



315 SOUTH MAIN STREET, SUITE 200  
KANNAPOLIS, NC 28081



# PROPOSAL & STATEMENT OF QUALIFICATIONS

July 2022

Prepared in Response to

The Town of  
Southern Shores

Request for Proposals (RFP):

Updating the  
CAMA Land Use Plan





## Local Government Services

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July 22, 2022

Town of Southern Shores  
Wes Hackett, Deputy Town Manager/Planning Director  
5375 N. Virginia Dare Trail  
Southern Shores, NC 27949

RE: RFP – CAMA Land Use Plan Update

Dear Wes,

On behalf of N-Focus, Inc. I am pleased to submit our response to your “Request for Proposals (RFP)” for qualified firms to prepare a new, realistic, and modern Comprehensive Plan (PLAN) that meets all CAMA, State and Federal requirements, with action-oriented policies and strategies. This new plan will replace the current plan adopted in July 18, 2012 by Southern Shores (“TOWN”) and certified by the NC Coastal Resources Commission (CRC) on August 20, 2012. This PLAN shall be prepared in compliance with the provisions of 15A NCAC 7B of the Coastal Area Management Act (CAMA) and serve to guide decision-making by the Town of Southern Shores with respect to the viability of development activities, along with the approval of CAMA permits by the NC Division of Coastal Management within the Town through the planning horizon year of 2050.

### Regarding our qualifications to prepare this PLAN:

- N-Focus has been in business since 2002
- ***N-Focus works exclusively for NC Local Governments***
- We are a common-sense, no-frills company focusing on the true needs of our clients, with an understanding and appreciation of budget constraints.
- ***N-Focus offers its clients over 700 years combined experience (including coastal land use planning) with a knowledgeable, skilled staff***
- N-Focus plans are results oriented and prepared with the goal of being implemented

N-Focus is proposing a project approach and schedule we feel is responsive to the requirements contained in the Town of Southern Shores’ RFP, including management of a robust public outreach and engagement process involving citizens and key stakeholders in a meaningful way. Our goal is to achieve consensus and productive outcomes which are mutually beneficial to property owners, the public, community leaders, business owners and those seeking to invest in your community, ***while minimizing impacts on the environment.***

N-Focus, Inc.  
315 South Main Street, Suite 200  
Kannapolis, NC 28081  
704.933.0772  
NFocusPlanning.org

We believe this PLAN should not only provide a compelling collective vision for the future growth and development of Town of Southern Shores, but also serve to reinforce sustainable & resilient land use best management practices which will protect the coastal environment, while also ***enabling and attracting economic investment from the private sector.***

N-FOCUS' efforts will support Strategic Goals for both Economic Development and Quality of Life:

- a) Public Safety
- b) Community Wellness
- c) Citizen Engagement
- d) Fiscal Sustainability

**In summary, the PLAN proposed by N-Focus will:**

1. Guide future land use and development activities, including the use of effective growth management policies, in Town of Southern Shores, consistent with the NC CAMA and best practices, which balance such activity with protection & preservation of the natural environment;
2. Serve as a blueprint for future capital investments in infrastructure improvements for Town of Southern Shores, which are supportive of this plan's vision, goals and objectives;
3. Ensure the protection of areas of environmental concern and the ecosystems they support;
4. Attract future private investment that is consistent with the vision for the future growth and development of the TOWN; and
5. Protect and preserve public access to and enjoyment of the unique coastal resources found in Town of Southern Shores for the next generation of residents, visitors, and businesses.

We believe that the depth of our planning experience in the preparation of comprehensive land use plans, knowledge of coastal land use issues involving CAMA, and the review & approval of development within the coastal area by the NC Division of Coastal Management (NC DCM), make us well-qualified to produce a plan that will guide land use and development decisions for Town of Southern Shores, along with permitting decisions by NC DCM, in response to anticipated growth pressures and challenges well into the future.

Thank you for the opportunity to respond to this RFP and your consideration of our proposal. Please feel free to contact me if you would like further information, or to clarify any elements of our submittal.

We look forward to hearing from you.

Respectfully,

*Patricia A. Rader*

Patricia A. Rader  
Manager & COO  
PRader@NFocusPlanning.org

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## 1. CONTACT INFORMATION



N-Focus, Inc.  
Patti Rader, Manager/COO  
315 South Main Street, Suite 200  
Kannapolis, NC 28081  
[PRader@NFocusPlanning.org](mailto:PRader@NFocusPlanning.org)  
(704) 933-0772 *Office*  
(704) 699-6770 *Mobile*

## 2. CORPORATE PROFILE

N-Focus is chartered in the State of North Carolina as a subchapter “S” corporation. All members of the Board of Directors and Officers of the Corporation are employees of N-Focus, Inc. FIN: 26-0614658

### Company Background

N-Focus was established in 2002 as a land planning firm to provide consultation to clients interacting with local governments in high-end development projects. By 2009 N-Focus committed exclusively to North Carolina local governments with emphasis on municipal planning, public administration & code enforcement activities.



### Our Mission Statement

“N-Focus is committed to serve the public, to help local governments do their best at local government, and to provide the client jurisdiction with affordable experience and a sense of confidence in our company’s capability through the employment of qualified individuals who share a common goal and motivation.”

### Our Philosophy

N-Focus acts as a “partner” to the host community, an extension of its existing staff, to provide a turn-key service. to complete the project.

We serve the interests of the local community and bring our collective expertise and experience to assist clients address various aspects of the complex land use planning processes. Most notably, this includes identification of the purposeful ‘path forward’ to promotion of development opportunities while **preserving community aesthetic, relevant historic development patterns, and identified areas of environmental concern.**

In completing work on a Comprehensive Land Use Plan, N Focus staff is not only partnering with the Town of Southern Shores but with CAMA staff as well. Part of our role is to ensure all parties (i.e., local officials and CAMA staff) are working together proactively for the benefit of the residents of Town of Southern Shores.

### Company Resources

Recruiting efforts to expand from 5 employees in mid-2009 to a staff of over 20 professionals with a combined experience of over 700 years, is proof of the validity of the firm’s commitment to public service and the calculated approach to our own corporate growth. Whether the need involves growth and development or the changing demands that confront communities across the state, N-Focus has the resources to provide the most appropriate, relevant, compliant, & comprehensive planning products available.

**Corporate Organization**

Members of the N-Focus Board of Directors are appointed to guide the future growth and expansion of the firm. The Board meets annually.

**BOARD OF DIRECTORS**

Chair	F. Richard Flowe
Vice Chair	Leamon Brice
Sec./Treas.	Patricia A. Rader
Member	William "Bill" R. Bailey
Member	Robert E. Clark
Member	David C. Flowe
Member	John E. Ganus
Member	Thomas Weitnauer

**STOCKHOLDERS**

F. Richard Flowe	88.75%
Leamon B. Brice	2.00%
Robert E. Clark	2.00%
John E. Ganus	2.00%
Patricia A. Rader	3.25%
William "Bill" R. Bailey	1.00%
Thomas Weitnauer	1.00%



**OFFICERS OF THE CORPORATION**

President/CEO	F. Richard Flowe
Sec./Treas., Mgr. & COO	Patricia A. Rader
Executive Vice President	David C. Flowe
VP Public Administration Division	Leamon B. Brice
VP Planning Services Division	Robert E. Clark
VP Code Enforcement Division	John E. Ganus

Professionals active in the provision of service to our clients manage the firm as section directors leading each professional category including planning, public administration, and code enforcement, reporting directly to Patricia A. "Patti" Rader, Manager. The personnel are team-oriented with team leaders working with management to allocate the best possible resources to the challenges of the client's project.

