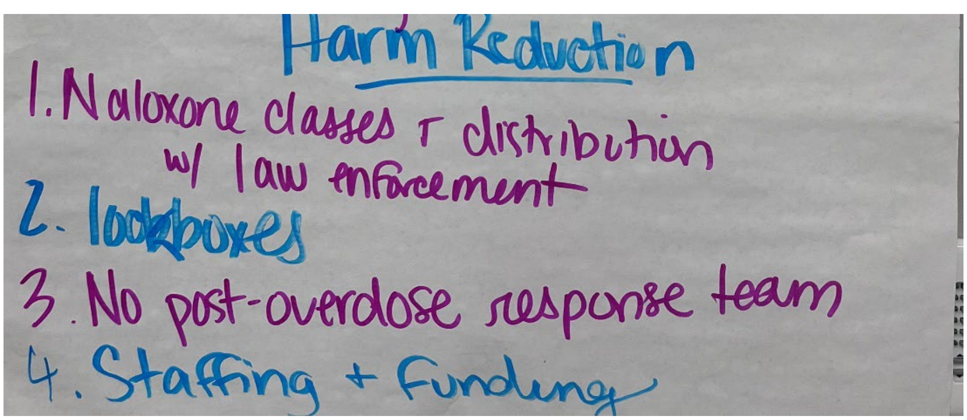
1. **Treatment**: E*vidence-based Addiction Treatment, Recovery Support Services, Recovery Housing Support, Employment-related Services, Addiction Treatment for Incarcerated Persons*
    a. STRENGTHS: collaboration throughout siloes, willingness to serve, specific services and people (health department, EMS, sheriff's department, church, Rural Health Group MAT).
    b. GAPS: transportation, youth-specific services, education, stigma, infrastructure to support grant applications, trust and relationships, community knowledge of services, org to org knowledge, lack of providers, lack of housing, no MAT in Warren County, no hospital in Warren County.

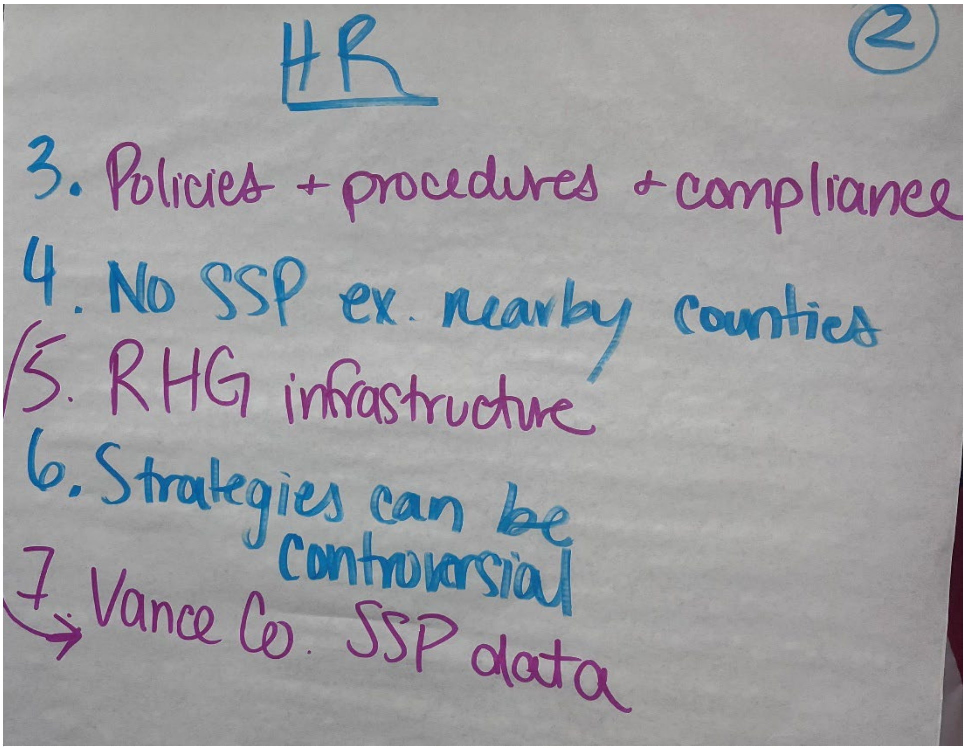


2. **Prevention**: E*arly Intervention*, *Criminal Justice Diversion*, *Re-entry Programs*
    a. STRENGTHS: Mental health officer and case management meetings, Juvenile Crime Prevention Council, Stepping Up Initiative.
    b. GAPS: Not sure if 4-H's Empowering Youth and Families Program still exists in Warren County.