<i>Division Managers</i>				
<u>Vice President Planning</u>	<u>Vice President Public Administration</u>	<u>Vice-President Code Enforcement</u>	<u>President / CEO Special Projects UDO</u>	<u>Special Projects CLUP</u>
Robert E. Clark	Leamon B. Brice	John Ganus	F. Richard Flowe	Thomas Weitnauer
AICP	ICMA - CM	CHCO, CZO	AICP	AICP



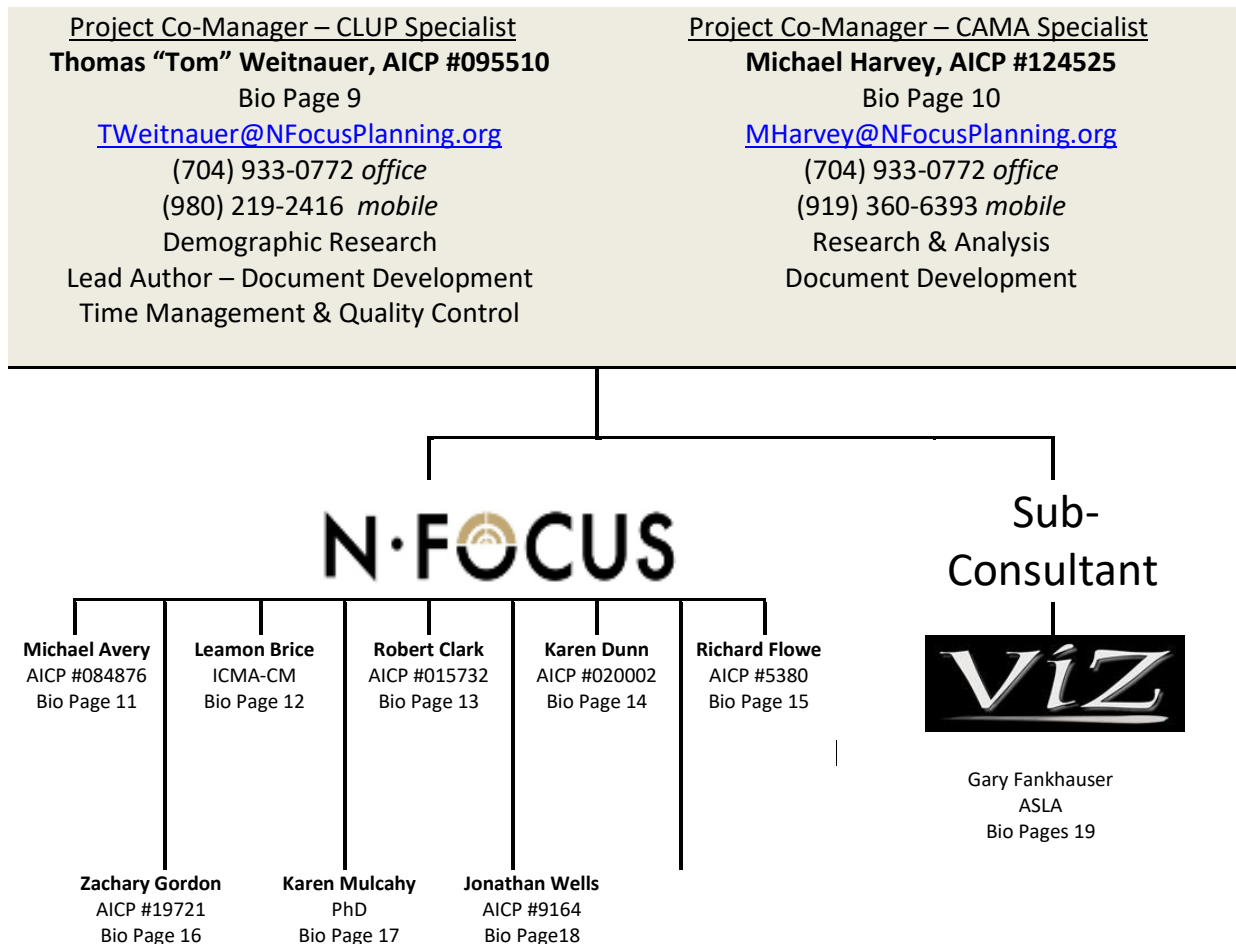
## Team Members

N-Focus selects a limited number of special projects (i.e., CLUPs, UDOs, etc.) each year allowing us to provide the highest quality services we possibly can to our local government partners. To that end, each project team is carefully selected to include seasoned planning professionals with expertise in the area to which they are assigned.

To further ensure performance meets client expectations N-Focus assigns a project manager certified in their respective fields to be responsible for quality assurance and staff performing the agreed services. Supporting and subordinate personnel provided report directly to the Project Manager.

The proposed Project Team Members identified on the following page(s) will be available to complete the project through the public legislative hearing/adoption process and the certification process before the State Coastal Resource Commission (CRC).

## Organizational Chart



## Managers' Bios



TOM WEITNAUER, AICP 095510  
Division Manager – Comprehensive Land Use Plans,  
Town Planner, Special Projects, GIS/Mapping Specialist

Project Role: PROJECT Co-MANAGER  
Lead Author – Document Development,  
Demographic Research,  
Time Management & Quality Control

Location: Kannapolis, NC

Mr. Weitnauer's career spans 29 years in planning & project management with municipal governments. His strengths include current & long-range planning, grant administration, pedestrian enhancement projects, personnel & consultant management, urban design, GIS, visioning, coordination of infrastructure, historic preservation, and author of development codes. His expertise in combining infrastructure investments, design & economic opportunities have produced enduring public spaces in a variety of settings. He is an experienced practitioner in writing policy & development ordinances to manage growth, attract commercial investment, improve pedestrian circulation, protect the environment, facilitate entertainment venues, improve civic spaces, and facilitate new technologies for future generations.

Before joining N-Focus, Mr. Weitnauer provided leadership to the City of Greenville, N.C. Planning Division as Chief Planner. Thomas served as project manager for the development of Greenville's comprehensive plan which earned the 2017 APA-NC Outstanding Planning Award, Honorable Mention, for comprehensive planning for a large community. Mr. Weitnauer is an experienced practitioner in writing policy and land development ordinances to manage growth, attract economic development, improve pedestrian circulation, protect the environment, facilitate entertainment venues, improve urban design, and facilitate new technologies.

Prior positions Mr. Weitnauer held include Principal Planner with the City of Daytona Beach where he provided expertise in **historic preservation**, long-range planning, and urban design to write and illustrate form-based codes as part of a new Unified Development Ordinance. Mr. Weitnauer also served in the unique position of Land Use Planner for the Reedy Creek Improvement District which exclusively governs The Walt Disney World Resort. Thomas led planning responsibilities for this special district during The Walt Disney Company's most aggressive expansion period where **he managed development of the district's comprehensive plan and land development regulations, reviewed site plans, managed the timing of infrastructure and coordinated growth impacts with local, regional, and state agencies.**

Mr. Weitnauer's career includes a decade in east Tennessee where he managed grants to revitalize downtown, extend greenway trails, build urban and neighborhood parks, and develop a 300-foot-long signature pedestrian bridge. Prior consulting services include planning in central Florida to prepare comprehensive plans and land development regulations for client communities, including Key West. Drawing on Mr. Weitnauer's architectural design background, Thomas has authored architectural design standards for several cities to ensure new development complements areas having enduring character. In addition, he conducted research and analysis on Kings Mountain's Comprehensive Plan, and prepared maps for the project using ArcGIS Pro.