3. **Harm Reduction**: *Naloxone Distribution, Post-overdose Response Team, Syringe Service Program*
    a. STRENGTHS: Naloxone training on use and distribution with law enforcement, Rural Health group has infrastructure to provide naloxone, Vance County has syringe exchange program so Warren County can look at their data.
    b. GAPS: Lack of providers, no post-overdose response team, HIPPA may be used as an excuse sometimes, red tape, no syringe service program in Warren County, lack of school system education on opioids.




HR
2
3. Policies + procedures + compliance
4. No SSP ex. nearby counties
5. RHG infrastructure
6. Strategies can be controversial
7. Vance Co. SSP data

Warren County, NC
Opioid Settlement: Strategy Selection Process

August 22, 2023 | 2:00 PM – 3:30 PM

OBJECTIVES

1. Learn about updates due to Wave Two funding and discuss the results of public engagement.
2. Review the gap analysis results from the first strategy session.
3. Use the gap analysis and new information to select the top strategies for Warren County Opioid Settlement funds.

PARTICIPANTS

NAME	AFFILIATION	EMAIL
Ben Jackson	Warren County Sheriff's Office	benjackson@warrencountync.gov
Brittley Harris	Warren County Health Department	brittleyharris@warrencountync.gov
Chandler Briggs	MDC Rural Forward	chandler.briggs@mdcinc.org
Chris Tucker	Warren County EMS	christucker@warrencountync.gov
Linette Crews	Warren County Sheriff's Office	Linettecrews@warrencountync.gov
Kateisha Jones	Eastpointe	kateishajones@eastpointe.net
Kyle Smith	Insight Human Services	ksmith@insightnc.org
Margaret Brake	Warren County Health Department	margaretbrake@warrencountync.gov
Melanie Meeks	UNC Health Nash	Melanie.meeks@unchealth.unc.edu
Noah Henderson	Warren County Cooperative Extension	Nahende2@ncsu.edu
Renea Martin	Rural Health Group	renea.martin@rhgnc.org
Sabrina Golling	MDC Rural Forward	sabrina.golling@mdcinc.org
Shawn Bridges	Warren County Detention	Shawnbridges@warrencountync.gov
Shelia Holt	Holt Assessment Services	Holtassessmentservicesllc@gmail.com
Terrell Alston	Eastpointe	talston@eastpointe.net
Tony Holt	Holt Assessment Services	Holtassessmentservicesllc@gmail.com
Tracey Neal	CPH Nash	tracey.neal@unchealth.unc.edu
Yolanda Outlaw	UNC Nash	yolanda_outlaw@med.unc.edu

DISCUSSION NOTES

Context

The group discussed important context for decision making, including a short reflection on the process so far and a brief look at updates relating to Wave 2 of opioid settlement funding.

Wave Two Update

1. CVS, Walgreens, Walmart, Allergan, and Teva paying $21 billion more nationwide as an extension of the current settlement.
2. NC state and local governments to receive $600 million over 15 years
3. Warren County total: $1,238,112

Warren County & the Process So Far

Warren County's process began in 2022 when notification of funding occurred. The County Manager convened a team consisting of the health department, EMS, and Cooperative Extension to determine how to engage stakeholders and make decisions about the funding.

The team held three meetings and decided to expand the group and reach out to MDC Rural Forward to assist with facilitation, gap analysis, and strategic planning.

The plan for the expanded group is to hold three meetings with the first revolving around resource mapping, the second about strategy selection, and the third around work planning. Right now, Warren County plans to proceed with Option A.

Public Engagement

On July 31, 2023, Warren County held a public engagement session. This session hosted a p*resentation on the settlement and a panel of professionals that shared about existing resources and background on some specific strategies. Participants were able to "vote" using a dot-voting method to express their top interests.*

At this session, participants selected the following as the top priorities:

1. Early intervention
2. Criminal justice diversion programs
3. Evidence-based addiction treatment (tie for third)
4. Recovery housing support (tie for third)

The convened stakeholders as a part of this strategy selection process reflected on the public engagement and discussed:

1. The need to be strategic about the strategies selected, largely due to the reality that funding per year is relatively limited
2. Early intervention is a vague strategy that could include many possible interventions, so it would be necessary to be more specific
3. Syringe exchange programs received only 1 vote, which indicates a community-wide hesitation to embrace this method that still sparks controversy. This prompted a conversation in the meeting about experiences and knowledge of syringe exchange, including:
    a. Edgecombe, Nash, and Beaufort are known counties with one of these programs
    b. Some syringe services are provided by nonprofits, while others are housed in health departments

c. Harm reduction resources through UNC are useful for learning about harm reduction overall
d. Usage of these programs in the example counties known is low, but it's not clear if this is due to lack of need or lack of awareness
e. Relationship building between providers/professionals and participants in syringe exchange programs are often the most beneficial gain – this can be a pathway to treatment for some

Gap Analysis & Considerations for Selection

Following the last meeting, the information shared by participants was used to produce a gap analysis and categorized the potential strategies into three categories. The full gap analysis can be found attached to this document.