EDUCATION: Master of City Planning – Georgia Institute of Technology  
BA Architecture – University of North Carolina at Charlotte





MICHAEL HARVEY, AICP, CFM, CZO #124525  
Town Planner / Special Projects

Project Role: PROJECT Co-MANAGER – CAMA SPECIALIST  
Co-Author, Research & Analysis,  
Document Development,

Location: Chapel Hill, NC

Mr. Harvey’s career spans over 26 years in planning & project management with **municipal/county governments** as both a staff planner and as a consultant. His strengths include current & long-range planning, ordinance and policy development including a special emphasis on development of **environmental and floodplain management policy**, public outreach and education, code enforcement, economic development with a focus on downtown redevelopment and **historic preservation**, GIS mapping, and visioning.

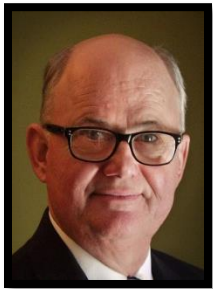
He is an experienced practitioner in writing policy & development ordinances designed to streamline development review processes, make regulatory standards user friendly, manage growth, attract commercial investment, and establish reasonable environmental protections. From a long-range planning perspective, Mr. Harvey has been the author or co-author on several comprehensive land use plans and special planning studies, **including those in coastal communities, addressing the constant need for progressive, enforceable, policies and strategies designed to establish a harmonious balance between encouragement/management of growth while protecting locally identified fragile environmental ecosystems.**

Before joining N-Focus, Mr. Harvey served for nearly 17 years as the Current Planning Supervisor for **Orange County** North Carolina responsible for the administration, interpretation, management, and enforcement the County's land use management program. During his tenure, Mr. Harvey participated in both a team atmosphere, and as the leader, of several special projects including Hazard Mitigation planning efforts, **County Comprehensive Plan update**, and development of small area planning studies.

Prior positions Mr. Harvey has held included serving as a senior planning consultant with Benchmark LLC where he served as the principal staff for **several coastal communities**, including acting as a local **CAMA permit officer**. Including providing professional services on a contract basis for clients his responsibilities involved ordinance development as well as the completion of comprehensive and small area planning studies. Mr. Harvey served for 2½ years as the manager of a downtown revitalization and redevelopment program for Farmville North Carolina where he was responsible for assisting with business recruitment, administration of a façade grant program, and coordination of a downtown marketing program/strategy with the local chamber of commerce.

EDUCATION: BS Political Science – East Carolina University (ECU)  
BS Urban Planning – East Carolina University (ECU)

## Support Team Bios



MIKE AVERY, AICP #084876  
Town Planner / Special Projects

Project Role: CAMA SPECIALIST  
Historic, Cultural & Heritage Analysis,  
Local & Regional Knowledge,  
Public Engagement & Board Presentations

Location: New Bern NC

Mike has over 35 years' experience in the planning profession and served as Director of Planning & Inspections for the **City of New Bern** from 1986 to 2012, where he managed a staff of twenty professionals administering the City's Land Use Ordinances, Development Plans, and building & housing codes. Some of Mike's specific duties included: developing a UDO; administering CDBG & NCHFA programs; New Bern Urban Design Plan; **Historic Preservation**; Transportation Plans; Brownfields (Gateway Development Plan); managing Development Reviews and partnering with non-profit development organizations. Prior to his tenure in New Bern, Mike served as planner-in-charge for **Elizabeth City**. Mike was a member of the N-Focus project team, a sub-consultant on the **2016 Cherry Point Joint Land Use Study (JLUS)**.

EDUCATION: Master of Political Science – Appalachian State University, Boone, NC  
BA Political Science – Appalachian State University, Boone, NC



LEAMON BRICE, ICMA  
VP of Public Administration Division

Project Role: PUBLIC ADMINISTRATION SPECIALIST,  
Public Services & Infrastructure  
Inter-governmental Coordination (as needed)

Location: Davidson, NC

Mr. Brice is the VP of N-Focus Public Administration Division. Prior to joining N-Focus Leamon served as manager for the Town of Davidson (1990-2015) and has over 37 years’ experience in municipal management. His strengths include Organizational Development, process design, policy definition/implementation and supporting our clients in optimizing organizational structure to maximize local government services delivery.

As a professional municipal manager and consultant to local governments, he has managed parking and multi modal access to downtowns including Davidson, Pineville, and Lowell. He was especially involved in the Davidson effort using public involvement and smart planning principals to create a people friendly downtown environment. In addition, he has provided retreat facilitation services for the Towns of Chapel Hill, Fairview, Hertford, Stallings, Waxhaw, & Wilsons Mills and Union County, and group facilitation for numerous planning projects. Having served as a member of the Metropolitan Transit Commission (governing body of the Charlotte Area Transit System), the Lake Norman Transportation Commission and participated in Charlotte Regional MPO activities he is keenly familiar with transportation issues in the Charlotte Mecklenburg region. For this Plan, Mr. Brice will be available to address public service & infrastructure management questions/issues including inter-government coordination and the development of policy goals/objectives.

EDUCATION: Master of Political Science – Appalachian State University, Boone, NC  
BS Political Science – UNCP, Pembroke, NC





ROBERT “BOB” CLARK, AICP #015732  
VP Planning Services Division

Project Role: JLUS Study Review,  
Recreation & Open Spaces

Location: Greenville, NC

Mr. Clark is the Vice President of N-Focus Planning Services Division and a Master Planner. He has over 40 years’ experience in Eastern North. He joined N-Focus as a Master Planner in 2013. In the 10 years preceding, Mr. Clark was the principal planner/owner of his planning company in service to North Carolina local governments. Notable achievements included city/county parks & recreation master plan for Kinston and Lenoir County, Kenansville’s Pedestrian Master Plan, and preparation and administration of development codes. He also contracted services as the Town of Snow Hill Town Administrator from 2005-2010 and served as Interim Development Services Director for Yadkin County in 2011-2012. In Yadkin County, among other achievements, he facilitated a two-day County Management Team Retreat, prepared a successful PARTF grant for Phase 1 of the 560-acre 5D Reservoir Park (Memorial Park), and succeeded in obtaining a Rural Center’ New Generations Workforce Development Grant for youth employment readiness in local industries. Mr. Clark also facilitated plans review and approvals for expansion of the Lone Hickory Indoor Arena equestrian center near Yadkinville.

As Kinston’s Planning and Community Development Director in the eighties and nineties he was instrumental in leading Kinston’s Main Street efforts and helping plan the transformation of the city’s riverfront and establishing the city’s urban forestry and **historic preservation** programs.

Mr. Clark was a member of the N-Focus subconsultant project team that developed the **MCAS Cherry Point Regional Joint Land Use Study (2016)**. His role included assessing existing development regulations and practices, offering strategies for implementing compatible land use development appropriate to the military mission while serving the needs of Carteret, Craven, and Pamlico counties and municipalities in the JLUS study area, such as the culturally and environmentally sensitive Down East region of Carteret County.

Mr. Clark has extensive project planning **experience working with coastal North Carolina communities** while **preparing CAMA land use plans** for the City of Havelock, the Town of Edenton, and the counties of Pender, Gates, Chowan, and Perquimans. He also prepared waterfront access plans for the Carteret County communities of Morehead City and, along with team member Michael Harvey, the Town of Beaufort. He has updated development regulations for **Chowan and Currituck Counties**, and for the **Town of North Topsail Beach**. He also prepared the **Town of Swansboro’s Stormwater Management Plan**.

Mr. Clark’s professional career includes serving as Director of Planning & Development in Kinston, the Town Administrator in Snow Hill, and Community Planner with the NC Division of Community Assistance. Through N-Focus’ continuing service contracts, he also served as the Planning & Zoning Administrator for the Towns of Archer Lodge, and Youngsville—a community on the leading growth edge of Raleigh and Wake Forest. He is currently participating on planning & development initiatives with several other municipalities, including the City of Greenville.

EDUCATION: MA Geography – University of Northern Iowa  
BA Science – University of Northern Iowa



KAREN DUNN, AICP #20002  
Town Planner / Special Projects

Project Role: ENVIRONMENTAL SPECIALIST  
Stakeholder Communications including Military &  
NC Coastal Resources Commission, Local & Regional Knowledge,  
Public Engagement & Board Presentations

Location: Wrightsville Beach, NC

As a certified planner with more than 25 years' experience, Karen brings to the N-Focus Team a thorough understanding of state, regional and local government affairs including an extensive background working with citizens, volunteers, stakeholders, non-profit organizations, Complete Streets implementation, low impact development practices, and landscape design. Karen worked with the NC Coastal Federation – Clean Communities Coordinator, Project Manager and Carolina Ocean Studies as an Environmental Education Instructor

Karen's true passion lies with **public engagement** and, as Planning Administrator for the Town of Burgaw, she worked closely with NCDOT Division 3 Engineers designing NC Highway 53 corridor improvements running through the **Burgaw Downtown National Historic District**. The project included public and private property acquisition to increase roadway right-of-way for pedestrian safety enhancements, streetscape design, mid-block greenway crossings, and bicycle pathways.

Also, while in Burgaw, Karen implemented "**Watch for Me NC**", a comprehensive program, run by the North Carolina Department of Transportation (NCDOT) in partnership with local communities, aimed at reducing the number of **pedestrians and bicyclists** hit and injured in crashes with vehicles. Under Karen's direction, the town created a broad coalition with a diverse set of local partners including the Burgaw Police Department, Pender County Board of Education, Pender Memorial Hospital, Pender County Health Department, Burgaw Chamber of Commerce, the town's Public Works, Fire, and Parks and Recreation Departments, local churches, and non-profit organizations.

The Columbus County Town of Fair Bluff, NC experienced catastrophic flooding from Hurricanes Matthew in 2016 and Florence in 2018 that left many homeless and resulted in the temporary or permanent closure of many downtown businesses. Karen led the N-Focus team to help secure *acquisition of 46 lots* in what was its downtown business district. With the assistance from a Disaster Recovery Grant Agreement with the State of North Carolina Office of State Budget and Management and a NC Parks and Trust Fund Grant (PARTF), the town intends to acquire the sites, demolish the buildings, and eventually create a 20± acre Riverside Park along the Lumber River. Despite the ongoing COVID-19 pandemic, to coordinate and procure the downtown properties when funds become available Karen worked very closely with:

- More than 22 private property owners
- NC Certified Appraisers
- NC State Historic Preservation Office (NCSHPO),
- Environmental Engineers
- Columbus County & Fair Bluff officials

Karen's previous service as planning manager for rapidly growing communities in Mecklenburg and Union Counties from 2000-2009 provided effective leadership to acquire parks, greenways, and conservation lands through the subdivision and commercial development approval process.

EDUCATION: MA Sustainable/Ecological Land Planning and Design – The Conway School, Conway, MA  
BS Geography with Environmental Concentration – Salem State University, Salem, MA





RICHARD FLOWE, AICP #5380  
Founder, President & CEO

Project Role: Zoning Ordinance & Policy Review,  
160D compliance, development suitability

Location: Kannapolis, NC

Mr. Flowe is a professional planner who has served various municipal & county governments in both Carolinas for over 33 years. During this time, he has conducted numerous planning studies, prepared plans, composed ordinances, administered planning functions, planned & managed public facilities projects, and managed the design & construction of water, sewer, street & drainage facilities. He is and has been directly responsible for the implementation & administration of plans & ordinances.

During his career, Mr. Flowe has held positions as planner, administrator, director of planning and director of engineering. All positions have been with private firms serving local governments. These accomplishments include serving as the City Planning Director for the City of Kannapolis, NC from May 1987 until July 1998, and as Joint City-County Planning Director for the City of Columbia & Richland County, SC from January 1999 until February 2000.

Mr. Flowe has been continuously involved in various planning activities, including extensive research into the legal & practical implications of planning, annexation, and land use administration. The most intriguing aspect of his professional activity is fostering the effectiveness of public service and his aspiration to improve the image of local government to the citizen customer.

Mr. Flowe's experience in drafting both comprehensive land use plans and unified development ordinances for numerous municipalities in North Carolina underscores his immense experience in evaluating standards & specifications for development. His time spent in private development also contributes substantially to his experience in the applicability of local government policies in North Carolina.

His experience also includes **evaluation of development potential** and applicable policies within numerous jurisdictions in North Carolina on behalf of the NCDOT during the Map Act litigation and subsequent legal actions brought against the NCDOT.

Mr. Flowe serves as the leading principal of N·Focus and has always been a "hands on" leader in the firm. His dedication in the field, by practicing his craft daily, drives our team toward effective results-oriented public service. This experience ensures our team understands the daily intricacies of working with elected officials, property owners, developers, engineers, businesses, and economic development professionals.

EDUCATION: Master of City & Regional Planning – Clemson University  
BS – Lander University  
Engineering Technology (transferred) – Piedmont Technical College





ZACHARY D. GORDON, AICP #019721  
Town Planner / Comprehensive Long-Range Planning/Special Projects

Project Role: Transportation Planning, Economic Development,  
Research & Analysis

Location: Kannapolis, NC

Mr. Gordon has served as a professional planner since 1988 in various locations, including New Hampshire, Rhode Island and since 2005 – North Carolina. Mr. Gordon’s areas of expertise include, land use and transportation planning, long-range planning, community, and economic development.

Over the course of his 30 + years’ professional planning career, Mr. Gordon has been engaged in the full spectrum of planning activity from development plan review, and the preparation of long-range plans, to the drafting of development regulations and the establishment of efficient planning systems and processes. Mr. Gordon is also a skilled facilitator, having collaborated successfully with stakeholders (citizens, developers, elected and government officials) in the planning and community development process to achieve consensus and productive outcomes which are mutually beneficial to all.

Before joining N-Focus, Mr. Gordon served as Principal of Gordon Consulting, a planning firm offering consulting services including the preparation of comprehensive plans, land development regulations, project management, land entitlements and expert testimony.

From 2014-2021, Mr. Gordon served as Planning Director for the City of Kannapolis where he was responsible for administration and management of the city’s current planning, long range planning and code enforcement activities, including development plan review, re-zonings; annexations, development code revisions, preparation of long-range plans; transportation planning; growth projections and data analysis. Key accomplishments by Mr. Gordon during his time as Kannapolis Planning Director include adoption of the City’s first ever comprehensive plan – *“Move Kannapolis Forward 2030 Comprehensive Plan”* and the complete rewrite of the City’s Unified Development Ordinance (UDO).

Prior to his tenure with the City of Kannapolis, Mr. Gordon served as Principal Planner for the Town of Huntersville (NC) for 9 years, where he was responsible for the Town’s long-range planning, regional planning, and growth management functions. He authored the *“Town of Huntersville 2030 Plan”* - Recipient of a "Special Projects Award" from the NC Chapter of the American Planning Association.

Mr. Gordon is currently serving as Interim Planner Director for the Town of Harrisburg & Sampson County. He also serves as an Adjunct Faculty member in the Department of Geography and Earth Science at UNC Charlotte, where he teaches environmental planning, including coastal resource management policy and protections.