Existing – Needs Support	Gap – Strong Foundation	Gap – Little Foundation
Evidence-based addiction treatment	Collaborative strategic planning	Employment-related services
Early intervention	Recovery support services	Post-overdose response team
Naloxone distribution	Recovery housing support	Syringe service
	Criminal justice diversion programs	
	Addiction treatment for incarcerated persons	
	Reentry programs	

Before actually selecting strategies, the group discussed how to evaluate the strategies and what considerations they would use during selection.

1. Financial – Warren will get limited funding per year
2. Population(s) with highest need in Warren County
3. Sustainability – this funding ideally would support a program or service that could be sustained long-term
4. Stigma and cultural fit in the community
5. Likelihood of alternative funding sources – if a strategy may be receive alternate funding, opioid funding may be better allocated to a different strategy
6. Foundation of complementary services in the community
7. Most immediate needs to be addressed first

Following this, participants voted using 6 votes. Participants did have the option to weight their choices and could allocate as many of their dots as desired per strategy, as long as they only used 6 "votes" total. Before voting, the group agreed that "Employment-related services" and "Syringe services" could be eliminated as options.

Final votes were as follows:

1. Early intervention – 20
2. Recovery support services – 19

3. Evidence-based addiction treatment – 16
4. Criminal justice diversion – 12
5. Addiction treatment for incarcerated persons – 11
6. Naloxone distribution – 11
7. Post-overdose response team – 8
8. Reentry programs – 7
9. Recovery housing support – 3
10. Employment-related services – eliminated, 0 votes
11. Syringe services – eliminated, 0 votes

EVALUATION

Please see the attached evaluation report.

MEETING SUMMARY

Warren County Opioid Settlement Community Engagement Meeting
Warren County Armory Civic Center
July 31, 2023
6:00pm

A few elected officials and the public came together to learn more about the NC Opioid Settlements and how these funds can be used to support programs/services. The audience consisted of local community & faith leaders, provider organizations, law enforcement agencies, county employees, individuals with lived experience and staff from the NC Association of County Commissioners.

Dr. Margaret Brake, Warren County Health Director gave opening remarks to welcome attendees and to outline the purposes of the meeting which were to:

1. Heighten awareness and understanding among county leaders and the public about the NC Opioid Settlements
2. Discuss the programs or services that may be used to support persons with Opioid Use Disorder
3. Learn about services/resources available in Warren County
4. Identify and prioritize prevention, early intervention, treatment and recovery strategies to address opioid/substance use in Warren County

Brake noted that Warren County is fortunate in that we have not been overwhelmingly impacted by the opioid misuse and overdose deaths as compared to our neighboring counties; nevertheless, we need have seen incremental increases in overdoses and should remain vigilant in our knowledge, understanding and efforts to combat substance use including opioid early intervention, treatment and recovery strategies in our county.

Elizabeth Brewington and Jill Rushing of the NC Association of County Commissioners gave an overview and led a discussion of the NC Opioid Settlement Memorandum of Agreement with counties. They highlighted funding, and evidence-based strategies that counties my implement to address opioid use disorder. Warren County is to receive $1,238,112 from the settlement in 18-year payments during 2022-2038 that can be used to support specific programs or services that serve persons with Opioid Use Disorder or any co-occurring Substance Use Disorder or mental health condition.

Next was a panel discussion on services and resources available to Warren County residents which was moderated by Starbesha Satterwhite, NC Association of County Commissioners. The topics discussed were: Early Intervention, Treatment & Recovery Services (Terrell Alston, Eastpointe LME/MCO); Mobile Crisis (Shelley Watkins, Integrated Family Services); Medication Assisted Treatment (Renae Martin, Rural Health Group); Naloxone/Narcan Administration Training & Distribution (Chris Tucker, Warren County EMS); Community-Based Recovery Support Services (Larry Harper, HOPE Program) and Law

Enforcement Community Support Investigator (Officer Reginald Williams, Warren County Sheriff's Office)

Following the panel, participants had the opportunity to provide feedback on what they think should be priorities for funding. Brittley Harris and Rhonda Mushaw, Warren County Health Department led an exercise in which attendees used dots to select the strategies they would recommend for funding. The top votes were Early Intervention, Criminal Justice Diversion Programs, Evidence-based Addiction Treatment, Recovery Housing Support, Naloxone Distribution, Employment Related Services, Addiction Treatment for Incarcerated Persons, Reentry Programs and Post-overdose Response Team.