EDUCATION: Master of Regional Planning – Cornell University  
BS – Political Science/Geography (Dual Major) State University of New York at Oneonta



**KAREN MULCAHY, Ph.D.**  
Special Projects

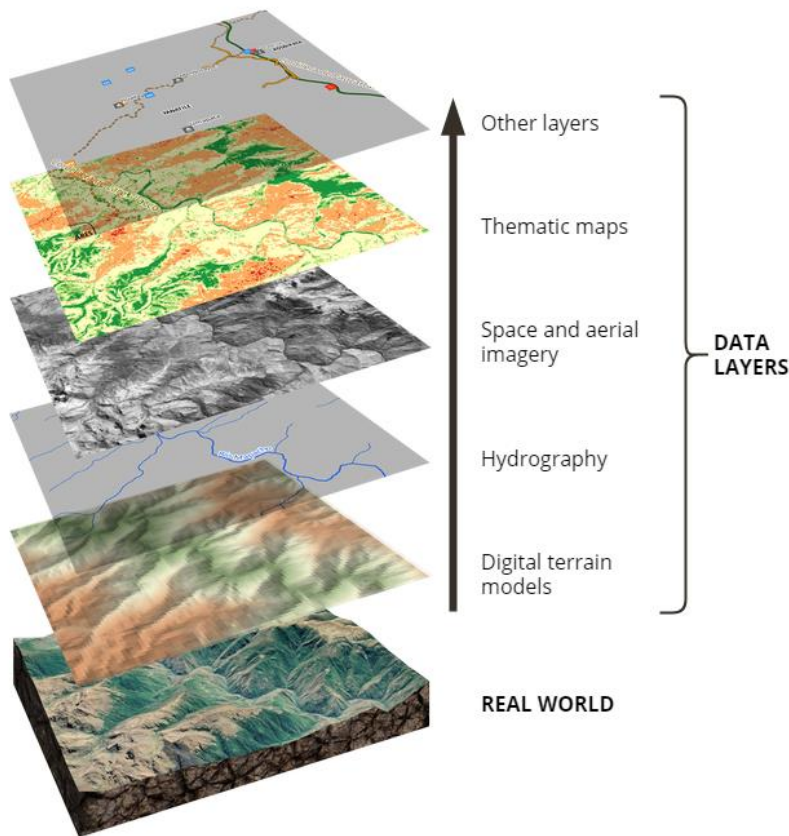
**Project Role:** GIS/MAPPING SPECIALIST  
Geospatial Analysis, GIS Mapping

**Location:** Kinston, NC

Dr. Mulcahy has a doctorate in Earth & Environmental Science and over **30 years of geospatial technology experience** in a variety of private and public settings. She specializes in geospatial/cartographic visualization, Geographic Information Systems, and global navigation satellite systems. She has worked with and for several local governments in geographic information systems and cartographic design.

Dr. Mulcahy has over 20 years of service with East Carolina University as an instructor, researcher, and project developer in geospatial technologies, and has served as a software trainer for **ArcGIS Desktop and ArcGIS Pro software programs** and as an independent consultant providing custom GIS services. She also served as Co-Director of the Center for Geographic Information Science at East Carolina University.

**EDUCATION:** PhD. Earth & Environmental Sciences, City University of NY Graduate Center NY, NY  
MA Geography Hunter College, NY, NY  
BA Geography Hunter College, NY, NY





JONATHAN WELLS, AICP #9164  
Town Planner / Special Projects

Project Role: Transportation Plan & System Review (MPO Expert),  
Demographic/Statistic Research & Analysis,  
Schools

Location: Charlotte, NC

- ✓ Experienced in working collaboratively with diverse populations to identify common goals and to reach consensus solutions.
- ✓ Command of NC planning laws and statutes regarding land use and comprehensive planning, land development review, and infrastructure planning
- ✓ Proven leadership in public policy and process review, evaluation, and improvement/enhancement
- ✓ Experience with planning-related demographics and statistics, including redistricting, population estimates, and projections.

After joining the N-Focus team, Jonathan has served as Interim Planner/Planning Director for the Towns of Harrisburg, Marshville, Matthews & Troutman, and the City of Kings Mountain. Also working with the Firm of Parker Poe, he analyzed student enrollment statistics and trends and school classroom availability pertaining to a proposed residential development in Currituck County (NC), and provided expert testimony for the county's APFO (Adequate Public Facilities Ordinance)

During his time in Troutman (2020-2021), Jonathan examined **historical population trends** alongside factors such as household size and housing starts to project the town's population more accurately, to be applied to anticipated town **population-driven service demands, staffing, and capital needs**

Prior to joining N-Focus, Jonathan worked for the City of Charlotte from 2000-2017. Some of his accomplishments/responsibilities were:

- ✓ Led the city's annexation effort, applying Geographic Information Systems (GIS) best practices to aligning factors such as population, households, dwelling units, and acreage to state statutory requirements governing annexation
- ✓ Participated in city's biennial effort to re-balance election districts following major annexations and the 2010 US Census
- ✓ Provided leadership and supervision to the city Planning Department's 6-person GIS team
- ✓ Led the effort to establish a set of "health metrics" that was integrated into the **Charlotte region's Metropolitan Transportation Plan**, which enables the tracking of the health of the region's transportation systems based upon a series of health-related statistics

Mr. Wells was with the Charlotte Mecklenburg (NC) Schools from 1994-2000 and the Rochester (NY) City School District from 1986-1994.

EDUCATION: Master of Public Administration (Urban Studies emphasis) – State University of New York College  
BA Environmental Design – State University of NY at Buffalo School of Architecture & Planning

## Project Sub-Consultant



VIZ, PLLC  
GARY FANKHAUSER, ASLA

Project Role:  
Plan Graphics & Illustrations

Location: Cornelius, NC

Prior to forming **VIZ, PLLC** in North Carolina in 2008, Gary Fankhauser, ASLA was an employee of N-Focus from 2005-2008. Mr. Fankhauser's more than 33 years of project experience ranges in scale from 1/8<sup>th</sup> acre Urban Plazas to 5,000-acre State Parks located throughout the United States. He has worked in the Carolinas since his graduation and has worked in the Charlotte area for almost 25 years.

Mr. Fankhauser has worked for some of the largest Architecture/Engineering firms in North Carolina, and through them gained experience in almost every project type. Gary has a high level of expertise in Design, 2-D and 3-D hand and digital graphics/rendering, understanding and production of Technical and Contract Documents (AutoCAD software), Specifications, and Construction Administration. Gary also has a great amount of experience presenting in public forums, to jurisdictional committees, boards, and council, facilitating public workshops, and hands-on design charrettes.



**Kannapolis Parkway Site Plan Master Plan**

EDUCATION: BS Landscape Architecture – Ohio State University

CREDENTIALS: Registered Landscape Architect Licensed in:

- NC - #707
- SC - #367
- GA - #001013
- VA - #607
- NM - #483
- OH - #1401327
- TN - #1068

### Recent Project Examples & References

N-Focus Staff is **currently** working with the **Towns of Emerald Isle and Pine Knoll Shores** on the creation of their Unified Development Ordinances (UDO) and has just finished providing **Brunswick County** with interim planning support.

#### **2021 – 2022**    **Town of Emerald Isle**

New Unified Development Ordinance  
Anticipated adoption October 2022

Project Manager & Lead Author: Richard Flowe, AICP  
Project Support: Thomas Weitnauer, AICP  
Michael Harvey, AICP

Reference: Matt Zapp, Town Manager  
(252) 354-3424  
[mzapp@emeralsisle-nc.org](mailto:mzapp@emeralsisle-nc.org)

#### **2021 – 2022**    **Town of Pine Knoll Shores**

New Unified Development Ordinance  
Anticipated adoption October 2022

Project Manager & Lead Author: Richard Flowe, AICP  
Project Support: Thomas Weitnauer, AICP  
Michael Harvey, AICP

Reference: Brian Kramer, Town Manager  
(252) 247-4353  
(252) 723-0013 cell  
[Manager@townofpks.com](mailto:Manager@townofpks.com)

#### **2021 – 2022**    **Brunswick County**

Planning Dept. Support: Karen Dunn, AICP

Reference: Kirstie Dixon, Planning Director  
(910) 253-2027  
[Kirstie.dixon@brunswickcountync.gov](mailto:Kirstie.dixon@brunswickcountync.gov)

THE FOLLOWING ARE RECENT LAND USE PLANS  
N-FOCUS STAFF HAS OR IS IN THE PROCESS OF COMPLETING FOR 160D COMPLIANCE:

<b>2022</b>	<b><u>Town of Chadbourn</u></b> Fundamental Land Use Plan – Adopted May 3, 2022  Project Manager & Lead Author: Thomas Weitnauer, AICP  Reference: Pat Garrell, Town Clerk (910) 654-4148 <a href="mailto:pgarrell@townofchadbourn.com">pgarrell@townofchadbourn.com</a>  Phillip Britt, Mayor 910-654-4148 <a href="mailto:ccnrmedic@yahoo.com">ccnrmedic@yahoo.com</a>
<b>2022</b>	<b><u>Town of Morven</u></b> Fundamental Land Use Plan – Adopted June 6, 2022  Project Manager & Lead Author: Thomas Weitnauer, AICP  Reference: Corinthia Lemon, Councilwoman (704) 851-9321 <a href="mailto:clewislemon@townofmorven.org">clewislemon@townofmorven.org</a>
<b>2022</b>	<b><u>Town of Tabor City</u></b> Fundamental Land Use Plan – Adopted June 14, 2022  Project Manager & Lead Author: Thomas Weitnauer, AICP  Reference: Manager, Al Leonard (910) 234-0966 <a href="mailto:yamman@embarqmail.com">yamman@embarqmail.com</a>
<b>2021 – 2022</b>	<b><u>Town of Ellerbe</u></b> Fundamental Land Use Plan – Adopted May 2, 2022  Project Manager & Lead Author: Thomas Weitnauer, AICP Project Support: Michael Harvey  Reference: Jane C. Smith, CMC, NCCMC, Town Clerk (910) 652-6251 <a href="mailto:JaneCSmith@rsnet.org">JaneCSmith@rsnet.org</a>

**2021 – 2022    Town of Elm City**

Comprehensive Land Use Plan – Adopted May 10, 2022

Project Manager & Lead Author:    Thomas Weitnauer, AICP  
Project Support:                            Michael Harvey

Reference:                                    John Edwards, Town Administrator  
    (252) 236-4917  
    [JEdwards@ElmCityNC.com](mailto:JEdwards@ElmCityNC.com)

**2021-2022    Town of Lilesville**

Fundamental Land Use Plan – Adopted May 2, 2022

Project Manager & Lead Author:    Thomas Weitnauer, AICP

Reference:                                    Lynn Whitlock, Zoning Administrator  
    (704) 848-4711  
    [LilesvilleTown@windstream.net](mailto:LilesvilleTown@windstream.net)

**2021 – 2022    Town of McAdenville**

Comprehensive Land Use Plan – Adopted June 14, 2022

Project Manager & Lead Author:    Thomas Weitnauer, AICP  
Project Support:                            Michael Harvey

Reference:                                    Lesley Dillinger, Town Administrator  
    (704) 824-3190  
    [Clerk@TownofMcAdenville.org](mailto:Clerk@TownofMcAdenville.org)

**2021 – 2022    Town of Swepsonville**

Comprehensive Land Use Plan – Adopted May 16, 2022

Project Manager & Lead Author:    Thomas Weitnauer, AICP

Reference:                                    Brad Bullis, Town Administrator  
    (252) 336-578-5644  
    [brad.bullis@swepsonvillenc.com](mailto:brad.bullis@swepsonvillenc.com)



WHILE DEVELOPING COMPREHENSIVE LAND USE PLANS FOR THE FOLLOWING TOWNS  
N-FOCUS ALSO DEVELOPED THEIR UNIFIED DEVELOPMENT ORDINANCES:

<b>2021 – 2022</b>	<b>Town of Ranlo</b> Comprehensive Land Use Plan – Adopted May 12, 2022  Project Manager & Lead Author: Thomas Weitnauer, AICP  Reference: Jonathan Blanton, Town Manager (704) 824-3461 <a href="mailto:jblanton@townofranlo.org">jblanton@townofranlo.org</a>
<b>2020 – 2021</b>	<b>Town of Biscoe</b> Comprehensive Land Use Plan and Master Plan 2040 – Adopted April 14, 2021  <a href="https://www.townofbiscoe.com/zoning.html">https://www.townofbiscoe.com/zoning.html</a>  Project Manager & Lead Author: Tom Weitnauer, AICP  Reference: Brandon Holland, Town Manager (910) 428-4112 <a href="mailto:Manager@TownofBiscoe.com">Manager@TownofBiscoe.com</a>
<b>2020 – 2021</b>	<b>Town of Landis</b> Comprehensive Land Use Plan 2040 – Adopted May 10, 2021  <a href="https://www.townoflandis.com/assets/LDO-2021/Landis-Town-Plan-2040-20210510-ADOPTED.pdf">https://www.townoflandis.com/assets/LDO-2021/Landis-Town-Plan-2040-20210510-ADOPTED.pdf</a> <a href="https://www.townoflandis.com/assets/LDO-2021/Landis-Town-Plan-2040-20210510-ADOPTED.pdf">[https://www.townoflandis.com/assets/LDO-2021/Landis-Town-Plan-2040-20210510-ADOPTED.pdf]</a>  Project Manager & Lead Author: Tom Weitnauer, AICP  Reference: Diane Seaford, Town Manager (704) 857-2411 <a href="mailto:DSeaford@TownofLandis.com">DSeaford@TownofLandis.com</a>

12/20/21 E-Mail Received from Diane Seaford, Landis Town Manager:  
"We are so fortunate to be in partnership with NFocus. during this growth season for us, I do not know what we would do without your services."



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**2020 – 2021 City of Lowell**

2040 Comprehensive Land Use Plan – Adopted April 13, 2021

<https://www.lowellnc.com/DocumentCenter/View/885/Lowell---City-Plan-2040-ADOPTED-PDF>[\[https://www.lowellnc.com/DocumentCenter/View/885/Lowell---City-Plan-2040-ADOPTED-PDF\]](https://www.lowellnc.com/DocumentCenter/View/885/Lowell---City-Plan-2040-ADOPTED-PDF)

Project Manager & Lead Author: Tom Weitnauer, AICP

Reference: Scott Attaway, Town Manager  
(704) 617-0141  
[SAttaway@LowellNC.com](mailto:SAttaway@LowellNC.com)

**2020 – 2021 Town of Rutherfordton**

Comprehensive Land Use Plan – Adopted December 2, 2020

<https://www.rutherfordton.net/documents/rutherfordton-comprehensive-land-use-master-plan-town-plan-2040-approved/>

Project Manager & Lead Author: Tom Weitnauer, AICP

Reference: Doug Barrick, Town Manager  
(828) 287-3520 office  
[DBarrick@Rutherfordton.net](mailto:DBarrick@Rutherfordton.net)

**2020 – 2021 Town of Troy**

Comprehensive Land Use Plan and Master Plan 2040 – Adopted February 1, 2021

<https://troy.nc.us/2227/Planning-and-Zoning>

Project Manager & Lead Author: Tom Weitnauer, AICP

Reference: Greg Zephir, Town Manager  
(910) 572-3661  
[TroyManager@Troy.NC.US](mailto:TroyManager@Troy.NC.US)

**2019 Town of Wilson's Mills**

Town Plan 2040 - Adopted December 16, 2019

[https://www.wilsonsmillsnc.org/vertical/sites/%7BD00108A2-B308-440E-9FD8-7BDA954DF3A6%7D/uploads/Adopted\\_CLUP\\_12.16.19.pdf](https://www.wilsonsmillsnc.org/vertical/sites/%7BD00108A2-B308-440E-9FD8-7BDA954DF3A6%7D/uploads/Adopted_CLUP_12.16.19.pdf)