Dr. Margaret Brake gave the wrap-up and next steps. She thanked everyone for attending and shared that the feedback from this session will be shared with the county's Opioid Workgroup to be included in an action plan that will be submitted by County Manager Vincent Jones to the Board of County Commissioners in the Fall.

PRIORITY RANKINGS – OPIOID ABATEMENT STRATEGIES

Early Intervention	25
Criminal Justice Diversion Programs	17
Evidence-based Addiction Treatment	16
Recovery Housing Support	16
Employment Related Services	13
Naloxone Distribution	13
Addiction Treatment for Incarcerated Persons	13
Reentry Programs	13
Syringe Service Program	1

LOCAL SPENDING AUTHORIZATION REPORT

WHAT IS THIS REPORT?

The Local Spending Authorization Report lets everyone know how a local government plans to make use of opioid settlement funds before they are spent. The report details what strategies a local government plans to fund, in what amount, and for how long.

WHAT NEEDS TO BE SUBMITTED?

- Date the resolution was passed
- Resolution number
- PDF file for the resolution

For each strategy authorized:

- Strategy name
- Strategy letter and number from Exhibit A or B
- Total amount of funds authorized for the strategy
- Start date (day when spending is authorized to begin)
- End date (day when spending authorization expires)
- Provider/entity implementing the strategy (optional)
- Short description of the program, project, or activity (optional)

WHERE CAN I FIND MORE INFORMATION?

More information about the Local Spending Authorization Report can be found in Parts 1 and 5 of the FAQ about the NC MOA, in the New Guidance about Authorizing Spending, and in the NC MOA itself (E.6 and F.6).

To submit your Local Spending Authorization, visit ncopioidsettlement.org/reporting

WHEN IS THIS REPORT DUE?

The Local Spending Authorization Report is due within 90 days of the passage of a resolution authorizing the expenditures of opioid settlement funds.

Document updated July 2023

1:00 – 2:00 p.m.
Junior Ballroom A3
NC Opioid Settlements Track

Allocating NC Opioid Settlement Funds through RFAs/RFPs and Contracts

Leia Gearhart, MPA, North Carolina Association of County Commissioners
Samantha Jamison, BSW, MPA, Opioid Settlement Technical Assistance Team, North Carolina Association of County Commissioners
Noah Johnson, MPA, North Carolina Association of County Commissioners
Erick Mendez, MPA, North Carolina Association of County Commissioners
Alex Norwood, MPA, North Carolina Association of County Commissioners

1

North Carolina Association of County Commissioners

Allocating NC Opioid Settlement Funds through RFAs/RFPs and Contracts

2

North Carolina Association of County Commissioners

Opioid Settlement Technical Assistance Team (OSTAT)

Goal:

To assist and support NC counties in planning for and utilizing national opioid settlement funds, managing strategic health initiatives, and maximizing resources and impact through outreach, education, and collaboration.

opioidsettlement@ncacc.org

3

North Carolina Association of County Commissioners

Opioid Settlement Technical Assistance Team (OSTAT)

NCACC Tools to Help: RFA Guide and Templates

- OSTAT Resource Library – coming soon!
  - Available for local government employees
  - Resources on reporting, procurement, one-page rs, spending authorizations, job descriptions
- Guidance and Templates
  - Allocating Opioid Settlement Funds: A County Guide to the Request for Applications Process
  - Request for Applications Template 1: Open-Ended Strategies under Option A
  - Request for Applications Template 2: Prioritized List of Strategies under Option A
  - Sample Subaward Agreement Language for Collaborative Implementation of Opioid Abatement Strategies

4

North Carolina Association of County Commissioners

NC Opioid Settlements

- Private dollars
- Spending and contracts must align with the NC Memorandum of Agreement
  - Funds may only be spent on eligible activities
  - Any subrecipient of these funds is also beholden to NC MOA requirements
- Not inherently subject to Uniform Federal Guidance
  - Local governments could have more restrictive guidance based on their internal policies

5

North Carolina Association of County Commissioners

RFAs/RFPs

Requests for Applications

- Invites eligible applicants to apply for grant funding to carry out programmatic goal
- Encourages creativity and innovation in proposed scope of work
- Ongoing, collaborative relationship
- Use cases: research, health and human services initiatives, nonprofit projects

Requests for Proposals

- Seeks vendors to produce a specific product or service
- Vendors do not collaborate on developing the scope of work
- Transactional relationship
- Use cases: contracting, technology, and professional services

6

North Carolina Association of County Commissioners

RFAs/RFPs

Benefits

- Quality and efficiency
- Relationship-building
- Transparency, accountability, fairness
- Innovation and cost savings

Challenges

- Time and resources
- Staff Responsiveness
- Limited applicant pool

7

North Carolina Association of County Commissioners

Questions to Ask in the Planning Phase

Consider your goals

- What does success look like for your county?
- What are your county's prioritized strategies under the MOA?
- What is your ideal timeline?
- How prepared are your potential applicants to be responsive to the RFA?

Consider your needs

- What is your eligibility criteria?
- Where are there gaps in services in your county?
- Where are the gaps in your internal knowledge and abilities?
- What stakeholders are you missing?

Consider your resources

- Who will your evaluation panel consist of?
- What organizations are already doing this work in your community?
- Do you have a grant agreement template ready to go?
- How much funding are you offering, and what are your award terms?
- What capacity do you have to offer support to your subrecipients?

Consider your reporting requirements

- How will you audit your subrecipients?
- What metrics will you use to evaluate performance?
- How often will you check in with your subrecipients?

8

North Carolina Association of County Commissioners

Questions to Ask in the Planning Phase

- What does success look like for your county?
- What are your county's prioritized strategies under the MOA?
- What is your ideal timeline?
- How prepared are your potential applicants to be responsive to the RFA?

Consider Your Goals

9

North Carolina Association of County Commissioners

Questions to Ask in the Planning Phase

- What is your eligibility criteria?
- Where are there gaps in services in your county?
- Where are the gaps in your internal knowledge and abilities?
- What stakeholders are you missing?

Consider Your Needs

10

North Carolina Association of County Commissioners

Questions to Ask in the Planning Phase

- Who will your evaluation panel consist of?
- What organizations are already doing this work in your community?
- Do you have a grant agreement template already?
- How much funding are you offering, and what are your award terms?
- What capacity do you have to offer support to your subrecipients?

Consider Your Resources

11

North Carolina Association of County Commissioners

Questions to Ask in the Planning Phase

- How will you monitor your subrecipients?
- What metrics will you use to evaluate performance?
- How often will you and your subrecipients check in with each other?

Consider Your Reporting Requirements

12

North Carolina Association of County Commissioners

One Size *Does Not* Fit All…

Our guidance is a *starting point*…

- Customize the templates
- Leverage your resources
- Involve stakeholders

OSTAT is here to support you. Please be in touch – early and often!

- MOA consultations
- Connections to technical experts
- Cross-county peer connections
- Reporting support

www.ncacc.org/opioidsettlement

13

Henderson County

Case Study

14

Funding

- Dogwood Health Trust has dispersed funds to counties and municipalities to support them in planning their use of Opioid Settlement Funds.
  - Henderson County received $300,000 for planning
- County initiated a Request for Proposal (RFP) process for the development of a comprehensive strategic plan
  - **Hope Coalition** – Provide Assessment/ Recommendations for Justice Diversion for drug recovery court program. They are also to hold an educational event for the community.
  - **Consulting firm** – Provide Assessment/ Recommendations for Opioid Settlement in general.

Top 4 Strategies:
1. Recovery Support Services
2. Early Intervention/ prevention
3. Evidence-based Addiction Treatment
4. Criminal Diversion Justice Programs

15

Support Role

- **Project Coordination**: Overseeing the execution of all projects funded by Dogwood Health Trust and the national opioid settlement funds.
  - Reviewing all deliverables and timelines
  - Annual financial report compliance
  - Revise & review – RFP and Contracts
- **Recovery Court Creation:** Heavily involved in the creation of a recovery court within County.
  - Facilitating communication with key stakeholders
  - Co-produce/produce update materials for Commissioners and management
- **Financial Management**: Overseeing financial aspects of recovery court and all opioid settlement projects.
  - Monitoring proposed budgets
  - Ensuring spending is authorized under the NC MOA

Work group

- Participation in the development of a comprehensive strategic plan – providing insight and formulating goals and objectives
- Organizing educational event/awareness campaign raising awareness to opioid addiction and recovery – "**Day of Hope**"
- Maintaining regular communication with the County Manager to provide updates
- Organizing all "**Substance Use Action Team**" meetings to emphasize collaboration and communication with community stakeholders
- Coordination and overseeing all position creation and hirings – Recovery Court Coordinator, Opioid/Grant Coordinator, etc.