Project Manager & Lead Author: Richard Flowe, AICP

Reference: Leighanna Worley, CMC, Administrator  
(919) 938-3885  
[LWorley@WilsonsmillsNC.org](mailto:LWorley@WilsonsmillsNC.org)

**2018-2019      Town of Youngsville**

Comprehensive Land Use Plan - Adopted March 14, 2019

**Blueprint for Youngsville Action CDP**

[https://www.townofyoungsville.org/document\\_center/Planning%20and%20Zoning/Blueprint%20for%20Youngsville%20Action%20items%2020190314.pdf](https://www.townofyoungsville.org/document_center/Planning%20and%20Zoning/Blueprint%20for%20Youngsville%20Action%20items%2020190314.pdf)

**Town Plan 2040 Comprehensive Development Plan**

[https://www.townofyoungsville.org/document\\_center/Planning%20Board%20Meeting/CDP.pdf](https://www.townofyoungsville.org/document_center/Planning%20Board%20Meeting/CDP.pdf)

**Youngsville Downtown Catalyst Map**

[https://www.townofyoungsville.org/document\\_center/Planning%20and%20Zoning/2%20Youngsville%20Downtown%20Catalyst%2011-1-18.pdf](https://www.townofyoungsville.org/document_center/Planning%20and%20Zoning/2%20Youngsville%20Downtown%20Catalyst%2011-1-18.pdf)

**Youngsville Future Land Use Plan**

[https://www.townofyoungsville.org/document\\_center/Planning%20and%20Zoning/1%20Youngsville%20%20712-3-18.pdf](https://www.townofyoungsville.org/document_center/Planning%20and%20Zoning/1%20Youngsville%20%20712-3-18.pdf)

**Youngsville Growth Opportunities Map**

[https://www.townofyoungsville.org/document\\_center/Planning%20and%20Zoning/3%20Youngsville%20Growth%20Opportunities12-3-18.pdf](https://www.townofyoungsville.org/document_center/Planning%20and%20Zoning/3%20Youngsville%20Growth%20Opportunities12-3-18.pdf)

**Youngsville Truck Route Concept Map**

[https://www.townofyoungsville.org/document\\_center/Planning%20and%20Zoning/4%20Youngsville%20Truck%20Route%20Concept12-10-18.pdf](https://www.townofyoungsville.org/document_center/Planning%20and%20Zoning/4%20Youngsville%20Truck%20Route%20Concept12-10-18.pdf)

**2015-2016      Cherry-Point**

Joint Land Use Study (JLUS) – Sub-Consultant

N-Focus provided an essential role as a sub-consultant in preparation of the Cherry-Point Joint Land Use Study (JLUS). The N-Focus Team assessed existing CAMA Land Use Plans, development regulations and practices; offering strategies for implementing compatible land use development appropriate to the military mission while serving the needs of a diversity of coastal communities in the JLUS study area of Carteret, Craven, and Pamlico Counties.

Project Co-Manager:      Bob Clark

Reference:      Carteret County Assist. Manager, Eugene Foxworth  
(252) 728-8545  
[Eugene.Foxworth@CarteretCountyNC.gov](mailto:Eugene.Foxworth@CarteretCountyNC.gov)



### 3. PROJECT UNDERSTANDING

Preparation of an updated CAMA plan (PLAN) is a requirement for all 20 coastal counties in North Carolina, in accordance with NC Coastal Management Act passed in 1974. The purpose of CAMA is to protect NC coastal resources, in accordance with established regulations and policies. The Coastal Area Management Act requires each of the 20 coastal counties to have a local land use plan in accordance with guidelines established by the Coastal Resources Commission (CRC) as detailed in NC 15A NCAC 07B.

N-FOCUS is mindful of the importance of land use planning in coastal communities. The continued growth of Town of Southern Shores and the accompanying development pressures, highlights the need to plan carefully for the long-term sustainability of the Town’s resources. The PLAN will serve to guide development decision making at the local level by Town of Southern Shores elected officials and Planning Board and provide CRC with guidance in approving development permit(s) within “Area of Environmental Concern” (AEC).

The PLAN will also be prepared in compliance with the requirement of NCGS 160D, which mandates that all NC jurisdictions which have zoning regulations also have a Comprehensive Plan. The PLAN will meet this requirement, allowing for the continued application of zoning by Town of Southern Shores.

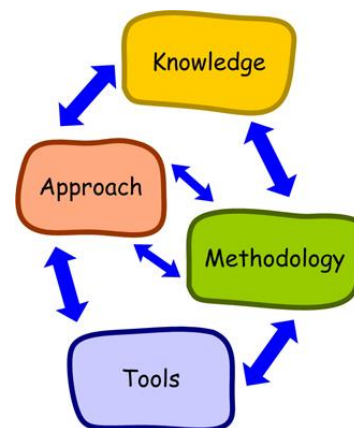
N-FOCUS is aware of the desire for a robust public engagement process. To that end, this proposal includes a detailed outline for a “Public Participation Plan”, hereinafter “PPP”, designed to inform, engage, and activate public participation in the CAMA planning process. We are also cognizant of the importance of stakeholder involvement and participation in the PLAN process, including the Town Council, Planning Board, other governmental agencies and organizations, business owners and citizens.

The PLAN prepared by N-FOCUS will be practical, functional, and intentional. Sustainability and resiliency issues will be given high priority. The PLAN will provide tools for the TOWN to make strategic decisions and investments during the PLAN’s horizon timeframe which reinforce the PLAN recommendations. The PLAN process will result in a graphic-rich substantive PLAN which is both engaging and user friendly for Town of Southern Shores decision-makers, property owners and developers who desire to locate or expand within the Town.

It is our intention to produce a PLAN which includes actionable recommendations (goals, plans, objectives, and policy statements) articulating a clear vision and implementation strategy.

N-FOCUS is committed to producing the highest quality PLAN in a cooperative effort with the TOWN, elected & appointed officials, staff, citizens, property & business owners, and other stakeholders for the benefit of the current and future residents of Town of Southern Shores.

**It is a responsibility we do not take lightly.**



## Project Scope Of Services

### TASK 1. *Orientation and Scoping Session(s)*

N-FOCUS will:

- a) Meet with STAFF for project orientation, scoping, communication logistics, and scheduling;
- b) Obtain information about map resources; and
- c) Prepare a PPP for review.

### TASK 2. *Research & Analysis*

N-FOCUS will:

- a) Collect & analyze socioeconomic, geographic, and other data to include pertinent population, housing, & economic data, citing issues & trends;
- b) Review State CAMA requirements in NC Administrative Code (NCAC) 07B.0702;
- c) Review planning policy documents previously adopted by TOWN;
- d) Identify policies addressing issues of concern to STAFF;
- e) Review & evaluate:
  - 1) Current plans and status for water, sewer, electricity, and wireless coverage;
  - 2) Information regarding local & regional economic organizations and indicators; and
  - 3) Information regarding historic resources.
- f) Review of Transportation Plan and documentation related to major transportation projects
- g) Conduct data inventory and land use capacity analysis of existing conditions, as well as rational projection of the community in 2035-2050.
- h) Review & evaluate:
  - 1) Planned future developments;
  - 2) Potential construction limitations (zoning, flood zones, protected species, wetlands, historic site, etc.)

### TASK 3. *Public Participation Plan (PPP)*

N-FOCUS will work with STAFF, and CAMA staff to formalize the format of project related announcements.



N-FOCUS will implement an aggressive PPP that will include:

- a) **Community Interviews:**  
N-FOCUS will conduct interviews with key local stakeholders and business leaders as previously identified. Feedback received will also serve as a proxy for those represented by/or associated with these stakeholders, concerning future growth, development, and land use opportunities and constraints within the region.
- b) **Community Survey:**  
N-FOCUS will develop a survey designed to engage residents, property owners, businesses owners, and local stakeholders regarding:
  - 1) Attitudes on current development opportunities and constraints;
  - 2) Feedback on the implementation of the current CAMA Plan goals, policies, and objectives;
  - 3) What respondents would like to see change/not change in the TOWN;
 Results will allow N-FOCUS, STAFF, and elected officials to begin review of existing goals/policy objectives and evaluate possible changes as part of PLAN update.
- c) **One-on-One Conversations** with up to five (5) stakeholder groups (to be identified by STAFF.
- d) **Public Workshops {minimum of two (2)}** to identify *“Areas of Strategic Focus”*
- e) **Monthly Progress Reports** to summarize activities, progress, and obstacles.
- f) **Planning Board Meetings (Number TBD)** to seek guidance & recommendation(s).
- g) **Governing Board Work Session** to review the project and input.

**NOTE:**

**In-person meetings may be replaced with virtual meetings,  
depending on future Covid-19 precautions.**

**TASK 4. Draft Plan and Implementation Strategy**

N-FOCUS will:

- a) Prepare the initial draft PLAN, to include:
  - i. Vision Statement, Goals & Objectives; and
  - ii. Major Elements of the PLAN
    - 1) Why Plan Our TOWN?;
    - 2) About the TOWN;
    - 3) Community Profile and Vision;
    - 4) Existing and Emerging Conditions;
    - 5) Natural, Cultural & Historic Resources including comprehensive review of Areas of Environmental Concern (AEC) as set forth in Subchapter 15A NCAC 07H;
    - 6) Voice of the Community (i.e. community concerns and aspirations) – Businesses, Citizens, and Stakeholders;
    - 7) Economic Development;
    - 8) Infrastructure;
    - 9) Planning & Development (including Future Land Use & Growth Opportunities Maps)
    - 10) Management Goals for the TOWN;
    - 11) Blueprint (i.e., tools for managing development) – Summary and PLAN Implementation.
- b) Prepare PLAN to include, but not be limited to, the following:
  - i. **Community Concerns and Aspirations** – Section describing/analyzing current dominant growth-related conditions that influence land use, development, water quality and other environmental concerns in the community including detailed analysis/discussion on development topics such as:
    - 1) Community Vision;
    - 2) Land Use Compatibility;
    - 3) Infrastructure Carrying Capacity;
    - 4) Natural Hazard Identification/Definition and Analysis; and
    - 5) Water Quality.
  - ii. **Review/Analysis of Existing and Emerging Conditions;**
  - iii. **Review/Analysis of Areas of Environmental Concerns (AECs);**
  - iv. **Existing & Future Land Use Map** and Matrix including inclusion of the local community's 'Management Goals' intended to ensure development & use of resources and/or preservation of natural resources/fragile areas avoids risks to public health, safety, and welfare; and
  - v. **Tools for Managing Development**
    - 1) Description of what role the PLAN will have in land use & development decision-making by TOWN.
    - 2) Identification & adoption of ***tools to manage development*** within the community addressing economic development needs in concert with resource preservation.
- c) Incorporate a strategy to both ***limit Public Investment & leverage Private Investment*** and stimulate Growth within Catalyst Area(s) identified;
- d) Submit initial draft PLAN for internal STAFF review;
- e) Incorporate STAFF comments into revised "Draft PLAN";
- f) Present Draft PLAN to Planning Board in public information meeting & request formal recommendation;
- g) Provide draft final PLAN to TOWN for submission to DCM; and
- h) Post Draft online on the TOWN's website.

*TASK 5. Final Plan*

N-FOCUS will incorporate changes if any, into the Draft PLAN as recommended by Planning Board and submit "**Final Draft PLAN**" to TOWN Governing Board at public legislative hearings.



**4. SUMMARY TIMELINE**

TOWN OF SOUTHERN SHORES CAMA LAND USE PLAN	Months 1-2	Months 3-4	Months 5-6	Months 7-8	Months 9-10	Months 11-12
<b>TASK 1. ORIENTATION &amp; SCOPING SESSION(S)</b>						
a) Kick-Off Meeting w/TOWN Staff Develop PPP						
b) Identify Mapping Resources & features						
c) Prepare PPP for review & comment						
<b>TASK 2. RESEARCH &amp; ANALYSIS</b>						
a) Analyze existing plans, maps, documents, data & other materials relevant to the project						
b) Review CAMA requirements						
c) Review Planning Policy Documents						
d) Identify policies of concern						
e) Review & evaluate						
f) Review Transportation Plan						
g) Conduct Data Inventory						
h) Review & Evaluate Future Development, & Construction limitations						
<b>MONTHLY MEETINGS AT A MINIMUM WITH STAFF AND PHONE/E-MAIL AVAILABILITY BETWEEN MEETINGS FOR CONSULTATION</b>						
<b>TASK 3. PUBLIC PARTICIPATION PLAN</b>						
a) Community Interviews						
b) Community Survey						
c) One-on-One Conversations						
d) Public Workshops		★		★		
e) Monthly Progress Reports		→				
f) Planning Board Meetings {minimum of (3)}		★		★	★	
g) Governing Board Work Session			★		★	
<b>TASK 4. DRAFT PLAN and IMPLEMENTATION STRATEGY</b>						
<b>Consistent with NCGS 160D &amp; NC CAMA 15A NCAC 07B</b>						
a), b), C) Prepare Initial Draft PLAN						
d), e) Submit initial draft PLAN for STAFF Review			★			
f) Present Draft to Planning Board						
g) Provide Draft PLAN for DCM Submission						
h) Post Draft online						



<b>TOWN OF SOUTHERN SHORES CAMA LAND USE PLAN</b>	<b>Months 11-12</b>
<b>TASK 5. FINAL PLAN</b>	
Submit Final Draft PLAN to Governing Board at Public Legislative Hearing for Adoption	
<b>DCM Certification Process – N-FOCUS will assist through the DCM certification process and attend CRC hearings if needed</b>	

**This proposal is valid through October 31, 2022**







5. CERTIFICATE OF INSURANCE

		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 01/05/2022	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p><b>IMPORTANT:</b> If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>					
<b>PRODUCER</b> Melanie Franklin 1270 Hendersonville Rd Asheville, NC, 28704		<b>CONTACT NAME:</b> Donna Dark <b>PHONE (A/C, No, Ext):</b> 828-274-2420 <b>FAX (A/C, No):</b> 828-274-2423 <b>E-MAIL ADDRESS:</b>			
<b>INSURED</b>  NFOCUS INC 313 S MAIN ST STE 110 KANNAPOLIS NC 28081		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>	
		<b>INSURER A:</b> State Farm Fire and Casualty Company		25143	
		<b>INSURER B:</b> State Farm Mutual Automobile Insurance Company		25178	
		<b>INSURER C:</b>			
		<b>INSURER D:</b>			
		<b>INSURER E:</b>			
		<b>INSURER F:</b>			

<b>COVERAGES</b>		<b>CERTIFICATE NUMBER:</b>		<b>REVISION NUMBER:</b>		
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		93-B5-L417-0	09/26/2021	09/20/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 4,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/POP AGG \$ 4,000,000 \$
	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY		364 7270-A20-33H	01/20/2022	01/20/2023	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ 1,000,000 BODILY INJURY (Per accident) \$ 1,000,000 PROPERTY DAMAGE (Per accident) \$ 500,000 \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	93-EH-G042-7	03/24/2021	03/24/2023	PER STATUTE    OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Thirty days written notice will be given prior to cancellation and subsequent to any adverse change in coverage.						

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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