16

Evaluation

- An RFP committee was formed
- The criteria included:
  - Organization's experience and qualifications
  - Comprehensiveness
  - Feasibility
  - And alignment with community needs.
- Each proposal was evaluated objectively and scored accordingly.

3.4 Evaluation Criteria
Proposals shall be evaluated based upon the matrix below:

Criteria	(a) Weight	(b) Score (1-5)	(a) X (b) Weighted Score
Experience as it relates to the scope of services of the RFP project deliverables	20		
Technical approach to the project, proposed, tasks, and timeline to complete work	20		
Project organization	20		
Capability and Capacity to perform the project	20		
Total cost of proposed services	20		
Final Score			

Proposals will be evaluated using a standardized scoring system. Each criteria component will be assigned points ranging from 1 - 5 according to the extent to which the proposed system meets the stated requirements. The points will be assigned as follows:

- 5 points: Fully meets
- 4 points: Meets with minor gaps (no compromise required)
- 3 points: Meets with moderate gaps (some compromise required)
- 2 points: Partially meets with significant gaps (compromise required)
- 1 point: Does not meet

Cost will be calculated with a formula using a ratio method, in which the lowest cost receives the maximum points allowed and other proposals receive a percentage of the points available based on their cost relationship to the lowest. This is determined by applying the following formula:

$$\frac{\text{Lowest Cost}}{\text{Cost being evaluated}} \times \text{Maximum Points Available} = \text{Score}$$

17

REAL ACADEMY

Strategic Plan for the Use of Opioid Settlement Funding
Henderson County, NC

Prepared by The REAL Academy, LLC
March 2023

Strategic Plan

- Once finalized, the strategic plan will provide a comprehensive roadmap
- The plan will enable us to:
  1. Allocate resources efficiently,
  2. Target prevention and treatment efforts,
  3. And improve overall well-being of our community.
- Goal is to leverage our strongest resources and implement evidence-based strategies.

18

Lessons Learned and Improvements

There are always opportunities for improvement.

1. Greater community engagement and input
2. Evaluation criteria could be further refined to provide more specific guidance.
3. Enhancements to communication and feedback mechanisms throughout the process

19

Cumberland County

Case Study

20

North Carolina Association of County Commissioners

- In August 2022, Cumberland County Commissioners approved the utilization of $800,000 of opioid settlement payments to initiate an RFP process for multi-year pilot projects

21

North Carolina Association of County Commissioners

Prior to August 2022…

- Cumberland County Public Health conducted
  - 1:1 and Group Stakeholder Meetings
  - Four community meetings
  - A community survey to get feedback on the use of funds
  - Key stakeholder meetings (including utilizing meetings with the existing Cumberland-Fayetteville Opioid Response Team aka C-FORT)

22

North Carolina Association of County Commissioners

Prior to August 2022…

2016:
Fayetteville Mayor's Office creates the Opioid Abuse & Awareness Task Force

→

2018:
Blue Cross and Blue Shield of NC grant creates the ***Cumberland-Fayetteville Opioid Response Team (C-FORT)***

→

2019 – present:
BJA grant continues C-FORT support

23

Cumberland - Fayetteville Opioid Response Team

- Alliance Health
- Army Civil Affairs
- Cape Fear Valley Health
- Cape Fear Valley Health Community Paramedicine
- Carolina Treatment Center
- City of Fayetteville Manager's Office
- City of Fayetteville Police Department
- Communicare
- Cumberland County Board of Commissioners
- Cumberland County District Attorney's Office
- Cumberland County District Court Judge's Office
- Cumberland County EMS
- Cumberland County Library
- Cumberland County Manager's Office
- Cumberland County Public Health
- Cumberland County Schools
- Cumberland County Sheriff's Office
- Cumberland County Social Services
- Fayetteville State University student body
- Fayetteville Technical Community College
- Fayetteville VA Medical Center
- Insight NC
- Methodist University
- Myrover-Reese
- NC Harm Reduction Coalition
- NC Remove the Stigma Foundation
- Southern Regional AHEC
- Stedman-Wade Health Services
- Veteran's Affairs
- Veterans Treatment Court
- Womack Army Medical Center

Over 90 community stakeholders participating with C-FORT

24

North Carolina Association of County Commissioners

Option A Strategies

Early Intervention
(Strategy 6)

Evidence-Based Addiction Treatment
(Strategy 2)

Programs to Support People in Treatment & Recovery
(Strategies 3, 4, 5, and 12)

Criminal Justice Diversion Programs
(Strategy 10)

25

North Carolina Association of County Commissioners

Cumberland's Proposal and Project Criteria

- Reduce opioid overdoses and related deaths
- Address health inequities, social determinants of health, and support equitable outcomes for the most impacted populations
- Utilize evidence-based practices
- Applicants must have at least 3 years of experience and demonstrated success
- Provide quarterly performance reporting
- Use the County's Budget Template
- Serve the residents of Cumberland County, NC
- Proposals must be two-year projects
- A representative of funded agencies must attend monthly meetings of the Cumberland-Fayetteville Opioid Response Taskforce
- Participate in all coordinated meetings with other funded agencies

26

North Carolina Association of County Commissioners

Cumberland's Proposal Requirements and Evaluation Criteria

Project Narrative

- Option A Strategy (Required, not scored)
- Project Description and Implementation Plan (15 points)
- Statement of Need (10 points)
- Population Served (10 points)
- Evidence-Based Practices (10 points)
- Results /Goals and SMART Objectives (5 points)
- Evaluation (10 points)
- Equity Impact (10 points)
- Project Partners (10 points)
- Experience and Organizational Capacity (10 points)
- Letters of Commitment/Support (required, not scored)
- Budget Narrative (10 points)

27

Randolph County

Case Study

28

2016: Randolph County's 2016 Strategic Plan set a goal to save lives from overdoses resulting from SUDs
2017: Randolph County Public Health assembled multi-sector representatives to launch Randolph County Opioid-Drug Community Collaborative
2018: Randolph County Board of County Commissioners approved resolution recognizing opioid crisis
2021: Randolph County signed onto national litigation

Funding Opportunity	Scope	Accountability	Post-award
$50,000 per year	11 MOA strategies represente d	One-on-one TA	Quarterly reporting
			Monthly reimbursement
			Timesheet submissions
			Financial audit by year one
$150,000 for three years	1 application per strategy	Budget TA	Year One performance review

29

RFP Goals

1. Enhance community efforts to develop and/or expand evidence-based programs and resources to address opioid use disorder.
2. Build capacity and infrastructure to measure the impact of programs and prevent fatal overdoses in Randolph County.
3. Strengthen community partnerships to improve access to care related to opioid use disorder.

Accomplished by:

- Existing program support
- Grant writing skill development
- Grant fund management

- Building data collection processes
- Technical assistance

- Opioid Collaborative participation
- Training and workshops

30

Assessment Process

2/17/2023
Applications due

2/20-2/24/2023
- Required Document Review
- MOA Review
- Budget Review

2/27/2023
Executive Committee – Conflict of Interest Survey

3/3/2023
Qualified Applications Assigned to Executive Committee

3/3-3/13/2023
Executive Committee reviews assigned applications

3/13/2023
Executive Committee Assessment Forms due

3/14-3/16/2023
Scores & feedback consolidated

2/23/2023
Executive Committee meets to develop recommendations

3/27/2023
Recommendations presented to BOCC

31

Evaluation Criteria: Proposal Narrative

Proposal Summary
- Overview
- Considerations for historically marginalized populations

Organizational Readiness
- Capacity to implement programming
- Experience with priority population

Assessment of Community Need
- Geography to be served
- Gaps in service
- Population needs

Proposal Description and Program Sustainability
- Impacts on preventing opioid overdose
- Increasing access and linkages to care
- Engaging with priority population
- Timeline and action plan

Evidence of Collaboration and Partnerships
- Collaborations
- Evidence of no duplication of services

Performance Measures and Program Evaluation
- Project evaluation
- Monitoring and metrics

32

Support Role

- Integrate County policies into the RFP
  - Liaison between departments: Internal auditing, finance, reporting, budgeting, etc.
- Connect staff to NCACC's Opioid Settlement Technical Assistance Team
- Revise, review, republish the RFP
- MOA compliance reviews
- Co-produce update materials for Commissioners and management
- Manage assessment process through Teams, including conflict of interest survey

33

Successes

- Conflict of Interest Review
- Mandatory Interested Party Conference
- Timely issue of addenda responding to potential applicant questions
- Integration of county department policies (expand the sets of eyes)
- Established realistic expectations for applicant organizations
  - Risk management, close monitoring
- Intense, ongoing technical assistance for agencies
- Buy-in for the assessment process with Commissioners and administration
  - Frequent updates to the Board, soliciting questions

34

Hindsight: Budgeting, Audits, and Financial Management

- For future RFP processes, **awarded agencies** may benefit from:
  - Budget template in the RFP and shared at the Interested Party Conference
  - Transparent explanation of risk assessment process (audit requirements, Management Letters, etc.)
  - Buy-in, buy-in, buy-in

35

Next Steps

- Technical Assistance one-on-one with awarded agencies to ensure successful program implementation
- Integration of awarded agencies into the Randolph County Opioid-Drug Community Collaborative and assignment to workgroup
- Ongoing educational opportunities for Collaborative members and elected officials

36

Pitt County

Case Study

37

Contracts/Reimbursement Process

North Carolina Association of County Commissioners

Pitt County Coalition Substance Abuse (PCCSU) Report

- PCCSU gathered stakeholders in the county together to create a report and develop recommendations to assess where Opioid Settlement Funds could have the most impact in the County
- This report was presented to the board in Summer of 2022 and included recommendations for how to spend the first allocation of funds provided by the settlement.
- Pitt County's First Year Awards
  - ECU Fellowship Program: $500,000
  - ekiM for Change Syringe Service Program: $100,000
  - Pitt Community College Reentry Program: $100,000
  - PCCSU: $105,000

38

38

Contracts/Reimbursement Process

Contracting Process

- Once the board allocated funding in November 2022, we began the process of drafting contracts with each organization.
- Our agreements are based off agreements the county made with nonprofits receiving ARPA funds.
- Key things specific to the Opioid Funds that were included:
  - Identification of the Strategy Number the project is categorized under in the MOA (ex: Exhibit A – Paragraph 9: Syringe Service Program)
  - Description of the reimbursement process
  - Outline of information we may request for the reporting process
  - Period of Performance

39

39

Contracts/Reimbursement Process

Orientation/Monitoring Process

- Most contracts were completed and approved by February 2023.
- The Opioid Coordinator and myself held orientation meetings with each organization receiving funding.
- Topics discussed included:
  - A review of the MOA
  - A review of their award amount, eligible uses, and the timeline for spending the funds
  - An overview of the pre-approval/reimbursement process
  - An expectation of what we might request during the reporting process

40

40

Contracts/Reimbursement Process

North Carolina Association of County Commissioners

Pre-Approval/Reimbursement Process

- Organizations can complete a Pre-Approval form for expenditures that they want to confirm are eligible for reimbursement.
- All organizations must complete and submit a Reimbursement form for all expenditures.
- The Opioid Review Team meets bi-weekly to review submitted forms and if approved they will release the money.

41

41

Allocating NC Opioid Settlement Funds through RFAs/RFPs and Contracts

Q&A Session

Leia Gierhart, MPA, North Carolina Association of County Commissioners
Samantha Jamison, BSW, MPA, Opioid Settlement Technical Assistance Team, North Carolina Association of County Commissioners
Noah Johnson, MPA, North Carolina Association of County Commissioners
Erick Mendez, MPA, North Carolina Association of County Commissioners
Alex Norwood, MPA, North Carolina Association of County Commissioners

42

Tentative
2024 WARREN COUNTY BOARD OF COMMISSIONERS REGULAR MEETING AND WORK SESSION SCHEDULE

January 8, 2024	Regular Meeting
January 17, 2024	Budget Prep Work Session (Joint Meeting with School Board)
February 5, 2024	Regular Meeting
February 21, 2024	Work Session
March 4, 2024	Regular Meeting
April 1, 2024	Regular Meeting
April 17, 2024	Work Session (Joint Meeting with Municipalities)
May 6, 2024	Regular Meeting/Budget Presentation
June 3, 2024	Regular Meeting/Budget Public Hearing
June 19, 2024	Work Session
July 1, 2024	Regular Meeting
August 5, 2024	Regular Meeting
August 21, 2024	Work Session (Joint Meeting with Municipalities)
September 9, 2024	Regular Meeting
October 7, 2024	Regular Meeting
October 16, 2024	Work Session (Joint Meeting With School Board)
November 4, 2024	Regular Meeting
December 2, 2024	Regular Meeting
December 18, 2024	Work Session

2024 Holiday Schedule		
Holiday	**Observance Date**	**Day of Week**
New Year's Day	January 1, 2024	Monday
Martin Luther King, Jr. Birthday	January 15, 2024	Monday
Good Friday	March 29, 2024	Friday
Memorial Day	May 27, 2024	Monday
Independence Day	July 4, 2024	Thursday
Labor Day	September 2, 2024	Monday
Veterans Day	November 11, 2024	Monday
Thanksgiving	November 28 & 29, 2024	Thursday & Friday
Christmas	December 24, 25 & 26, 2024	Tuesday, Wednesday & Thursday

This is the same Holiday Schedule used by the State of North Carolina